

**STUDY OF ORGANIZATIONAL CHANGE AND ITS IMPACT ON
ORGANIZATIONAL COMMITMENT IN SOME SELECTED IT
ORGANIZATIONS IN NORTHERN INDIA**

**A Thesis
for
Doctor of Philosophy
Submitted by
Kanika Sofat
Regn No: 951010003**

Under the guidance of

Dr Sanjay Kaushik

Professor

University Business School

Panjab University

Chandigarh

Dr (Ms) Ravi Kiran

Professor & Former Head

Professor Incharge Alumni Relations

School of Humanities & Social Sciences

Thapar University, Patiala



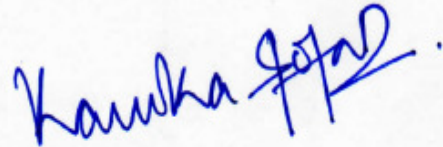
**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
THAPAR UNIVERSITY**

DECLARATION

I hereby declare that this thesis entitled "STUDY OF ORGANIZATIONAL CHANGE AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT IN SOME SELECTED IT ORGANIZATIONS IN NORTHERN INDIA" is an original work done by me for the award of the degree of Doctor of Philosophy in Management. I also declare that this thesis or any part of it has not been submitted by me for the award of any degree, diploma, title or recognition before.

Patiala

November 12, 2015



KANIKA SOFAT

CERTIFICATE

Certified that the thesis entitled 'STUDY OF ORGANIZATIONAL CHANGE AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT IN SOME SELECTED IT ORGANIZATIONS IN NORTHERN INDIA' which is being submitted by Ms. Kanika Sofat, in fulfillment of the requirements for award of the Degree of Doctor of Philosophy in Management, Thapar University, Patiala, is a record of candidate's own work, carried out by her under our supervision and guidance. The matter embodied in this thesis has not been submitted in part or full to any other University or Institute for the award of any degree.



Dr Sanjay Kaushik

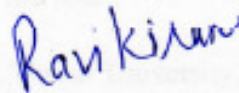
Professor

University Business School,

Panjab University,

Chandigarh-160014,

India



Dr (Ms) Ravi Kiran

Professor and Former Head

School of Humanities & Social

Sciences,

Professor In Charge, Alumni Relations,

Thapar University,

Patiala-147001, (Punjab) India

Place: Patiala, Punjab (India)

Date: November 19, 2015

ACKNOWLEDGEMENTS

"The depth and the willingness with which we serve is a direct reflection of our gratitude."

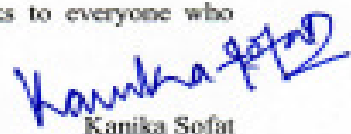
Sometimes words get limited when it comes to express deep and hearty regards for an inspirational experience of life. I feel myself lucky to come near the milestone which I desperately wanted and finalizing this research is one of those atypical beautiful moments of my life.

I am endeavoring to express my deep thanks to Almighty as whatever I am is because God always answered my sincere prayers and bestowed me with contentment, satisfaction and courage to solve the complexities of life. Thanks for always standing by me whenever I need you. I warmly acknowledge assorted contributions of my revered supervisors Dr. (Ms) Ravi Kiran, Professor & Former Head, School of Humanities and Social Sciences, Thapar University, Patiala and Dr. Sanjay Kaushik, Professor, University Business School, Panjab Univerasity, Chandigarh for their unflinching encouragement and thorough involvement has nourished my intellectual level which I will relish for a life time.

I am very grateful to Prof. Praksah Gopalan, Director, Thapar University, Patiala and Dr. O. P. Pandey, Dean, Research & Sponsored projects for providing me stimulating learning environment. I am also thankful to Dr. SanthaKumari, Dr. Piyush and Dr. HitashiLomash, members of my Doctoral Committee for providing valuable inputs.

On a personal note, I am equally indebted to my father Mr. Gian Chand Sofat. He has always stood beside me and constantly encouraged me since childhood. I will also like to thank my adorable mother Mrs. MeenaSofat for her unconditional and boundless love. What I'm today is only because of love& support given by my parents. Words fail to express the support that I have received from my exceptionally intelligent and wonderful husband Mr. NitinMalhotra and my brother Mr. Dhruv Sofat and my sister-in-law Mrs. IshaSofat, my niece Ms. KashviSofat and my nephew Master DivyamSofat for their support and love.

Lastly, I would like to thank my beautiful child Master. Bhavik Malhotra and my dear friend Ms.Reetika Gupta Chaudhary. They are my constant source of inspiration. I take this opportunity to express my sincere thanks to my mother in-lawDr Meenakshi Malhotra and my father in law Mr. Vikram Malhotra and my grandmother Mrs. Kanta Malhotra , who have always been very helpful at every step. I sincerely convey my thanks to everyone who participated and contributed in this research in any way.


Kanika Sofat

ABSTRACT

The Information technology (IT) sector in India is currently thriving with new entrants in the private sector. To survive in the competitive era, the organizations have to understand the importance of relevant organizational change and its impact on important factors like organization commitment. Organisational change has a deep and long-lasting effect on the employees' commitment. As a result, to suggest the measures to cope with the change initiatives and to increase the effectiveness of the change initiatives, the foremost aim is to examine the concept of organizational change within different change levers, various initiatives taken to manage the change and understand the impact on organizational Commitment.

Organizations today realize that if they have to survive and grow, they have to bring in relevant changes within different change levers like technology, marketing, quality, cost, strategy, structure, managing people and leadership. These changes have to be managed effectively. It is seen that when change process is not managed properly people resist change and organizations have to pay heavy price. It is important to examine how IT companies are managing change initiatives in all these eight levers. For managers, the major issue in organizations is to deal with reasons and factors that initiate organizational change, processes characterizing change initiatives and the steps taken to manage these change initiatives with in every change lever. Sparse literature is available in assessing the outcome of change in IT companies of India, especially covering change levers. Globalization, deregulation and digitalization have brought many changes. Thus, it is important to cover all these aspects of change and understand how the IT organizations are responding to these changes.

The main objective of the study was to understand the relationship between management of change initiatives taken in various organizational change levers and their association with organization commitment. The different variables in the study include: appropriateness of change initiatives, change initiatives taken within the change levers and organizational commitment. A questionnaire prepared by Malhotra & Kaur, (2007) was used for understanding the appropriateness of change initiatives and the change initiatives taken within the change levers. The first part of questionnaire deals with the questions related to areas in which change has been brought, reasons for bringing the change, methods used by the management to

implement and manage these change initiatives and steps used by the management for bringing organizational change. The second part of the questionnaire emphasized on the change initiatives taken within the change levers i.e. pressures leading to change initiatives, reasons for resistance to change initiatives, steps taken to remove resistance, impact of change initiatives and suggestions taken to cope with the change were analyzed. The change focuses on eight change levers, viz.: Technology, marketing, quality, cost, strategy, structure, managing people and leadership.

For organizational commitment a scale given by Allen and Meyer (1997) covering three types of organizational commitment: affective, normative and continuance commitment has been used. The affective commitment measures an employees' emotional attachment to, identification with and involvement in the organization. The normative commitment measures pressure on an employee to remain with the organization resulting from organizational socialization. The continuance commitment refers to commitment associated with the costs that the employee perceive are related to leaving an organization. Perception of employees' regarding the change initiatives were examined from the perspective of gender and three levels of managerial hierarchy, viz. junior, middle and senior level.

Empirical results of correlation analysis highlight that the change initiatives taken in all the eight levers are significantly correlated to organization commitment. Confirmatory factor analysis and structural equation modeling suggest a positive and significant association between the organizational change initiatives within eight organizational change levers and the organizational commitment in the selected IT organizations. The research will add value to organizations to understand the importance of effective management of change. The research includes all the 8 change levers crucial for change process and is first of its kind in the IT companies. Managers of organizations must understand that their employees must perceive reasons or pressures for bringing changes, reasons for resistance to change initiatives, steps taken to remove change initiatives and impact of change initiatives in different change levers in right perspective. The study will help the policy makers of organizations to focus on the effective change initiatives for bringing changes in each change levers for better results in organizational commitment.

CONTENTS

Declaration

Certificate

Acknowledgements

Contents

Abstract

List of Tables

List of Figures

Abbreviations

Chapter no.	Topic	Page No.
CHAPTER 1	INTRODUCTION	1 – 24
	1.1 Organizational Change	1
	1.1.1 Nature of Organizational Change	2
	1.1.2 Forces for Organizational Change	3
	1.1.3 Types of Organizational Change	5
	1.1.4 Stages of Organizational Change	6
	1.1.5 Models of Organizational Change	7
	1.2 Organizational Change Levers	14
	1.3 Processes to implement Organizational Change	15
	1.4 Resistance to Organizational Change	15
	1.4.1 Types of Resistance to Change	16
	1.5 Managing Organizational Change	18
	1.6 Organizational Commitment	19
	1.7 Rational for the study	22
	1.8 Objective of the study	23
	1.9 Organisation of Thesis	23
CHAPTER 2	REVIEW OF LITERATURE	25-67
	2.1 Studies on Organizational Change	25
	2.1.1 Studies on process of Change	25

	2.1.2 Studies on Process of Organizational Change within different Change Levers	34
	2.1.3 Studies on resistance to change	41
	2.1.4 Studies on Organizational Change Failure	42
	2.2 Studies on Organizational Commitment	43
	2.3 Studies on impact of organizational change on organizational commitment	52
	2.4 Hypotheses Development	57
	2.4.1 Theoretical Framework	64
	2.5 Research Gaps	66
	2.6 Summing up	66
CHAPTER 3	RESEARCH DESIGN AND METHODOLOGY	68-82
	3.1 Need and relevance of study	68
	3.2 Scope of the Study	69
	3.3 Objectives of study	70
	3.4 Selection of Sample	71
	3.4.1 Sampling- Demographic Details	72
	3.4.2 Sample Size Determination	72
	3.5 Sources of Data	73
	3.5.1 Primary Sources	73
	3.5.2 Secondary Sources	73
	3.6 Details of the Questionnaire	73
	3.7 Tools and techniques	74
	3.8 Reliability and Validity Analysis	75
	3.8.1 Validity Analysis of the constructs and sub constructs	76
	3.8.1.1 Content validity	76
	3.8.1.2 Construct Validity	76
	3.9 Pilot Survey	77
	3.10 Analysis of Data	77
	3.11 Demographic Profile of Selected IT organizations	78
	3.11.1 Dell	80

	3.10.2 Infosys	81
	3.10.3 Wipro	81
	3.10.4 IBM	81
	3.10.5 HCL	81
	3.10.6 Tech Mahindra	82
	3.11 Summing up	82
CHAPTER 4	DATA ANALYSIS AND INTERPRETATION	83-148
	4.1 Perception regarding Change is Inevitable for Survival	83
	4.2 Perception regarding whether the organizations have witnessed change in the last couple of years	85
	4.3 Perception of employees for the reasons for bringing, methods used to implement & manage change initiatives and steps used by the management for bringing about organizational change	88
	4.4 Perception regarding areas in which changes have been brought in IT organizations	95
	4.5 Employees' Perception for Pressures leading to change initiatives in organizational change levers	98
	4.6 Employees' Perception for reasons for resistance to change towards change initiatives in organizational change levers	107
	4.7 Employees' Perception regarding the steps taken by the management to remove resistance towards change initiatives in organizational change levers	115
	4.8 Employees' Perception regarding the impact of Managing change initiatives in organizational change levers	125
	4.9 Impact of Perception of Employees regarding change initiatives taken within organizational change levers on organizational commitment	134
	4.10 Association between Appropriateness of organizational change initiatives and organizational	137

	commitment	
	4.11 Structural Equation Modeling	145
	4.12 Summing UP	147
CHAPTER 5	CONCLUSION AND RECOMMENDATIONS	149-162
	5.1 Findings of the study	149
	5.2 Revisiting the hypotheses	153
	5.3 Results of the study	156
	5.4 Implications of the study	157
	5.5 Limitations of the Study	158
	5.6 Recommendations for Future Research	159
	5.7 Summing Up	160
REFERENCES	Bibliography and Webliography	163-178
APPENDICES	ANNEXURE 1	179-185
	ANNEXURE 2	186-193
	LIST OF PUBLICATIONS	194

LIST OF TABLES

Sr. No.	Figure No.	Description	Page No.
1.	Table 1.1	Episodic change and Continuous Change	5
2.	Table 1.2	Three approaches to Discontinuous change	15
3.	Table3.1	Profile of Indian IT organizations	72
4.	Table 3.2	Reliability of Scale (Questionnaire)	75
5.	Table 3.3	Mapping of Levels used in various IT organizations	77
6.	Table 4.1(a)	T-test results regarding change is inevitable for the survival of the organization	84
7.	Table 4.1(b)	Level of Managerial hierarchy and perception regarding change is inevitable for the survival of the IT Organizations	84
8.	Table 4.1 (c)	ANOVA analysis regarding whether Change is inevitable for the survival of the IT Organizations across Managerial Hierarchy	85
9.	Table 4.2(a)	T-test results regarding whether the organizations have witnessed some changes in the last couple of years in Selected IT Organizations	86
10.	Table 4.2 (b)	Level of Managerial hierarchy analysis regarding whether the organizations have witnessed some changes in the last couple of years across: Mean values	87
11.	Table 4.2 (c)	ANOVA results regarding whether organizations have witnessed some changes in the last couple of years across levels of managerial hierarchy	87
12.	Table 4.3 (a)	Gender wise analysis of Mean, Standard deviation & T-test results regarding the change initiatives	89
13.	Table 4.3(b)	Mean and standard Deviation for Level of managerial hierarchy and the change initiatives	91
14.	Table 4.3 (c)	ANOVA analysis regarding managerial hierarchy and change initiatives in the selected IT organizations	93
15.	Table 4.4 (a)	T-Test regarding the areas in which changes have been across Gender	96
16.	Table 4.4(b)	Mean and Standard Deviation for Levels of managerial hierarchy and areas in which changes have been brought	96
17.	Table 4.4(c)	ANOVA analysis for areas in which changes have been brought across levels of managerial hierarchy	97
18.	Table 4.5(a)	T-Test Results for pressures leading to change initiatives in change levers for Gender	99
19.	Table 4.5 (b)	Results of Pressures leading to change initiatives in change levers for Gender	101
20.	Table: 4.5(c)	Level of Managerial hierarchy analysis for pressures leading to change initiatives the change levers	101
21.	Table: 4.5(d)	ANOVA analysis for pressures leading to change	103

		initiatives in change levers across managerial hierarchy	
22.	Table 4.5(e)	Results of Pressures leading to change initiatives in change lever for managerial levels	107
23.	Table 4.6(a)	T-Test Results for reasons for resistance to change towards change initiatives in change lever across Gender	108
24.	Table 4.6(b)	Results of Reasons for resistance to change towards change initiatives in change lever for Gender	110
25.	Table 4.6(c)	Level of Managerial Hierarchy and reasons for resistance to change towards change initiatives in change levers	110
26.	Table 4.6(d)	ANOVA analysis for resistance to change towards change initiatives in change levers across level of managerial hierarchy	112
27.	Table 4.6(e)	Results of Reasons for resistance to change towards change initiatives in change levers for managerial hierarch	114
28.	Table 4.7(a)	T-Test results for steps taken by the management to remove resistance towards the change initiatives in all change levers across Gender	116
29.	Table 4.7 (b)	Results of the steps taken by the management to remove resistance towards the change initiatives in change levers for Gender	118
30.	Table 4.7(c)	Level of Managerial Hierarchy and the steps taken by the management to remove resistance towards the change initiatives in all change levers: Mean value	118
31.	Table 4.7(d)	ANOVA results for the steps taken by the management to remove resistance towards the change initiatives in all change levers	121
32.	Table 4.7(e)	Results of the steps taken by the management to remove resistance towards the change initiatives in change levers for managerial hierarchy	124
33.	Table 4.8(a)	T-Test results for impact of change initiatives in change levers across Gender	125
34.	Table 4.8(b)	Results of Pressures leading change initiatives in change levers for Gender	128
35.	Table 4.8 (c)	Level of Managerial Hierarchy Wise analysis for impact of change initiatives in change levers: Mean values	128
36.	Table 4.8(d)	ANOVA results for impact of change initiatives in all change levers across level of managerial hierarchy	130
37.	Table 4.8(e)	Results of the impact of change initiatives in change levers for managerial levels	134
38.	Table 4.9	Mean and Standard deviation for organizational commitment in the Selected IT organizations	136
39.	Table 4.10	Relation between Appropriateness of	138

		Organizational change initiatives and Organizational commitment	
40.	Table 4.11	Relationship between Change levers and Organizational commitment	138
41.	Table 4.12	Regression Model Summary: Employees Perceptions regarding appropriateness of change initiatives and Organizational Commitment	139
42.	Table 4.13	Regression Model Summary: Change levers and Organizational Commitment Level	140
43.	Table 4.14	Regression Model Summary: Change levers and Affective Commitment Level	141
44.	Table 4.15	Regression Model Summary: Change levers and normative commitment level	142
45.	Table 4.16	Regression Model Summary: Change levers and Continuance commitment (sacrifice) Level	143
46.	Table 4.17	Regression Model Summary: Change levers and Continuance commitment (Lack of alternatives)	144
47.	Table 4.18	Structural Equation Modelling results	146
48.	Table 1	Regression Weights: (Group number 1 - Default model)	179
49.	Table 2	CMIN	179
50.	Table 3	RMR, GFI	180
51.	Table 4	Baseline Comparisons between saturated and default model	180
52.	Table 5	RMSEA	180
53.	Table 6	Post Hoc Tukey HSD analysis for reasons for bringing about the change initiatives	180
54.	Table 7	Post Hoc Tukey HSD analysis for method used to implement and manage change initiatives	180
55.	Table 8	Post Hoc Tukey HSD analysis for steps used by the management for bringing organizational change IT organization under study	181
56.	Table 9	Post Hoc Test analysis for pressures behind change initiatives in change levers	181
57.	Table 10	Post Hoc Test analysis for Reasons for 'Resistance to change' towards change initiatives in change levers	182
58.	Table 11	Post Hoc Test analysis for 'steps taken by the management to remove resistance towards the change initiatives in change levers	182
59.	Table 12	Post Hoc Test analysis for impact of change initiatives in change levers	183
60.	Table 13	Multi-Collinearity Diagnostics	184

LIST OF FIGURES

Sr. No.	Figure No.	Description	Page No.
1.	Figure 1.1	The Change force	4
2.	Figure 1.2	The Change Curve	6
3.	Figure 1.3	Kurt Lewin Model	7
4.	Figure 1.4	Weisbord's Six Box Model	10
5.	Figure 1.5	Weisbord's Organizational Model	11
6.	Figure 1.6	The Nadler-Tushman Congruence Model	12
7.	Figure 1.7	The Tichy's TPC Framework	13
8.	Figure 1.8	The Star Model	14
9.	Figure 1.9	Methods for Dealing with Resistance to Change	18
10.	Figure 1.10	The Tri-dimensional Organizational Commitment Model	22
11.	Figure 2.1	Theoretical Framework	65
12.	Figure 3.1	Indian IT Industry	69
13.	Figure 3.2	Demographic Profile of respondents of Selected IT organizations	78
14.	Figure 4.1	Structural Equation Modeling	145

CHAPTER 1

INTRODUCTION

“Progress is impossible without change; and those who cannot change their minds cannot change anything.”

George Bernard Shaw

1.1 ORGANIZATIONAL CHANGE

Carnall (1986) defined organizational change as an attempt to modify an organization's goals, structure, and technology and work task. Organizations for survival and continued existence have to change with the changing environment, but with increasing competition, the change and adaption to change has to be very swift, rapid and well managed. Many times change becomes a source of frustrations for the organizations undergoing change. The organizations management faces numerous internal and external pressures resulting from organizational change. These pressures include production and technological developments, political and government laws and regulations and social events and internationalization of business (Pfeffer, 1994). These pressures are hence forcing the organizations to change. Change is fundamentally about feelings. The most successful change program reveals that large organizations usually connect with their people most directly and this can be done through values. These values, are ultimately based on beliefs and feeling (Duck, 1993). The rate and magnitude of change are rapidly outpacing the complex of theories. These include - social, economic, and philosophical theories and the both public and private decisions of are based on it. “If we continue to view the world from the perspective of an earlier or the vanishing age, we will continue to misunderstand the developments that surround the transition to an information society, will be unable to realize the full social and economic potential of this revolutionary technology. These risk making very serious mistakes are as reality and the theories we use to interpret it remain to diverge” (Cordell, 1987).

According to Colin (2001) change is crucial for an organization's success. Organizational change is a routine, and change can be “adaptive”, “natural”, “directive” or can be “participative” in nature. The nature depends upon the situation and pressures faced. Every organization changes not only to survive, stay alive and be

successful for need to change. Organizations also change so as to sustain its relevance and significance in a world of endless scientific progress, rapid communication, and intense, strong & increased competition. But in order to expertise, bring, advance and progress an organization at a higher & advanced level of service operation. The change in an organization must be driven by information and knowledge (Charns, 1994). Change also helps the organizations to move from prevailing/current state to the desired/preferred future state so as to increase the effectiveness & efficiency(Gareth, 2000). The change in organizations should be well planned so as to minimize risk of failure and ensure maximum desired benefit. Change in the organization also implies a change in its structure, culture, technology and strategy with the objective & aim to change the employees' values, attitudes, and behavior (Dessler, 2000). The definition of change has evolved and as discussed by authors change is a planned process necessary for the organizations so as to survive in the constant changing environment.

1.1.1 Nature of Organizational Change

“There is nothing permanent except change”. **Heraclitus**

The nature of organizational change varies from the implementation of different methodologies and approaches to bring successful change. According to Oakland & Tanner (2007), the external events are a part of strategic context of change and also trigger change. These include: regulatory change or increased competition that drives the change agenda. The leaders in the organizations identify and select the priorities for change. For the successful change program the alternatives should be considered first and then decisions be taken. As a result the leaders should make definite decisions and stick to it. They should further set criteria and communicate the need for the change. The needs for change should be translated or decoded into an operational context, so that people are able to understand how they will be affected. Change according to Coram & Burnes (2001) mainly focuses on political and social processes within an organization. Change cuts across the organizations and it involves complex interlined change initiatives. Change should focus on first gathering the information, second on the analysis and third on the transmission of information. The managers should develop a collective vision to support change, as change is an ongoing and continuous process.

1.1.2 Forces for Organizational Change

Any aspect in the environment that interfaces with the organization's capability to attract human forces, financial needs or the material needs, produce and market its services or products becomes the force of change. Organizations have two set of forces, i.e. external forces and the internal forces.

External Forces: These are the forces which are present outside the system's control and also determine how the systems perform.

Political Forces and government forces: The political stability of the country is an important factor that affects business activity. The political environment has an enormous influence on the type, speed, and how the trigger is managed. The government of a country frames and enacts new laws and procedures like fiscal policy, monetary policy etc. on a timely basis to decide the activities an organization can undertake. This as a result affects the current performance of an organization.

Economic Forces: The economic conditions, economic politics and systems are the important factors resulting in changes in the business strategies of an organization. The changes in political environment also interact with changes in the economic environment.

Technological forces: The technology refers not only to the machinery, equipment and tool but also the use of information and knowledge as inputs and transferred into final output (Hawkins & Mihaljek, 2000). The choice of technology is an important factor for competitive edge in the new environment. The change in the technology occurs at a very fast pace and has to align with the aspects of an organization for growth. The globalization has affected the economy in a number of ways. The companies present in one part of the world now can produce, manufacture and sell products or services to other parts as a result of globalization and liberalization. The availability of a large number and variety of products in the market has led change in preferences of the customers. Resulting in large competition and reduced product life cycle. This has put enormous pressure on the organizations to innovate and change.

Internal forces: These are forces operating within an organization that cause change related to inadequacy of existing administrative process, system dynamics, structure, technology, profitability issues, resource constraints etc. These forces also need to be managed (Buchanan & Huczynski, 2004; Johnson, Scholes, & Whittington, 2005).

Sharma (2008) focuses on structure-focused change, system dynamics; individual/group expectations and inadequacy of administrative process.

System dynamics: the organizations consist of subsystems which interact with each other and the factors like technology, dominant groups, internal politics etc affect the alignment and relationship hence, resulting in change in the interconnected domains.

Inadequacy of administrative process: These include the revision in the organizational goal as a result of change in existing procedures, rules and regulations.

Individual/group expectations: the needs and expectations of the employees should be addressed in the organizations in order to induce change, survival and growth.

Structure-focused change: the changes like downsizing and decentralization affects the structure of the organizations. The structural changes are incorporated by the organizations so as to reduce cost and increase productivity and efficiency. The Structural change includes technological & person focused change. Technological changes like the change in the information system or automation results in changes in various subsystems of the organizations and hence triggers change. The person-focused change like the change in the organization is related to human resource planning, performance etc also triggers the change. The organizations in order to encourage such change need to tackle issues like redefining organizational strategy & goal, structural change, employee training and development etc. The profitability issues like loss of revenue, low productivity, loss of market share, resource constraints covering the scarcity and inadequacy of the resources (capital, market, machinery, personnel) also leads to change in the organization.

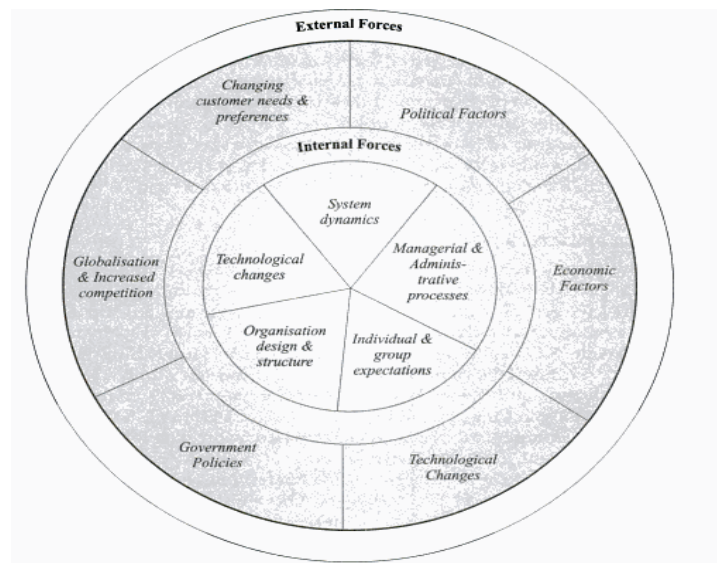


Figure 1.1 The Change force

Source: Adapted from Harigopal, K.(2006), *Management of Organizational Change, Response books.*

1.1.3 Types of Organizational Change

The organizations go through different type of change. The types of change have two important variables on the basis of which change is identified i.e. the magnitude of change and the time scale involved (Sadler, 1995). The managers need to be aware of the type of change in the organization. The continuous or incremental or evolutionary change: this type of change consists of ongoing, evolving and cumulative process which taken together result in modification of strategy. The most important feature of the continuous change is that small or minor continuous modifications which are created and produced simultaneously across the units generate substantial change. The episodic change whereas, is used to group together or organize organizational changes. These tend to be discontinuous, infrequent and intentional in nature. This type of change occurs during the period of divergence or disagreement as soon as the organizations are moving away from their equilibrium conditions. The divergence arise due to increasing misalignment amongst inertial deep structure and the perceived environmental demands. The episodic change also occurs when shifts are precipitated or triggered by internal events such as change in key personnel or the external events like technology change.

Table 1.1: Episodic change and Continuous Change

	Episodic change	Continuous Change
Metaphor of organization	Organizations are inertial and change is infrequent, discontinuous, intentional	Organizations are emergent and self-organizing, change is constant, evolving & cumulative
Analytic Framework	Change is an occasional interruption or divergence from the equilibrium. It is dramatic and is driven externally. The change is seen as failure of the organization to adapt to deep structure to a changing environment. Perspective: macro, distant, global. Emphasis: short run adaptation. Key concepts: inertia, deep structure of interrelated parts, triggering, replacement and substitution, discontinuity, revolution.	Change is a pattern of endless modifications in work processes and social practice. It is driven by organizational instability and alert reactions to daily contingencies. Numerous small accommodations cumulate and amplify. Perspective: micro, close, local. Emphasis: long run adaptability. Key concepts: recurrent interactions, shifting task authority, response repertoires, emergent patterns, improvisation, translation, learning .
Ideal organization	The ideal organization is capable of continuous adaptation.	The ideal organization is capable of continuous adaptation.
Intervention Theory	The necessary change is created by intention. Change is Lewinian: inertial, linear, progressive, goal seeking, motivated by disequilibrium and requires outsiders'	The change is a redirection of what is already under way. Change is Confucian: cyclical, processional, without an end state, equilibrium seeking, eternal.

	intervention. 1. Unfreeze: disconfirmation of expectations, learning anxiety, provision of psychological safety. 2. Transition: cognitive restricting, semantic redefinition, conceptual enlargement, new standards of judgment. 3. Refreeze: create supportive social norms, make change congruent with personality.	1. Freeze: make sequences visible and shows patterns through maps, schemas and stories. 2. Rebalance: reinterpret, re-label, re-sequence the patterns to reduce blocks. Use logic of attraction. 3. Unfreeze: resume improvisation, translation and learning in ways that are more mindful.
Role of change agent	Role: prime mover who creates change. Process: focuses on inertia and seeks points of central leverage. Changes meaning systems: speaks differently, Communicates alternative schema, reinterprets revolutionary triggers, influences punctuation, builds coordination and commitment.	Role: Sense maker who redirects change. Process: recognizes, makes salient and reframes current patterns. Shows how intentional changes can be made at the margins. Alters meaning by new languages, enriched dialogue and new identity. Unblocks improvisation, translation & learning.

Source: Adapted from Karl E. Weick and Robert E. Quinn, Organizational Change and Development, Annual. Rev. Psychol. 1999.

1.1.4 Stages of Organizational Change

The adaptation of the change in the organizations has predictable psychological stages. These stages resemble the grieving process. This describes the employee's reaction to change. These stages are important to understand as it helps the managers and the employees to deal with change. The change curve is divided into two phases (Gingerella, 1993).

The Danger Phase: this phase describes the reaction to change as the feelings of impeding threats. The employees fear loss of elements of personal security system like: loss of control, competence, direction and territory. This phase has two initial reactions to change: denial and resistance. The employees ignore the existence of change due to the threat of being unsafe; unable to take risk etc. the management as a result is deceived and believes that employees move to embrace the new organizations directions. Moving through the dormancy of denial the employees feel that threat of change has not gone and hence denials turn to resistance.

The Opportunity Phase: Eventually the employees don't deny change and begins to consider the pros and cons of new situation. The employees become more willing to take risk i.e. exploration. The employees as a result of training and development explore change and understand how change will affect them. The second reaction of this stage is commitment. The people eventually internalize change, adapt it and move on. The commitment level also changes with time due to less confusion, pain and fear experienced earlier

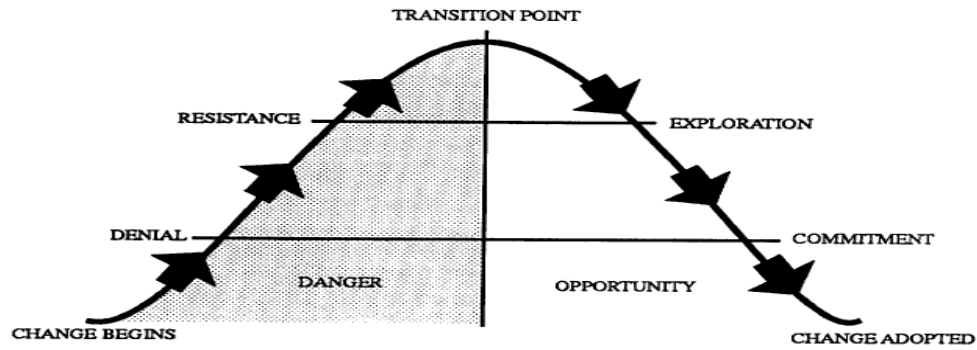


Figure 1.2The Change Curve adapted from (Gingerella, 1993)

1.1.5 Models of Organizational Change

The organizational model is basically the representation of an organization and it helps to understand more quickly and clearly what is being observed in organizations.

Kurt Lewin Model: Change underlies modification of factors that keep system behaviour stable. The following level of behaviour is the result of two vectors – first is on aiming towards maintaining or sustaining status quo. The second is on striving for change. Lewin stated that the change in a system can be encouraged by increasing forces for change or can be done by decreasing the forces maintaining the current state. Lastly, it can be done by applying combination of both.

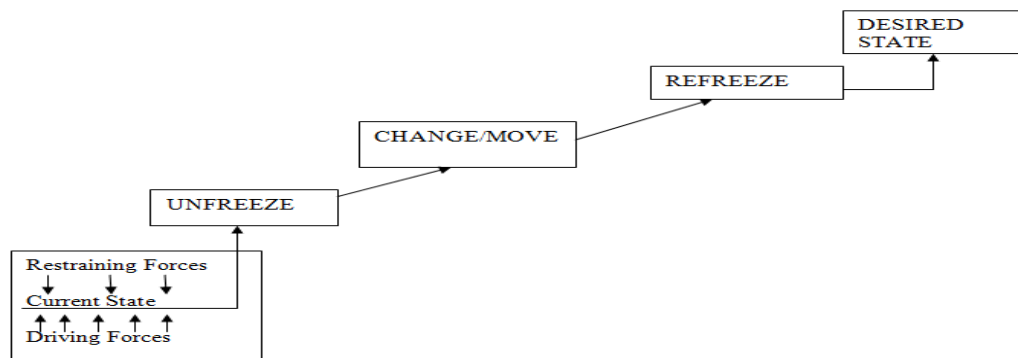


Figure 1.3 The Kurt Lewin Model

Source: : Adapted from Lewin.K. (1975) *Field Theory in Social Science*, Greenwood, West, Port, CT.

In this model organization change affects at three levels: (i) Individual level (change affecting individual's attitudes, beliefs, values, skills and behaviour), (ii) System (change affecting incentive system, information system) & (iii) Structure Level and Organizational Climate (change affecting leadership style, interpersonal relationship

and decision making). There are three steps according to Lewin model to provide a basis for change that can be encountered at all levels of organization:

Unfreezing: Reducing forces that maintain organization's present behaviour. At the system level new and more effective designs like matrix management demonstrate to initial change. At climate level survey feedback method is used to feel and understand about management practices. The unfreezing in organizations helps to heighten the awareness of employees about various discrepancies. This prevails in their current behaviour system and also in the organizational climate. This will as a result attune them to the need for change.

Changing/Moving: It refers to the shift in behaviour to a new level. This as a result leads to development of new behaviour, attitudes and values. This is done by individuals through change in organizational structure and processes. The change initiated must be perceived as solutions to the problems that are identified during unfreezing stage. This indication to organization shake up and organization change includes restricting change of roles and jobs etc.

Refreezing: In this stage the organization stabilizes. The organizations will achieve a new state of equilibrium and hence an ideal behaviour. This is accomplished and tasked through the use of various procedures, support mechanisms, directed at reinforcing new organizational state. This new state is somewhat protected and secure against change. This can be done until the next cycle of change is planned or scheduled. The different ways to freeze behaviour in organization members include recognition, giving rewards, awards, and demonstration of benefits to individuals.

Schein's Model of Change: Schein (1980) discussed three steps of Lewins Organizational Change Model as three stages of change. He further in his model described ways to unfreeze an organization, then move it to the status quo and finally to the future change and freeze the change. He indicated in the model that for unfreezing to work and for change to be embraced by people in the organization, the need for change should be experienced by them i.e. the dissatisfaction with the status quo. Once the requirement, need and desire for change are announced or introduced the people will understand and see the gap. The gap amongst what exists and what will exist. Resulting in guilt and/or anxiety among people leading to motivation in order to lessen or diminish the gap and achieve the desired change. The people should feel psychologically safe so as to produce and effectively and efficiently accomplish

the required change. They must also be assured or guaranteed that moving/changing will not cause punishment, humiliation, or loss of self-esteem (Schein, 1992).

The stage two i.e. Moving or Changing is known as cognitive restructuring. The purpose of the following stage is to help people see and answer or respond to things differently in the coming future. For the people involved in the process to be effective, they should identify themselves with new role. They should also acquire new & relevant information so as to move forward with the changes.

The third stage of the model i.e. Stage three (Refreezing) is divided into two parts that is: the self and relations with others. To make the changes permanent in the organization, the people need to personally make the changed way of doing different things as a comfortable part of their respective self-control. Secondly the people should make sure that their particular attitudes and behavior are aligned with system. Their behaviour is aligned with their relationships with others, making change frozen i.e. permanent (Schein, 1985).

Action Research Model: According to this model the organizations undergoing change should first of all undertake research. This will help provide adequate information to the organization that will guide the future action and the cycle is repeated as an ongoing process. The model has eight steps for the complete process (Cummings & Huse, 1989). These include:- i) problem Identification; ii) consultation with an Expert; iii) data gathering and preliminary diagnosis; iv) feedback; v) joint diagnosis of the problem; vi) joint action planning; vii) action; and viii) data gathering after action. The model is further used in the organization to develop general knowledge useful and applied across different situations.

Lippitt, Watson, & Westley (1958) extended the Lewin's Three-Step Change Theory. The model is created as a seven-step theory. The model emphasizes on the different roles and responsibilities of the change agents. The authors have also emphasized that change is stable only when it spreads to the systems or to the neighboring systems immediately. The model also attempts to examine the forces (driving or restraining) that impact change. The seven steps of the model are:

- i. First : Diagnose the problem.
- ii. Second: Assess the motivation and capacity for change.

- iii. Third: Assess the change agent's commitment to change, resources and motivation, power, and stamina included
- iv. Fourth: Select progressive change objects. The action plans are then developed and the strategies are established for the change program.
- v. Fifth : The role of the change agents should be selected: The role should be clearly understood by all parties. This will help to make the expectations clear
- vi. Sixth: Maintain the change: the main essential elements include:- group coordination , feedback and communication
- vii. Seventh: Gradually terminate from the helping relationship: here the change agent should slowly withdraw from the role. This only occurs when the change will become part of the organizational culture

Leavitt's Organizational Systems Model: Harold Leavitt (1965) in his diamond shaped model of organizational shape started with the assertion that organizations are interdependent multivariate systems. The focus in the organization should be on four major components i.e. structure, technology, people and task so as to analyze the change.

- i. Task: organization's purpose like providing service etc.
- ii. People: the individuals or employees who take the task.
- iii. Technology: different types of tools, machinery, information technology or computers.
- iv. Structure: it involves structure and implied sub components like workflow, decision making etc within the organization. It also involves change in structure like changing job roles.

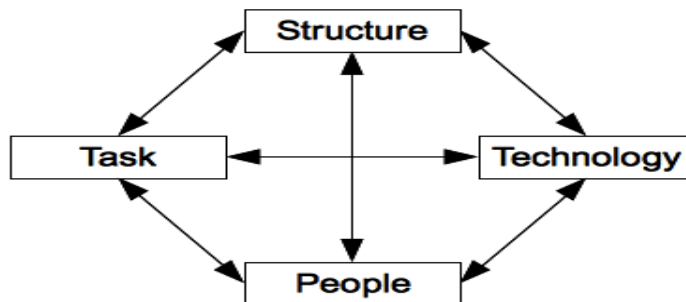


Figure 1.4 Weisbord's Six Box Model

Source: Adapted from Leavitt, HJ(1965). Applied Organizational Change In Industry. In March, J.G.(Ed.) handbook of Organizations. New York: Rand McNally.

Weisbord's Six Box Model: Marvin Weisbord (1976) proposed a diagnostic six box organizational model which is based on six variables with focusing on the organizations as a whole. He further advocates the organization should be viewed from both formal and informal perspectives.

The six variables include:

- i. Purposes: What business are we in?
- ii. Structure: How do we divide up the work?
- iii. Rewards: Do all tasks have incentives?
- iv. Helpful mechanisms: Do we have adequate coordinating technologies?
- v. Relationships: How do we manage conflict that exists among people?
- vi. Leadership: Does someone keep boxes in balance?

He further emphasized the importance of both the formal system (structure) and informal system (culture) of an organization and called for actions to reduce the gap in order to function efficiently.

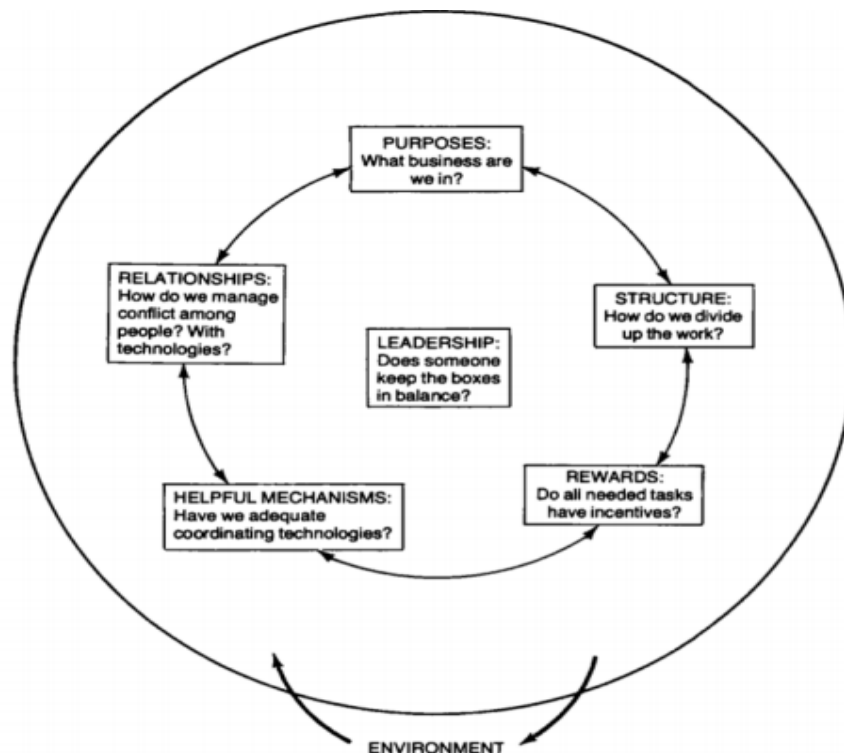


Figure 1.5 Weisbord's Organizational Model

Source: Adapted from Weisbord, M.R.(1976). Organizational Diagnosis: Six Places to look for Trouble With or Without a Theory. Group and Organizational Studies, 1, pp. 430-447

Nadler Tushman Congruence Model for Organizational Analysis: David Nadler and Michael Tushman (1977) proposed an open system model for organizations based on the suggestion that effectiveness of an organization is also determined by its congruence i.e. consistency between various elements. The model is based on the assumptions of existence of organizations as open systems and being open system the organizations are influenced by environment around and the environment by its output. The model can be hence described on the basis of three parts: the inputs to an organizational system, the transformation process or the throughputs wherein the inputs are changed into desired outputs which are the final result.

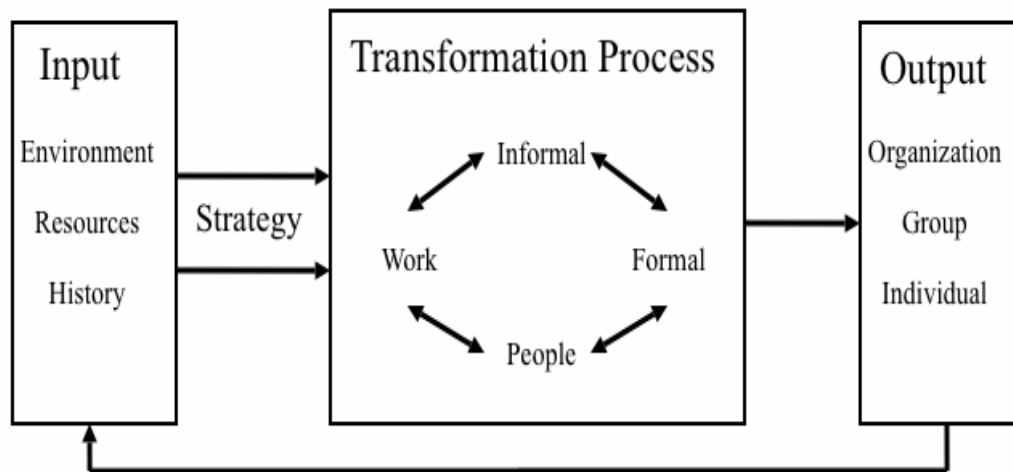


Figure 1.6 The Nadler-Tushman Congruence Model

Source: Adapted from Nadler, D.A., & Tushman, M.L. (1977). *A diagnostic model for Organizational Behaviour*. In Hackman, J.R., Lawler, E.E., & Porter, L.W. (Eds). *Perspectives on Behaviour in Organizations*. New York: McGraw Hill.

Tichy's TPC Framework: The model Proposed by N. M. Tichy (1983) has three important systems i.e. Technical, political and cultural framework. These three basic systems are encompassed around 9 levers. The nine levers explained in the model are: the organization's external environment (input), Mission and strategy, interest groups, organizational processes, prescribed networks, people, task and emergent networks. The systems should be aligned with the levers so as to make the change effective. The effectiveness of the organizations depends on the characteristics of the levers, their interrelationships on the alignment of the components and with the functioning

systems. Tichy's further emphasized that dealing with one or two systems at a time can affect the organizational performance and effectiveness.

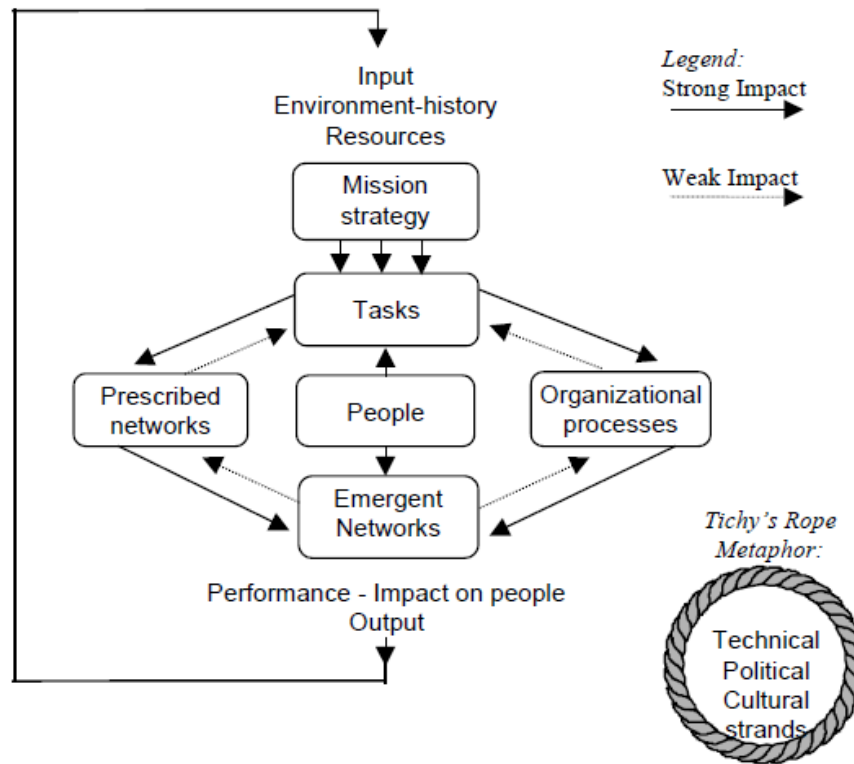


Figure 1.7 The Tichy's TPC Framework

Source: Adapted From Tichy, N.M.(1983). *Managing Strategic Change: Technical, Political and cultural Dynamics*. John Wiley & Sons, Inc. New York.

Star Model: Jay Galbraith (2002) argued that the organization is at its most effective when it labels at the five components i.e. Structure, Strategy, Business Processes & Lateral Capability, Reward Systems and Human Resource Management practices in the organization in alignment. The components are defined as:

- i. Strategy: it should be clear so as to make the other design decisions on it.
- ii. Structure: it is the representation of formal authority relationships and activities grouped together as depicted in the organizational chart.
- iii. Business Processes & Lateral Links: it is mainly the formal or informal processes that are used to coordinate activities throughout the organization.
- iv. Reward Systems: it consists of alignment of the individual actions to the organizational objectives.

- v. People Practices: it is the result of collective human resource practices of the organizations put together.

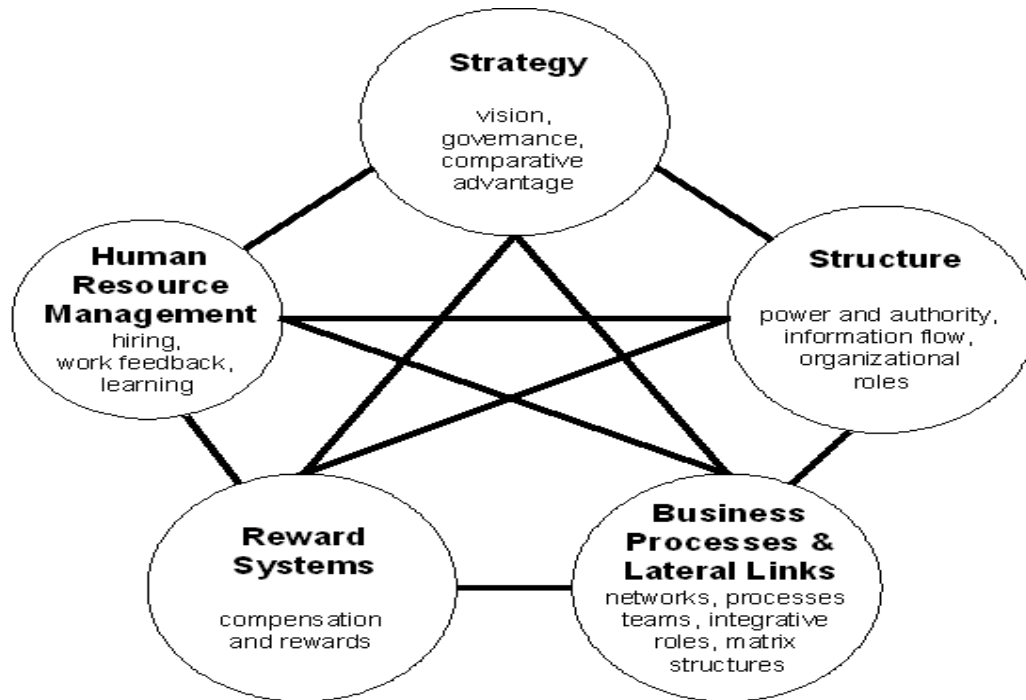


Figure 1.8 The Star Model

Source: Adapted from Galbraith et al., 2002. Copyright 2002.AMACON. Reproduced by permission through Copyright Clearance Center

1.2 ORGANIZATIONAL CHANGE LEVERS

According to Nilakant & Ramnarayan (2003), there exist various organizational features or a characteristic, important and significant for a change process to happen in any organization and is defined as Organizational Change Levers (Porras & Hoffer, 1996). The levers answer the most important aspect of organization i.e. ‘What to Change?’ The change levers part of contextual areas are the strategy, structure and HRM practices also known as the context for change (Burnes, 2004; Rieley & Clarkson, 2001). In order to bring effective change in the organization, the main focus of the managers should be on the four primary/content areas - Marketing, Technology, Quality and Cost. Any kind of changes in the content areas will be accomplished by change in the contextual areas. The change encountered in these contextual areas will result in permanent and long-term in the organization. The last change lever foundation on which change is built is Leadership (Trice & Beyer, 1991), also known as the primary driver of change. These collectively constitute the eight levers crucial for any change process - Quality, Marketing, Cost, Technology, Structure, Strategy,

Managing People and Leadership. The 8 levers are interrelated dimensions of organizational change.

1.3 PROCESS TO IMPLEMENT ORGANIZATIONAL CHANGE

"The first rule of change is to begin any process of change with concern for impact on people. The second rule for change is to prepare people for the change and is done by educating them in what they need to know so that order for the change is successful; the third, is to involve the people in the change as much as possible; and fourth and last is, with their involvement, change what really needs to be changed about the entire system, in order for the effort to produce real results." **William A. Pasmore.**

The change to be successful requires attention to sequence of steps. These steps should be followed by the organizations to make the change process successful. These steps provide coherence and direction to the change process and create commitment to change when followed properly. The three main approaches to successfully implement change are:

Table 1.2 Three approaches to Discontinuous change

Kotter's eight step approach	Beer & associates' six step approach	Kanter & associates' ten commandments
1. Establish a sense of urgency	1. Mobilise commitment to change through joint diagnosis of business problems	1. Analyse the organization & its need for change
2. Form a powerful guiding coalition	2. Develop a shared vision of how to organize & manage for competitiveness	2. Create a shared vision & common direction
3. Create a vision	3. Foster consensus for the new vision, competence to enact it and cohesion to move it along	3. Separate from the past
4. Communicate the vision	4. Spread revitalisation to all departments without pushing it from the top	4. Create a sense of urgency
5. Empower others to act on the vision	5. Institutionalise revitalisation through formal policies, systems & structures	5. Support a strong leader role
6. Plan for and create short term wins	6. Monitor & adjust strategies in response to problems in the revitalisation process	6. Line up political sponsorship
7. Consolidate improvements and produce still more change		7. Craft an implementation plan
8. Institutionalise new approaches		8. Develop enabling structures
		9. Communicate, involve people & be honest
		10. Reinforce & institutionalise change

Adapted from (Nilakant & Ramnarayan, 2007)

1.4 RESISTANCE TO ORGANIZATIONAL CHANGE

"Resistance is found in both in individual and organizational characteristics (like self-esteem and barriers to work) (Spreitzer & Quinn, 1996)". Ansoff(1990) defined

resistance as “Resistance has been considered as an important phenomenon that affects the change process, result in delaying or slowing down its beginning, creating obstructance & hinderance in the implementation and finally increasing costs”. The resistance to change is dependent upon two related factors i.e. the degree of control an individual has, the ability to start, modify change and last stop the change(with increase in control of change, resistance decreases). The second factor is the degree of impact of the change on an individual (higher the impact of change, greater is the resistance) (Kyle, 1993).

Lawrence (1969) explained resistance to change as follows:

- i. The most important solution to deal with reistance to change is to get the people include or involve. The people should ‘participate’ in making the change. But this ‘participation’ can also lead to trouble.
- ii. It is important to understand the true nature of resistance. The employees usually resist the most is the social change and not the technical change. It is the change in the human relationships that accomplished the technical change.
- iii. The main reason for resistance to occur is due to certain blind spots and attitudes of the specialists.
- iv. To deal with the staff attitudes mangers should take steps like: (a) emphasizing on new standards of performance for specialists, (b) encouraging their thinking in different ways, (c) making use of facts that signs resistance to change can serve as a practical or useful warning signal/indication in directing and timing the technological changes.
- v. When discussing change the main focus of top executives should be to make the efforts more effective. This can be done by shifting the attention from the facts of schedules, work assignments, technical details etc to what in actual indicates to develop resistance and receptiveness of change.

1.4.1 Types of Resistance to Change

There are two types of resistance to change due to organizational factors or the individual factors:

The Organizational Factors of Resistance to Change: The major sources of resistance to change as identified by Katz and Kahn, R.(1978)

- *Narrow focus of change:* at times the other systems of the organizations like structure, people, and information system are not taken into account or

consideration during the change process due to narrow focus on change. This results in change failure.

- *Over determination:* the organizations systems are developed and designed to maintain stability. But at times the structure of the organization leads to resistance to change in an attempt to maintain the stability.
- *Group Inertia:* group norms also act as a brake on individual effort to change and hence triggering resistance. The individuals want to change their behavior etc but the group norms act as a constraint to it.
- *Threatened expertise:* the employees with special expertise or power base feel threatened when the change leads to transfer of responsibility of specialized task to some other person in the organization.
- *Allocation of resources:* the organizations having plenty of resources do not face problems with introduction of change. However if the organizations face resource constraints, the necessary financial, human resource etc is not available to the organization to make change and hinder change. Further the groups in the organization satisfied with current allocation of resources resist change which they believe will threaten the allocation in future.

The various reasons for resistance to change are:

Resistance due to maintaining the status quo: the employees in the organizations want to stay in their comfort zone and view the change as leading to inconvenience (Goodman & Rousseau, 2004).

Uncertainty in the employees: the fear of the unknown and the effect of change on them lead to resistance (Howell, 2005).

Learning anxiety: the idea of learning something new creates anxiety among the employees (Quick & Gavin, 2000).

Fear: the fear of losing the job, friends and control of how to do the job leads to resistance (Sandberg, 2005).

Insecurity: when the employees are introduced to new methods of doing the job, they resist it due to the feeling of a sense of insecurity (Gray & Starke, 1984).

Recardo (1991) has identified a few approaches to reduce resistance to change among the employees. Educating the employees can help in understanding the conceptual,

theoretical and strategic aspects of change. It can further focus on new skill acquisition. The focus should be on developing a detailed communication strategy. The communication strategy will help to (i) communicate the desired future state, (ii) solicit employee input during the design phase and (iii) identify employee concerns. Offering incentive and rewards to the employees who resist change is also at times helpful to overcome resistance to change. The impacted groups should be involved earlier so as to avoid resistance later. The organizational subsystems like job design, information systems, and human resource policies should be modified in order to support planned organizational change. For example: the information system should be modified in order to support decision making responsibilities; jobs be redesigned to promote interdependence. The managers should replace the employees who don't have needed skills and attributes required for the change program.

Kotter & Schlesinger (1979) has further suggested six major methods of reducing resistance to change as:

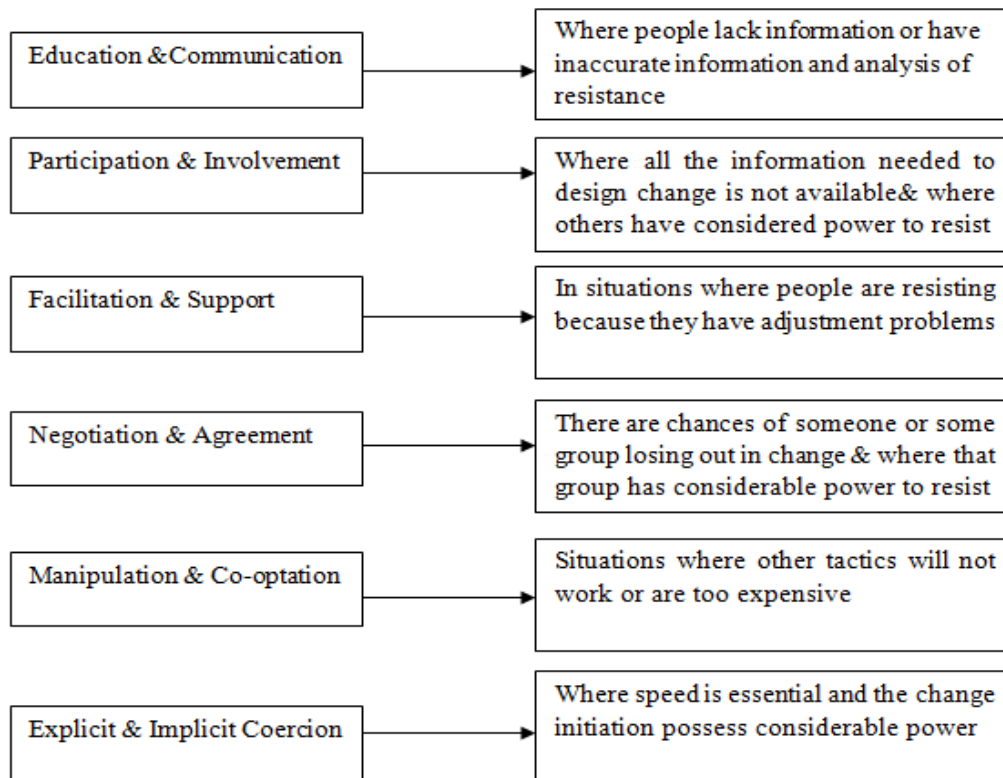


Figure 1.9 Methods for Dealing with Resistance to Change

Source: Adapted from Kotter, J.P. & Schlesinger, L.A. (1979). *Choosing strategies for change*. Harvard Business Review, Vol. 57, March- April, pp. 106-114.

1.5 MANAGING ORGANIZATIONAL CHANGE

Kotter (1995) works in highly regarded books named 'Leading Change' (1995) and in another book on the follow-up 'The Heart of Change' (2002). Here, he described a helpful model for understanding change and how to manage change. Each stage according to him, acknowledges a key principle identified related to the people's response and approach to change. The approach is based on how people see, feel and then change. Kotter's (1996) eight step change model can be summarized as:

- i. Increase urgency – includes how to inspire people to move. And then make objectives real and relevant.
- ii. Build the guiding team – includes how to get the right people in place and with the right emotional commitment.
- iii. Get the vision right – includes get the team to establish or create a simple vision and strategy. The teams should focus on emotional and creative aspect that is necessary to drive service and efficiency.
- iv. Communicate for buy-in –According to this step involve as many people as possible. Then communicate the essentials, than to appeal and respond to people's needs. Last, de-clutter communications and make the technology work for you rather than against you.
- v. Empower action – First remove obstacles, second enable constructive feedback from everyone and lots of support from leaders, last reward and recognise progress and achievements.
- vi. Create short-term wins – First set aims that are easy to achieve and then manage the initiatives involved. Finish current stages before starting new ones.
- vii. Don't let up – This includes foster and encourage determination and persistence then focus - on ongoing change - & encourage ongoing progress reporting effectively – last highlight achievements and the future milestones.
- viii. Make change stick – includes reinforce the value of successful change & can be done by promotion, recruitment, and hiring new change leaders. Focus on weaving change into organizations culture.

1.6 ORGANIZATIONAL COMMITMENT

Organizational commitment is defined as the employee's psychological attachment to the organization (Meyer and Allen, 1991). The success of an organization depends not only upon how human competencies are used but also on commitment to an

organization (Kumar and Bakshi, 2010). Gallie and White (1993) used the concept of organization commitment to discuss about the acceptance of organizational value and to the willingness to stay. It can be stated as the sense of loyalty to and the identification with the organization. Porter (1974) and Porter, Steers, Mowday, & Bouhan (1974) discussed organization commitment “as the attachment to organization, which is characterized by an intension to remain in it. It is also identification with the values and goals and a willingness to exert extra effort on organizations behalf”. As a result the individuals or employees consider it as a degree to which their own goals and values relate to that of the organization commitment. It is hence also considered as an important linkage between the employee and his organization.

Organizational commitment can also be described as “a behavioral intention or reaction, which is determined by individual’s perception of the normative pressures” (Weiner & Vardi, 1980). According to the “side bet” theory the employees are committed to the organization as long as they hold their current positions. This is irrespective of the stressful conditions faced by them. This concept is also known as the “exchange based definition”. However when given alternative benefits to the employees, they will be willing to leave the organization (Becker, 1960; Alutto, Hrebimak, & Alonso, 1973). This theory is further described as the behavior “related to the process by which individuals become locked or sealed into a certain organization”.

The behavioral aspect of organization commitment is hence explained as normative commitment (Mowday, Porter & Steers, 1982). The normative perspective is defined as the “employee’s commitment to continue working with the organization on the basis of notion of weighing cost benefits of leaving an organization” (Alutto, Hrebimak & Alonso, 1973).

Morris et al. (1993) & Morris, Lydka, & O’Creevy (1993) described commitment as the relative strength/power of an individual’s identification with the involvement in a particular organization. He also mentioned three important characteristics of commitment i.e. strong willingness to put in effort for the organization, a belief in and acceptance of the values of an organization, and the desire to remain with the organization. O’Reilly (1989) defined organization commitment as “an individual’s

psychological/emotional bond to the organisation. This also includes a sense of job involvement, belief and loyalty with the values of the organization. Miller & Lee(2001) described it as the employee's acceptance of organizational goals and the willingness to exert or apply effort on organizations behalf. Miller(2003) further elaborated commitment as, "a state in which an employee identifies with a particular organization , with the goals and for how long he wishes to maintain membership in the organization". Hence, it can be concluded that organizational commitment is the degree by which the employee is willing to maintain his membership with the organization due to his interest and association with its goals and values.

Chow (1994) explained organizational commitment as "the degree to which the employees in the organization identify with the managerial goals. It is also showing the willingness to invest effort, participation in decision making and internalize organizational values". Further the authors, Meyer and Allen (1991) detailed organizational commitment as "psychological state that is characterized with the employee's relationship with the organization. It also has implications for the decision to remain or continue membership in the current organization".Mowday et al. (1982) suggested that the characteristics affecting commitment are: Job Characteristics, Personal Characteristics and Organizational Characteristics

According to Meyer and Allen's (1991) commitment model of three-component, there are three "mind sets" which can characterize/describe an employee's commitment to the organization:

(i) *Affective Commitment (AC)*: It defined as the employee's positive emotional attachment to his current organization. The employees' who are affectively committed strongly identifies themselves with the goals of the organization. They also desire to remain a part of their organization. These employees feel commits to organization because he/she "wants to".

(ii) *Continuance Commitment (CC)*: The individual commits to the organization as he/she perceives/distinguishes high costs/price of losing organizational membership. This includes:- social costs (friendship ties with co-workers) & economic costs (such as pension accruals) that would be incurred because of leaving the organization. The employee as a result remains a member of the organization because he/she "has to".

(iii) *Normative Commitment (NC)*: It is when the individual commits to and remains with his/ her current organization because of feelings of obligation. The feeling is derived from many sources. For example, the case when organization may have invested resources like training an employee. He will then feel a 'moral' obligation or responsibility to put forth effort on the NC may also reflect an internalized norm the employee develops, this can be before the individual joins the organization through family or can be due to other socialization processes. This result him feeling one should be loyal to one's organization. Hence, the employee stays with the organization because he/she "ought to".

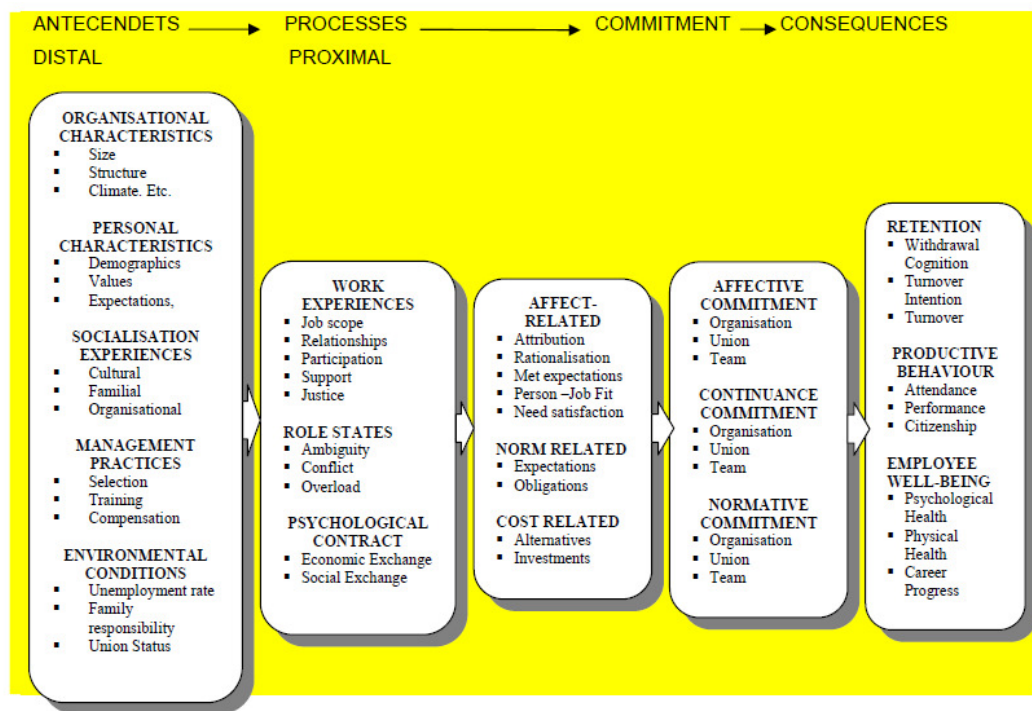


Figure 1.10 The Tri-dimensional Organizational Commitment Model

Adopted from: Meyer, J.P. & Allen, N.J. 1997. *Commitment in the Workplace: Theory, Research and Application*. Thousand Oaks, CA: Sage.

1.7 RATIONALE FOR THE STUDY

The present study will focus on the organizational change levers in IT related organizations and to examine employees' the perception and their commitment towards their organization before and after implementation of change. This will help to understand how organizations manage change. The study will also help to understand levels and reasons for resistance to change. It will also examine the

various organizational change initiatives undertaken in IT organizations, and methods to cope with resistance, and suggest measures to cope with change initiatives, and measures to increase organizational commitment. The study will also help to understand the need for organizational commitment and will help to increase knowledge about most effective ways of managing change. The change in the organizations effect the employee practices like layoffs, downsizing and mergers and affect the organizational commitments of the employees and how they perceive it (Cohen, 2003). As a result it is important to study the impact of organizational change initiatives on the commitment of the employees.

1.8 OBJECTIVES OF THE STUDY

The **broad objectives** of the study are as follows:

O1: To study the employees' perception regarding how the change initiatives were managed in the IT organizations under study.

O2: To study the change initiatives taken by IT organizations under study in different change levers.

O3: To study the organization commitment of the employees in the selected IT organizations.

O4: To explore the relationship between perception of employees' regarding how these change initiatives were managed and organization commitment in the IT companies under study.

O5: To explore the impact between employees perception regarding how these change initiatives were managed in the different change levers and organization commitment in IT companies under study.

1.9 ORGANISATION OF THESIS

Chapter I: Introduction

This Chapter is introductory in nature. The chapter provides a brief overview of the background of important concepts used. It as a result sets the view for the research questions and problem statement. The structure of the thesis is also discussed in the chapter. It covers the organizational change in details and the reasons for change initiatives in the organization. It also covers the second variable 'organizational commitment' and defines the objectives and rationale for the study.

Chapter II: Review of Literature

Chapter two presents the review of literature related to organizational change and organizational commitment. This chapter also covers the literature on the impact of organizational change and organizational commitment. The review helps to know the importance and the methodologies used to achieve the objectives of research being done. The literature review is also important to understand the importance of organizational change and commitment in the various sectors. The literature review was also helpful to identify the gaps in the earlier studies and as a result helped in setting the foundation for the research.

Chapter III: Research Design and Methodology

This chapter discusses the research methodology of the study. The methodology used for the study includes both primary and secondary data analysis. The primary data analysis has been described in detail. The complete population size, the independent and dependent variables, the instruments used to measure the impacts and relationship between the variables, data collection tool and methods of data analysis are discussed in detail.

Chapter IV: Data Analysis and Interpretation

This chapter discusses and illustrates the various organizational change levers in the IT organizations under study. This chapter also examines the impact of organizational change initiatives on the organizational commitment of the employees in the IT organizations under study.

Chapter V: Conclusion and Recommendations

The chapter discusses the important conclusions drawn from the study. The recommendations are also included based on the findings. The limitations of the study and scope for future study are also taken into account.

CHAPTER 2

REVIEW OF LITERATURE

This chapter contains the review of some existing literature on organizational change, and organizational commitment. This will not only help in the current study but will also help to identify the gaps between the existing studies and the studies required in the context of the present research. This will also provide a direction for further research. For understanding, the section has been divided into the following parts namely organizational change, organizational commitment and relationship between the organizational change & commitment.

Review of literature has been classified under the following headings:

2.1 Studies on Organizational Change

2.1.1 Studies on process of Change

Prosci (1998) The ADKAR model for an individual change management was developed by Prosci(1998). The input for the model was from more than 1000 organizations situated in 59 countries. The model describes five main required building blocks for change. These should be realized successfully on individual level.

The building blocks of the ADKAR Model are:

- i. Awareness – why the change is needed
- ii. Desire – support and participate in the change
- iii. Knowledge – how to change
- iv. Ability – implement new skills and behaviors
- v. Reinforcement – sustain the change

Some change theories are based on the derivatives of the Kübler-Ross model (1969). The stages of model describe :- the personal and emotional states. According to him a person typically encounters personal state when dealing with the loss of a loved one. Derivatives of the ADKAR model are applied in other settings like the workplace. It shows that similar emotional state is encountered as the individuals are confronted with change.

An early/premature model of change developed by Lewin (1947) described change as a three-stage the existing "mindset". The defense mechanisms have to be avoided. The second stage of the model discuss about the change and when change in actual it occurs. This is typically referred/stated to as a period of confusion and transition. The old/previous ways are being challenged. But there is no clear picture to replace them with yet. The final and third stage is referred to him as "freezing" (often called "refreezing"). The new mindset is crystallizing and here one's comfort level returns to previous levels. Rosch (2002) claims that this is often quoted referred to as three-stage version of Lewin's (1947) approach. This approach is an oversimplification. The actual theory was more complex, difficult and owed more to physics than behavioral science. Later theorists on change have however remained resolute in their interpretation and clarification of the force field model. This three-stage approach to change was later adopted by Hughes. Hughes (1991) referenced this to: (i) exit i.e. departing from an existing state, (ii) transit state - crossing unknown territory and (iii) entry state - attaining a new equilibrium.

Chapman (2002) examined a framework for planning change processes that are transformational in nature. The framework is structured around three core issues in the file of organizational change management

- the nature of organizations and what constitutes an improvement
- appropriate strategies for leveraging change and
- Last the role of change agent.

The emphasis in the study was placed on beliefs, attitudes, and values. The 3 were referred as the crucial change levers in an organizational transformation. The usefulness, worth and power of the framework was illustrated by a case analysis. It is included as the successful intervention involving over 50 large consultants' organizations. The article also accomplishes a debate on methods, processes supportive of successful transformational change.

Hanna (2009) suggests on a change process. According to her the movement or association is from "homeostasis and holding on", second through "dying and letting go" and third to "rebirth and moving on". Further, elaborating the same process to five stages. Judson (1991) suggested a linear and staged model of implementing a change. In the first stage the change should be analysed and planned, in the second stage the

change should be communicated, third stage involves gaining the acceptance of new behaviours; the fourth stage the desired state is achieved from the status quo and finally the consolidation and institution of the new states. A Formula for Change was also developed by Beckhard (1969) and is sometimes referred to as *Gleicher's Formula*. The Formula explains the combination of vision for the future, organizational dissatisfaction, possibility of taking immediate and tactical action that must be tougher than the resistance. This will help to make the change meaningful in the organization. This formula also helps to provide a model to measure or assess the relative strengths, distressing the likely success of the organizational change programs.

Mikaelsson (2002) of Volvo Car Corporation and THE FENIX Program describes as to how do people develop new products and hence change organization. It aims at increasing the knowledge about management of change. This is characterized by enormous portion of non- routine work. The study by author documents the change process and the product development in the organization before and after the change effort. The discussion of study highlights some of the challenges in facilitating the change that occurs in a complex product development environment. The rate and amount or magnitude of change are rapidly outperforming and outpacing the complex theories like social, economic and philosophical. This comprises the basis on which public and private decisions are usually based. Ven and Plloe (1995) explained the basic theory on processes of organizational change i.e. lifecycle, teleology, dialectics and evolution. The above four theories explain different sequence of change events. These are driven by different conceptual motives and they operate at different organizational levels.

Benchmarking is the tool for change management which helps all organizations to be more operative and effective in managing the change process. Benchmarking is used at a number of levels within an organization than the tools, useful at either a strategic level or operational level. Furthermore, it provides experienced-based and practical framework extracted from the actual methods, practice and actions within an organizations to successfully managed change (Manton, 1997). The keys for successful change management include the following:- (i) think holistically to understand all the change implications,(ii) focus on the critical success factors that

facilitate implementations and (iii) strive to be equal partners with business implementing change (Squires, 2001).

Whipp (1991) emphasized the continuous interplay between the three strategic change dimensions, i.e., Content/ What - (objectives, purpose and goals), process/how - (implementation), and context/where - (internal or external environment). The implementation of change according to them is an cumulative, iterative and reformulation in use process. The success of change is due to interaction between the three dimensions.

According to Beabout (2001) change agency, in order to aid change agents and scholars always play an important and significant role in effecting substantive organizational or educational change. He defined change agency as the activities and actions of education and facilitation with help of which organizational stakeholders inhabit/occupy a new state of design. His work is mainly into educational communications and technology field that seeks to result in significant change through collaborative efforts. The work takes into consideration theoretical constructs and turns to an examination of the empirical findings. The research studies is associated with government organizations, K-12 school contexts, different corporations and the health care industry. They also indicate that change agents are not always supported, welcomed or human resources or given sufficient time and most change agents struggle mightily to effect and sustain substantive systemic organizational change. The foremost finding of the study is that there are three core ideas central to change agency: (i) connecting an organization to environment is significant and important, (ii) flexibly adaptive change may be anticipated/ desired goal (iii) local leaders and external support is needed so as to support any successful change effort. The overall experience of change comprises of two dynamic change patterns, i.e., extrinsically introduced organizational development, facilitated by the conceptual factors and extrinsically developed transformational change i.e. blocked by the same conceptual factors. These patterns basically comprise participants' act of answering to the basic question used in the research i.e. "To have or to be?" and hence crystallize the main importance of choosing change strategies suitable for the intended change (Clarke & Manton, 1997).

Rogers (2003) has given framework to think about change. The study starts from the diffusion of hybrid corn among United States farmers. According to him there are five perceived attributes of an innovation that are important to influence the rate of adoption: First is Relative advantage that is how well the innovation outperforms the current methods? Second is Compatibility: how well the innovation can peacefully coexist with the work environment in which it is to be adopted. Third is Complexity that is adopters are more likely to utilize innovation, they understand and does not take excessive effort to learn. Fourth is Trial ability that is the extent to which an innovation can be test driven, before any wholesale adoption takes place. And the last is observability that is an innovation more likely to diffuse rapidly if the benefits to early adopters can be seen by those still hesitant about the innovation.

Kendra and Taplin (2004) worked on change agents competencies for information technology project managers. The external change agents are valued for their capacity to affect the organization's power structure since they are less subjective than the employees to implicit and explicit organizational rewards and punishment. And these external consultants possess an ability to openly criticize people and the practices without sacrificing their careers. It as a result potentially provide a less biased view of change efforts. Whereas, the internal change agents possess better knowledge of the change context. The key stakeholders are also influenced by the vested interests they have in the organization. This as a result leads to a corruption of complete change process. And they concluded that this is a trade-off that must be used by organizations when selecting people to make them act as change agents. Prochaska and Norcross (2001) in their study, surveyed smokers and weight loss candidates and found out that individuals went through 6 different phases during the behavioural change process. In the trans theoretical model there are 6 defined Stages of Change that is involved in the clients making changes in lives that is:- Pre-contemplation, Contemplation, Preparation, Action, Maintenance and Termination.

Malhotra (2004) studied a few selected electronic companies and articulated that if any organization wants to become change responsive, it has to design flexible systems. This helps in minimum destruction in change adaption. According to her it is the responsibility of the management for the transition to change responsiveness, i.e., they must do proper diagnosis of the needs of each situation and take appropriate

measures to deal with specific imbalances between people's characteristics on one hand and the organizational forces on the other.

Michalak (2010) emphasized in a multicultural context how to manage organizational change. It states that the companies operating or effective on internationalized markets in different or unlike cultural settings, should know or distinguish how to manage organizational changes effectively. The internationalization and globalization are the main reasons that have accelerated technological change in the organizations. This further leads to consequences like shaping the business environment in growing competition, scarcity of resources and rivalry among companies acting as the main desire to trigger change further. The organizations in the process of managing change face main issues like multi-context culture. Hence, the author further argued on the importance of facilitating strategies and a methodology to manage change in order to resolve the different cultural issues when adopting approaches to organizational change management (Chittoor, Ray, Aulakh, & Sarkar, 2008; Nag, Ganesh & Pathak, 2008). This will, as a result lead to positive performance of the change process. The author further suggested that to resolve problems with culture and managing culture, the organizations should apply sound methodologies and customized approach towards change that comprise facilitating OD interventions congruent with the nation culture. The main reasons for institutional change in the companies arise due to economic liberalization of markets & market economies (Chittoor, Ray, Aulakh, & Sarkar, 2008; Chittoor R. , 2009).

Sekaran (2004) highlighted that in-order to make the change process successful: (i) Managers should create a climate for the organization to become a learning system. The employees as a result are ready for organizational changes and adaptation on a continuing basis. (ii) Managers should also focus on facilitating knowledge sharing, this can be done by flattening the structure wherever possible and lastly by using cross functional teams. (iii) Managers should encourage sharing of ideas and openness and reward risk taking behaviour. (iv) Managers could bring transformation in individual behaviour by:- changing attitudes, perceptions, motivations etc. (v) Managers can bring about institutional changes through structural changes such as job redesign, breaking down boundaries. (vi) Managers should enable employee to participate and involve in change process.

Fernando & Patricio (2012) in the study on organization change in 70 firms on the top managers analysed the distance of analogies used. This was measured during the strategy formulation process. This acts as a critical driver that can be used to explain different/various scopes of change implementation. He emphasized that the changes implemented in the organization are defined during the design stage of the firm's strategy. The magnitude of the change can be understood and determined by analogy distance which is used during the complete process. The main finding of the study was that whenever the top managers used long or short distance analogies within the strategic formulation process, incremental change was implemented in the organization. And whenever the top managers applied medium-distance analogies the radical changes were implemented. Hence, the study focuses that organizations implement incremental changes whenever short-distance analogies (which are highly similar external business model) and the long-distance analogies (which are very different external business models) are encountered. The radical changes later can be implemented whenever medium-distance analogies are used in the organization.

Molineux (2012) in the study on longitudinal assessment of organization change in Australian public sector agency, found out that for successful cultural change in the organization the focus should be on systemic application of strategic human resource management (SHRM) in order to facilitate the change. He highlighted major HR changes for easy implementation of cultural change like focus on a partnership approach to industrial relation, the differentiation of employment into work type so as to target HR strategies, open communication process to engage the leaders and managers in the organization, to measure the performance management process, the introduction of regular informal feedback and formal appraisal processes, and the enhancement of reward and recognition programs. Hence, it can be concluded that cultural change can be sustained only with the help of systematically designed SHRM interventions which have a positive impact on an organization's culture (Mukherjee, 2014).

The authors Karen, Whelan, & Karen A. (2010) argued in the research on organizational change that it is an iterative and complex process, with unintended as well as intended outcomes. The first step towards organizational change process is establishing the change vision which acts as a change driver facilitating the on-going change process. Another primary change driver is Leadership. The leaders' change

related actions in the organization varied from celebrating or recognizing positive outcomes from change to recognizing on-going performance. Further in the research it was argued that effect of drivers varies according to the characteristics of the change initiatives like:- the first order versus second order change or else the nature and setting of change initiatives. Another type of change driver discussed was changes in leadership (Trice & Beyer, 1991; Sliwka, 2007; Bennis, 2000; Sahni & Vayunandan, 2009) and employees (Harrison & Carroll, 1991; Alvesson, 2002; Connor, 1992) in order to make organizational change initiatives successful. Finally, it was stated that in instances of large scale change the efficient and effective use of resources should be done (Chen, Wood, & Singh, 2013).

Schneider, Gunnarson, & Niles-Jolly (1994) highlighted the importance of training to understand the change initiatives in the organization. It further helps to move the change vision to group and individual level and employee adoption of change initiatives (Bramley, 1989; Goldstein, 1993; Carnevale, Grainer, & Villet, 1990). The training is important because it helps to provide the employees and groups with knowledge necessary to learn new processes or technology, routines or work processes and the behaviour which is important for organizational change vision at group level (Alvesson, 2002; Belwal, S., & Al-Jabri, 2014). It also helps to develop, understand necessary values, skills or frameworks related to the change initiatives in the organization. It is a one-time event or experience (Whelan-Berry & Alexander, 2005; Whelan-Berry, Gordon, & Hinings, 2003).

The authors Bovey & Hede (2001) focused on the 9 organizations in Brisbane, Australia, which were implementing change. The change process involved reorganization of systems, restructure and realignment of departments/divisions and procedures/or introduction of new process technologies. The employees believed that change in their organizations was affecting them (moderately). The employees were also surveyed and analysed during the resistance phase. The main findings were: (i) the employees possessing higher levels of irrational ideas resist organizational change than those who exhibit low levels and (ii) emotions increase association between irrational ideas and resistance to change. The authors also emphasized that the irrational ideas that are strongly correlated with resistance intentions are: being inert & passive, blaming, not controlling one's destiny and hence avoiding life's difficulties. The human elements important for management are: cognitive and

affective processes. To minimize irrational ideas towards change, the individuals should take responsibility for their actions and a balanced approach should be used to manage change (Khan, Salim & Bloch, 2015).

Erstad (1997) focused on the importance and impact of empowerment as a change management strategy. The main objective is to improve the individual and organizations ability to act. The conclusion was drawn that empowerment is a complex process and learning environment for managers & employees, clear vision, participation & implementation tools/techniques are necessary to make the change successful (Nykodym, Simonetti, Nielsen, & Welling, 1994; Lloyd, 1996; Kappelman & Richards, 1996; Rodrigues, 1994). Empowerment & change taken together has its impact on various performance measures in a company when turning it around like in case of:- decrease employee turnover, higher profit margin, increase in sales per employee, lower labour cost and higher net profit (Dickmeyer & Williams, 1995).

The authors Beugelsdijk, Slangen, & Herpen (2002) focused on the punctuated equilibrium model of organizational change. The study was conducted by means of case study at the Dutch Beer Brewing company. The change in the organization is determined by number of factors. The change in the organization is initiated by the top management and the role of middle management is to whereas carries out and fine tunes the radical change initiated by the top management (Tushman & Romanelli, 1985; Hambrick, Geletkanycz, & Frederikson, 1993). The middle management also play an important role i.e. to shape the success of the organizational change process. The internal executives are less likely to initiate radical change but play an important role to successfully implement change. The research further highlights that organizational change(radical or incremental) depends on its initial type and its transition from one type to the other. The research further concludes that organizational change is the result of desired change in strategy of individuals which is response to environmental change, threats & opportunities (Hannan & Freeman, 1984). The change in the organization also leads to dissatisfaction or resistance among managers resulting in the employees leaving their job (Lorsch & Khurana, 1999).

Wallace (2006) focused that the causes for change in an organization is often driven by variables that can't be controlled, such as global competition, investor

expectations, the wants and needs of customers, the economy etc. (Chittoor, Ray, Aulakh, & Sarkar, 2008). The employees in organizations also have become the key differentiator and the driving force behind the success and ability to accept change. For long-term success there is a need and requirement to successfully train and develop employees for results. He on the basis of research done on the senior executives in various organizations further concluded that the changed employee attitude, combined with knowledge and skills directed by goals, will result in positive behaviour changes. These changes will deliver improved results professionally and personally. And the key to organizational success is helping employees to develop goal-focused behaviours that are focused around producing improved results.

Hultman (2007) in the extensive research over the past 20 years in various organizations differentiated between values-driven change and change-driven values. He in his study proposes some ways for OD practitioners that will help organizations to avoid taking short-term actions. This could further jeopardize their longer term vision and values. According to him values-driven organizations outperform other organizations that focus on change driven values by a wide margin. The change-driven values inevitably taken in the organizations lead to short-sighted decisions that could jeopardize long-term success whereas value driven lay emphasis on forward movement, growth and long-term perspective.

2.1.2 Studies on Process of Organizational Change within different Change Levers

Olson (1992) studied structure as an important organizational change lever. His study focused on successful, small, rapidly growing firms and also on people who manage or help to manage these small firms. They found out that the reasons for structural change were the rapid growth that often extends organizing existing structure and hence threaten their very existence. The firms which are in their growth stage will most of the time exhibit greater complexity, greater formulation and less centralization than in their start-up phase.

Waldersee (2005) worked on the “managing People” as an organizational change lever. He concluded that implementation of change has always been problematic and long process. According to them there are two approaches to implement change, i.e., first Participative approach (employee support is a pre-requisite to change) and second unilateral approach (behaviour of people must be changed first and attitude

follow it). The unilateral approach is more effective than the participative approach as employee support resulted in change to be a success.

The authors Frei, Hunter, & Hunter (1998) in the research on “Innovation in Retail Banking” focused on the importance of innovation and efficiency. The top executives, line managers, HR managers, executives involved in IT implementation were interviewed from 13 U.S. retail banks. The study was also done to understand the impact of changes in technology, work practices, HRM, organizational strategy & performance. The main reasons for triggering change in the organizations were discussed as domestic regulations, increased competition, market place, rapid innovation, mergers & acquisitions, change & growth of IT. The following reasons for changes in the industry resulted in fast pace growth, innovation of new products & services and focus on better delivery channels in order to survive. The introduction of change in the organizations also resulted in the increase of pressures faced by the managers & workers in order to improve the productivity & financial performance. The changes in technology, consumer taste, HRM & strategy also resulted in a complex dynamic system where strategy should be developed by the management to realign all the areas with the organization to derive innovation for the firms (Kansal & Joshi, 2015).

Taylor-Bianco & Schermerhorn Jr (2006) emphasized on the dispositional model. The authors emphasized on the use of self-regulation as the foundation for strategic leadership of organizational change. The main finding of the study was that during organizational change, the strategic leadership style change should allow for co-existent states of together continuity and change. The leadership teams should also include a mix of :- (i) individuals with promotion and (ii) prevention foci of self-regulation. The authors further emphasized that the executives should accept the full responsibilities of strategic leadership as: “a person’s ability/capacity to anticipate, envision/visualize, maintain flexibility, think strategically, and last work with others to initiate changes. The change will as a result will help to create a viable future for the organization”(Hitt & Ireland, 1999). The strategic leadership involves creating the agendas that will infuse organizations with the change visions & with capacity to sustain the change implementation. Therefore, the leadership style needs to accept the stability paradox. This will help to understand the complexity of change (Pettigrew,

Woodman, & Cameron, 2001; Denis, Lamothe, & Langley, 2001; Lo, Mohamad, Ramayah, & Wang, 2015).

The authors Nelson, Buche, & Nelson (2001) in the longitudinal study examined 500 persons in IS organizations. The focus of the study was on the importance of culture and structural change to achieve goals. The data was collected through interview and was assessed to analyse the structural change occurrence and its impact on the organization & internal customers. The results of ANOVA analysis indicate that structural and cultural change had relationship with IS (information systems) organizational performance. The combination of change advocacy and structural change is important for the operation of IS organizations, for the improvement IS cost and for the quality performance. The authors also focused on the importance of documentation of structural change. Also in order to move the organizations towards a detailed documentation and process management, the focus should be on cultural change. The organizations should also lay emphasis on people first rather than technology as focus of change (Suri, 2005).

In a study undertaken on managers in 80 business units in financial institutions in north eastern United States by Goodman & Ramanujum (2012) focused on structure and technological change. The change was measured for each unit. The data was collected with the help of interviews with business managers and audit team leaders. The change was noted in domain: organizational structure and technology. The authors found that changes in any kind of multiple organizational domains were positively related to frequency of latent errors. And these errors were consequence deviations of rules and procedures. The main results of the study were that the number and different types of organizational change is directly linked to frequency of errors. The following type of change is important factor in the organizations than the existence of change. Another main finding is that the effect of organizational change on the job of the managers has a greater impact on the errors. The change in personnel, organizational structure or technology has no difference in errors. The authors also suggested that as a result need to recognize the type of change. The change is perceived by employees as negative or destructive that can result in unintended and unacknowledged risk which is a build-up of latent errors. The managers should also enhance organizational attention during and after the change

implementation. They should also consider using the measurement of latent errors as a method to assess the effectiveness of change.

The authors Bhatnagar, Budhwar, Srivastava, & Saini (2010) examined the developments in the field of organizational change. The following study was conducted with reference to the context of India. The study focused on the growing strategic role of HR. According to authors during the time of transformational change, HR plays an important role in devising innovation practices. The emphasis during the time of change should be on HR architecture so as to establish a climate of trust, to remove fear among employees regarding the impact of change. The focus of the HR department should also be on training and development activities and to make them engage in internal marketing of organizational change related strategy (Rao & Vijayalakshmi, 2000; Das & Rao, 1999). The authors also emphasised that HR should also pay importance on the organizational change interventions to help the Indian firms to attain quality improvement, employee development, cost efficiency, motivation and for successful change program (Rao & Vijayalakshmi, 2000; Sripirabaa & Krishnaveni, 2008). Another main finding of the study is that there should be development of action strategies that should help to manage resistance to change as part of change management process (Bezboruah, 2008). The study also highlighted on the creation of well-organized top management team, second on identification of core problems, third on formulating clear targets for change, fourth on establishing clear benchmarks and last on designing organizational change interventions for successful change (Bandyopadhyay, 1998; Singh, 1990; Singh & Bhandarker, 2002). The research also demonstrated that in Indian context for successful change interventions management should take holistic performance driven and excellence oriented approach (Amba-Rao, Petrick, Gupta, & Von der Embse, 2000).

Galpin (1996) discussed various change drivers like structure and organizational change processes like planning, operations, budgeting & reporting and customer & technology systems important for the success of organization change initiatives (Nadler & Tushman, 1990; Worley & Lawler, 2006). Depending upon the nature of change initiatives, changes in drivers are supported so as to make the initiative a success. The organizational structure acts as a change vision itself and modifications are required to the structure so as to make it successful (Vollman,

1996); (Henessey, 1998); (Cameron & Green, 2004). Various systems and processes that amount for and assess change initiatives are critical actions necessary for signalling the employees towards the change initiatives and hence be monitored, measured and managed carefully (Hall, Roenthal, & Wade, 1993; Kim, Pindur, & Reynolds, 1995; Porras & Hoffer, 1996; Caldwell, Herold, & Fedor, 2004).

Doorewaard & Benschop (2003) emphasized on the contribution of HRM towards the success and failure of organizational change. The HRM in the organization should be such that it is more familiar, uncertainties and ambiguities should be found in organizational change processes. The HRM in the organization should be well aware of the continuously changing intrinsic value of the employees involved in organization change process. Hence it is necessary to sensitize HRM towards the emotional sub-routines entwined in organization change by developing respectful empathic approach towards people's authenticity. As a result process relational HRM should be encouraged which is sensitive to the emotional sub routines and the power processes which is entwined in organizational change.

Wishart (1996) concluded that the path to become a learning organization is experimental, intensely focused around team processes, structured into non-hierarchical clusters and operating in virtual time or space through electronic networks. Craig and Yetton (1994) opined that organizational learning, individual mastery and management of risk. These are critical components of strategic change. IT has become an integral and important part of firms' core business processes. A firm has to first develop a business strategy, choose the structure and management processes to align IT and make sure that the employees' are trained.

Kakabadse (2003) in the case study involving a dozen U.K. civil servants working together over 15 months observed that cultural change was more important than structural change when institutionalization is the goal. The intensive work on Civil servants was through the process of collaborative inquiry (CI). It was initiated with the development of shared values and these served as springboards for a critique of current practice and described CI as a challenging experience and as the process of inquiry that confronts the underlying values, assumptions and power base. It establish ways of working within any situation. It requires resources, social skills, time and the ability to share personal experiential knowledge within the group. They also discussed

the importance of perseverance in the difficult task of uncovering unexamined values and critiquing deeply held personal assumptions.

According to Vadi (2006) there is a need to understand influence of organizational culture on attitude towards change. Culture is an important factor in organizations to stimulate change. Four proposition supported by author: (i) both the task and orientation and relationship orientation of organization culture stimulate learning. There are good agents for predicting organization learning during organization change, (ii) the 3 types of orientation of organizational culture that is Task orientation, relationship orientation and relationship orientation helps to predict attitude towards change, (iii) Organizational culture predicts attitude towards change and individual learning in groups faced with different work experience, (iv) People with work experience are more influenced by relationship orientation of organizational culture in forming attitude towards organizational learning and change. Hence all these have different types of impact on the formation of attitude towards change. Brown(2005) expressed that change in any organization is, in part, constituted by alterations in the people's understanding, encoded in natives and shared in their conversations.

According to Zenk and Stadtfeld (2010) organizations are dynamic systems and they change over time. The communication within organizations also represents technological changes. The use of media like social network analysis is an established approach to better understanding organizational structures. Demonstrated analyses and visualizations can be used in a business setting. In situations like M&A when it comes to change processes, it should be ascertain to the extent to which the formal change will impact/influence informal interactions? Hence the analyses of dynamic transformation processes are done to compare the *change* in different phases. The *evolution* is investigated, allowing appropriate action to be taken. The increase use of computer mediated communication technologies, like email, that provides particularly relevant data to study organizations. Focus of the study was exclusively done on the changes email communication usage over time and two different methodological approaches used to analyse the email data stream. In the simulation with total number of 97 students.

Bushey (1999) submitted an applied research project acquiesced to the National Fire Academy which was part of the Executive Fire Officer Program. The purpose of the

project was to develop and devise a model that could be utilized by Fire Chief and for the help of his staff to facilitate future change efforts. The main focus of this model for change was Organizational culture. According to him culture is the key element to successful and positive organizational change effort. Organization culture should be understood to help cope with the unpleasant repercussions of unpleasant changes. Also focus of the organization should be on a particular problem rather than only focusing on an effort to synthesize something meaningful out of tremendous and large amount of information available when implementing change. All the service leaders in the organizations need to devote resources and time toward the study of organization culture and towards the planned change and answer the questions:

- i. What is the role of culture in an organizational change strategy?
- ii. What factors, else than culture might be impediments to organizational change efforts?
- iii. What factors will enhance or support a successful change strategy external of the cultural considerations?
- iv. How did other organizations initiate change in a positive & effective manner?

Hence, the service leaders should focus effort and time towards understanding the importance and incredible impact that organizational culture could have on a change agenda.

Rastogi and Rastogi (2011) emphasized on the role of HR in change management through the case study of SBI. Initially SBI had to face dramatic cultural change because of the challenges thrown by private sector banks. These private sector banks focus more on customer orientated service unlike SBI and as a result bank was lost its hold among the higher end market. The HR played a very important role to bring change in SBI by helping the organization to introduce change i.e. the initial program of bank 'Parivartan' where the main aim was to make the staff aware of the problems on behavioural front and it provided a platform to look into change in the attitude of the employees. Another important initiative taken by the HR was in the planning of citizen SBI motivating the employees to fulfil customer needs and inspiring employees to raise standards for future growth. And this helped the bank to beat competition and revolutionizing the individuals working in the organization where change was introduced at three levels: heat, heart and behaviour from present state to

ideal state making change program a success. The study by Wan (2005) highlight the importance of technology-change lever as the most significant, crucial and frequently adopted channel of the banks. They further stated that out of adoption of four major banking channels, i.e., Telephone banking, branch banking, ATM and Internet banking. ATM was the most frequently adopted channel.

2.1.3 Studies on resistance to change

According to O’Conoor (1993) managers should recognize the type and cause of resistance to change and accordingly act towards it. The resistance to change can be intentional or unintentional, covert or overt. The change in organizations is due to lack of conviction of seriousness for the need of change, lack of confidence of the attainability of objectives and non-conformance to the goals of change. In his study he also focused on types of resistance and the personality of the resistor. The result of the study revealed that managers with high self-awareness and sense of humour are successful in overcoming resistance to change.

Kotter (1979) suggested a model which helped to prevent or minimize employee resistance to change as a cover many issues that organization of any size may face. The four main resistance factors among employees were misunderstanding, self-interest, low tolerance for change and employees disagreement with reasoning. To reduce resistance to change he gave six suggestions .i. educate and communicate the employees, participate and involve the employees, facilitation and support the employees, negotiate and agree with them, manipulation and co-option and explicit-implicit force on employees.

Qureshi and Davis (2007) investigated a social issue that for many years that have affected the success of information systems implementation. The paper studies resistance to change as the most important social issue that has affected the success of the project. The job was based on a real organizational transformation and on the participants present in the organization that were going through the same experiences. A Change Challenge Game was to investigate the types of resistance on multiple stakeholders. The game was created to enable the senior, to middle management level employees to carry out roles that were assigned. The game was conducted through role playing of decision makers. The results suggested that resistance to change is dependent upon the outcomes generated by the roles which were played by multiple

stakeholders. The analysis also revealed specific types of resistance to change behaviours encountered per role. The different types of roles result in generation of resistance to change behaviours. The information system implementation is a political process and strategies for mitigating and managing resistance to change should consider issues like how organizational processes change with IT implementation.

Salem and Philip (2008) described a common communication pattern that attempts to direct transformational change. When transformational change occurs in organizations, it results in change in cultural frames and communication practices. And a bifurcation point is a state of turbulence wherever second order change may be possible. According to the authors, there are Seven communication reasons organizations do not change are: Global distrust, Inadequate communication, Lack of productive humour, Local identification, Conflict avoidance and Poor interpersonal communication skills. Also by changing the communication practices that the organizational members have it further involves a give-and-take in which the change agents might change. The change is a messy and difficult business. The transformational change occurs only when the management is willing to endure the ambiguity and the sense that arises in communication. Having the right communication skills is very important while hiring practices. Therefore people should be hired with basic communication skills and train people in these skills in order to improve the chances for sustaining a vibrant organization.

2.1.4 Studies on Organizational Change Failure

According to Weich and Quinn(1998) change always starts with failures to adapt. The author stated that the change never starts because it never stops. The organizational change starts with the tempo of change that is to understand the characteristic rate, rhythm, or pattern of work or activity. They also explain the difference between episodic change and continuous change. Episodic change is distinguished from continuous change on the foundation of implied metaphors of organizing, analytic frameworks and ideal organizations interventional theories and roles played by the change agents. The episodic change follows/monitors the sequence unfreeze-transition-refreeze, whereas the continuous change on other hand follows the sequence of freeze-rebalance-unfreeze. Conceptualization of inertia is important to underlie and understand the choice to view change as episodic or continuous.

According to Smith (2002) the rate of failure of change varies by the type or nature of change. This stays relatively high especially with large scale change. As a result 50-80% of mergers and acquisitions among different organizations never produce anticipated outcomes. Almost, 70% of reengineering projects are unsuccessful and 83% of all mergers and acquisitions fail due to produce shareholders value and around 50% failure rate is due to business expansion, downsizing or restructuring and TQM driven change. As a result of this, change is a failure and has negative consequences for both the individuals involved and the organization.

2.2 Studies on Organizational Commitment

Tilaye (2005) opined that there is a significant difference among Indian employees towards organization commitment varying from high, moderate to low level of commitment which is due to personal characteristics and organizational practices. Hence managers and personnel officers have a clue that organization commitment can be engendered through pro-employee management practices by providing the employees great deal of liberty to decide their work and by providing them managerial support and helping them in their personal problems etc.

Sungmin, Henkin, and Robert (2005) found that teamwork was an important predictor of commitment. Those having high level of teamwork perceived high level of commitment. They also suggested that organization commitment also had effects on job performance, organization effectiveness and employee retention (Agarwala, 2003).

Sharma and Sharma (2003) suggested that motivation is an important driving force towards goal and organization commitment. It also influences various aspects of work performance and withdrawal behavior. The study reveals that job content and scope for advancement are also important determinants of organization commitment and motivation. To have organization commitment among staff, organization should create more opportunities for vertical movement and for their professional development and career enhancement.

Mowday (1996) advocated that employees should be permitted and allowed to contribute initial in the change program towards organization commitment. The study undertaken by him was in the bank branches during implementation of a data system. Two groups of employees were noticed. First those who were able to decide the training dates and data from second group of employees who were not able to decide the same. The result of the study suggested that the employees who were empowered from the first group were 88% more motivated, 46% more satisfied with the training given to them and 99% more satisfied with the change process. Hence, it was concluded that empowerment is a way by which individuals can exert control in the change situation.

The study by Tasky and Cohen (2001) highlighted that organization commitment and perceived organizational support are correlated with satisfaction and career development. He advocated that whenever the organizations make efforts to develop their current managers they become more committed towards organization.

In his study Shirbagi (2007) in his study on commitment established that there is a significant and positive relationship that exists between three components of organization commitment (AC, NC & CC) and among the three out of four frames of leadership (that is structural, political & symbolic). He suggested that in an organization in order to increase organization commitment of employees, the higher authorities should focus more on factors having positive relationship with like enhancing leadership abilities. Another main result was that the Panjab university faculty members were committed towards their organization that Tabriz University because of good leadership and administrative policies for the welfare of the faculty.

Kumar and Bakshi (2010) in their study examined the relationship between personality and organization commitment. The main result generated was that the 5 factor model serves as an important framework for investigating the dispositional source of organization commitment. The 3 component model proposed by Myer and Allen was examined. On the basis of their research the results generated were:

- i. Openness to experience negatively predicted continuance and normative commitment
- ii. Conscientiousness positively predicted affective and continuous commitment

- iii. Normative commitment is positively predicted by agreeableness
- iv. Neuroticism has negative relationship with affective commitment
- v. Neuroticism has positive relationship with normative commitment and continuance commitment

Finally it was concluded that personality acts an important factor in the development of Organizational commitment and it should be added in the list of work variables having dispositional predictors because it will help to understand the individual differences in the development of organization commitment and how to manage employees. This was done using dispositional approach to draw positive and attitudinal and behavioural reaction for them. The research also helps to understand the ways to retain valuable employees, increase employee commitment and work satisfaction, employee turnover and hence improve performance of employees.

In a research on the Morrow's model known as the famous Five Universal forms of work commitment (AC, CC & career organization commitment), job involvement and work ethic endorsement in two hospitals in Canada. On the basis of empirical study conducted on 238 nursing state, Aaron (1999) accomplished that job involvement is the key mediating variable in establishing relationship among work commitment constructs. He also said that job involvement is related to organization commitment and the relationship between the two is affected by the kind and type of work. The employees more involved in the job have more positive work experience and as a result high organization commitment. According to him organization commitment is an important endogenous variable in the work commitment model and job involvement is an exogenous variable. It will effect organization commitment positively. It was suggested by him that effective management strategies are important to produce high motivation level and organization commitment among employees.

Altindis (2011) investigated organization commitment level and motivation and the relationship between the four state hospitals in Turkey. He examined three dimensions of commitment i.e. emotional, continuance & normative and two dimensions of motivation (intrinsic and extrinsic). He found out that organization commitment is an important variable to determine the outcome of motivation at work. According to him the intrinsic motivation was impacted by affective and normative commitment and

extrinsic motivation was affected by normative commitment. Hence he suggested that effective management strategies are essential to produce higher motivation levels and organization commitment of health employees.

Pettit, Donohue, and CieriDe (2007) examined the impact of age and tenure upon organizational commitment and organizational citizenship behaviour. The main finding of the research was that the older the employees, the higher the commitment level as compared to younger colleagues i.e. age is a contributing factor towards organizational citizenship behaviour but it does not significantly affect organization commitment. He also concluded that tenure in an organization had no influence on the level of organizational behaviours among employees. Moreover, when the employees move between organizations it takes time for them to develop sense of commitment towards the new employer. He also said that attitude and rewards associated with organizational citizenship behaviour that develops with the majority or age may be strong enough to influence the employee regarding of tenure.

According to the study by Wright and Kehoe (2007), HR practices in an organization impacts the organizational commitment of employees. HR practices in an organization impact performance i.e. the commitment to achieve goals, jobs and the supervision of work group. The HR practices, experiences and sense making influence the response of employees towards commitment. The highly paid employees attribute their desires towards the organizations as he is obligated to stay because they are paid well and hence result in high continuance and low motivation. He also said that multiple commitments imply HR practices elicit organizational commitment among employees. The HR practices also help to provide opportunities which are required to participate in decision making regarding work and organization outcome. The practices like motivation also help to positively influence organization commitment, incentives and rewards for performance practices. According to him empowerment also plays an important role to impact organization commitment positively.

Cohen (1993) examined the impact of time elapsed between measurement of the variables that can moderate the organizational commitment and the turnover relationship. The study focused on predicting as to how time span have a differing or

an opposing effect across career stages. In the case age served as the career stage indicator but not when tenure did. The results of the regression analysis supported the meta-analytic findings however clarifying considerable variance in the commitment-turnover correlations. The study supported the finding that age is the career indicator and for the younger employees. It was also a calculated problem that arises mainly due to the reason that employees who report high levels of commitment. This commitment has a sharp decline after a period of time. This leads to turnover and prediction error, causing low organizational commitment-turnover relationship. For the older employees the errors in prediction occur as these employees report low levels of organizational commitment. The main reason is that these employees do not want to leave their organization, the main reason was that of the structural bonds with organization, a few employment alternatives and desire for stability.

Bashir & Ismail Ramay (2008) examined the relationship among work life policies, career opportunities, job characteristics and organizational commitment of IT (information technology) professionals in Pakistan. The results showed that work life and career opportunities policies in IT professionals. Both the variables are significantly correlated with organizational commitment whereas job characteristics were found not to be the determinant of organizational commitment. The career opportunities emerged as the most important determinant of organizational commitment because the employees wanted to grow professionally and in the organizational hierarchy both, and were more concerned about it. Another main finding of the study is that work life policies help to induce organizational commitment in the IT professionals. The organizations can use different time based strategies for example strategies like flex time to reduce the work life conflicts among the employees.

The authors Nguyen, Mai, & Nguyen (2014) explored the factors affecting employees' organizational commitment in Vietnam. The study was undertaken on 201 banking staff in 11 different banks in Vietnam. The main result of the study is that employee engagement towards their organization is vital to organizational commitment. Other important factors like teamwork spirit and supervisor-staff communication play important and influential role in predicting organizational commitment. The more satisfied the staff is with their workplace, the higher will be

their organizational commitment i.e. higher affective commitment than the normative commitment (income orientataion) or the continuance commitment(benefit).

Bakan, Buyukbese, & Ersahan (2011) focused on the empirical study on employees in a Textile company and concluded that it is important to understand the undercurrents of relationships between the employees' demographic characteristics and organizational commitment. The association & relationship between employees' educational level and organizational commitment was investigated and it was found that significant relationship exists between the two variables. The employees with higher education are more committed towards organization. Whereas, the employees with lower education are not. The authors also suggested that to make the organization commitment among the employees strong the education levels should be increased.

Angle & Perry (1981) related the organizational commitment of lower-level employees to organizational effectiveness in the organizations. The main results of the study are that organizational commitment is associated with turnover and tardiness rate, organizational adaptability but not with operating costs & absenteeism. The employees perceived organizational adaptability is associated with commitment whereas adaptability is not.

Recep, Mahmut, & Murat (2010) measured the levels of AC, NC and CC of the workers working in Union Municipalities of Marmara. The study concluded that implementation of HR practices is necessary to increase the organizational commitment. The results of current study state that the "affective and continuance commitment" is higher among male workers whereas "normative commitment" is higher in case of female workers. The workers working for a longer time also display more "continuance commitment" ; whereas others display more "normative commitment". The authors suggested that organizations should focus on activities aiming to increase friendship, cooperation and solidarity among male workers. The female workers should be given more importance, clarification of job definitions should be there and they should be involved in management so as to increase their commitment. The management should also revise and focus on career system, in-

service training, organizational justice perception and planned introduction of quality management system to bring out significant benefits.

Iqbal (2010) investigated the relationship between various demographic factors and organizational commitment (Abdulla & Shaw, 1999; Chughtai & Zafar, 2006; Dodd-McCue & Wright, 1996; Luthans, McCaul, & Dodd, 1985; Morrow, 1993; Salami, 2008). The demographic factors like age, tenure and level of education were considered in the study. The study indicated that a demographic variable like length of service is significantly and positively associated with organizational commitment (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Newstrom, 2007; Steers, 1977). The study also showed that there exists a significant negative relationship between the educational level and organizational commitment (Mowday, Porter, & Steers, 1982; Glisson & Durick, 1988). The reason stated was that highly educated people have developed higher expectations from their serving organization which may not be adequately met (Mowday, Porter, & Steers, 1982). The author finally stated that no significant correlation was found between the organizational commitment and employees demographic factor (age). It was also concluded that HR practices, lack of training, inadequate equipment and adverse working conditions also affect employee commitment and their intention to stay with the organization (McGuire & McLaren, 2009; Kang & Narang, 2011).

The authors Freund & Drach-Zahavy (2007) examined teamwork in community clinics to propose and test model that viewed different kinds of commitment (like the job involvement and the organizational commitment) and the potential conflict between them. It was noted that as mediators between personal and organizational factors (like: mechanistic structuring and organic structuring) and the effectiveness of inter professional teamwork. The main finding of the study is that organizational commitment is significantly greater to job in the professional groups. The author argues that dissimilar professional groups are motivated by different commitment and this confronts the policy makers with the challenge of unifying different groups into a team.

The author Ike- Elechi Ogba (2008) assessed the impact of variables age and income on the employee commitment in Nigerian Bank. The main findings of the study

indicate that the employees with high income earning (i.e. within income band of 1.1 million or above) and age group 31-35 years are less committed towards their organization than their low income counterparts. The study further supports the assumptions that in a non Western culture, the commitment measurement can only be effective when culturally suitable instruments are employed in assessing employees' expression of commitment to their organization. The result is also supported by factors like fear associated with leaving organization because of few/limited job opportunities or employee emotional attachment to their organization. Other culture factors influencing organizational commitment are family, friends and manager's influence.

Kim & Rowley (2005) reviewed the research on employee commitment and its perceived attendant benefits. The commitment in the study was analyzed in terms of commitment to organization, trade unions and dual commitment. The organization commitment is related to behavioral outcomes i.e. employee turnover and job satisfaction (Mowdar, Porter, & Steers, 1982; Meyer & Allen, 1984; Koch & Steers, 1978). The study also emphasized that commitment is grouped into 4 broad categories of characteristics i.e. Personal, Role related, work experience and structural. The main findings of the study are that older employees with long organizational tenure are more committed than other employees. The reason is that old employees get more benefits like lay off protection, vacation and promotion, resulting in positive commitment. another main finding is that the organization commitment is also affected positively due to demographic variables like marital status, number of children, income and educational level.

In a study on Asian societies the authors Hrebiniak & Alutto (1972) concluded that the male employees are more committed than the female employees. The main reason stated is that the male employees receive more monetary benefits than the female employees. The authors further found that the employees with higher job satisfaction are more committed towards their organizations than the employees with lower job satisfaction (Schriesheim & Tsui, 1980; Shere & Marishima, 1989; Barling, Wade, & Fullagar, 1990). The employees with high job income are positively related to the commitment of their organizations. The reason is that the employees with high wages

have more to lose resulting in less likely to leave and be more committed (Angle & Perry, 1983; Shere & Marishima, 1989 ; Becker H. , 1960).

The authors (Kirmizi & Deniz, 2009) explored the different aspects of organizational commitment and its determinants among the IT Professionals in Private Banks. The affective commitment of the IT professionals was found to be higher because they felt they wanted to remain with the organizations. The normative commitment was lowest among the three commitments. It was concluded that the IT professionals working in private banks felt more affectively committed or emotionally attached to their organization rather than normatively or continually attached. The employees felt that they wanted to, rather than needed to or being compelled to remain with their current organization. The other factors contributing to the affective commitment of employees were stated as personal improvement, promotion, participation in decision making, training, information sharing environment and supervisor & peer attitudes. Rafiei, Amini, & Foroozandeh (2014) in the study on 244 employees of Cooperatives, Labor and Social Welfare department of Markazi examined the impact of three components of commitment that is Affective, Continuance and Normative commitment on the performance of employees'.

Matin, Jandaghi, Karimi, & Hamidizadeh (2010) identified the interpersonal communication skills that enhanced the organizational commitment. The author in the descriptive study analyzed the Allen and Mayer model to study the organization commitment of employees. The main findings of the research showed that among existing skills in the model, the team building skill had a significant relation with organizational commitment. The authors also suggested that to improve the employees' organizational commitment the managers should improve the team building skills.

Perryer & Jordan (2008) in the study on Australian public Sector employees analyzed the influence of generation differences among employees in relation to Organization Commitment. The main finding of the study is that the generation differences influence the organization commitment above and beyond the influence of education levels, length of service, gender and work pressure. The Gen X employees were found to be significantly less committed than baby boomers colleagues. The main reason

stated was that the Gen X employees is more eager to update their skills through on the job training and externally in order to keep themselves “employable” (Tulgan, 2000) in order to maintain their sense of marketability. The uncertainty among the employees for their job and future also affects their commitment

Meyer, Stanley, Herscovitch, & Topolnysky (2002) conducted a meta-analyses study to assess the (a) relations among affective, normative commitment and continuance to the organization and (b) relations among the three forms of commitment and the variables recognized as antecedents, correlates, and consequences in the Meyer and Allen’s (1991) Three-Component Model. The authors found in the study that 3 forms of commitment are related and yet distinguishable from one another. They are also distinguishable from job involvement, job satisfaction and occupational commitment. Another finding was that the Affective and continuance commitment correlated with the hypothesized antecedent variables. It was found that no unique antecedents of normative commitment were identified. And all the three forms of commitment were found to be negatively related to the withdrawal cognition and turnover. The affective commitment was found to have stronger and favorable correlations with employee-relevant (stress and work–family conflict) and organization-relevant (i.e. attendance, performance and organizational citizenship behavior) outcomes than the normative commitment. The continuance commitment of employees was found to be negatively correlated than the other outcomes.

2.3 Studies on impact of organizational change on organizational commitment

"Change is not always positive. It can be handled in ways that can strengthen rather than diminish commitment people have to an organization." William A. Pasmor

Lau and Woodman (1995) emphasized that the employees with higher level of commitment are more readily identified with change. They further emphasized that the more acceptance towards the organizational change, the more are the efforts perceived beneficial to them. Whereas, the employees with strong commitment can resist change only when they perceive that it is harmful to the organization. Another finding was that the employees with strong continuous commitment might be less willing to accept change as they fear that the changes can reduce the benefits they are currently gaining in the organization.

Iverson (1996) examined relations between employees' commitment (affective, normative & continuance) and organizational change. The general findings of the study are that affective and normative commitment to change initiatives relate positively to discretionary (cooperation & championing) and non-discretionary (compliance) support behavior. Continuance commitment relates positively with variables like compliance and negatively with discretionary support. The results from Indian study were that to implement change all the three forms of commitment should relate positively with variable willingness to do what is minimally required by the organizations. The affective commitment and normative commitment of employees were found more among Indian employees than the Canadian employees. Another main finding was that Indian managers are accepting more their obligation towards organizations than the Canadian employees.

Kool & Dierendonek (2012) in the study on 135 employees of a reintegration company emphasized the role of leadership towards the commitment to change. The focus of the study was also on the leadership style especially servant as an essential aspect for the employees undergoing organizational change process. The finding of the study was that the servant style of leadership helps to enhance the confidence, self-esteem and well-being of employees in the organizations. Another main finding was that interactional justice within an organization is indirectly related to commitment. The authors also emphasized that managerial communication and enacting procedures are important factors for commitment and change process.

Lamsa & Savolainen (2000) explored the relationship between strategic change (downsizing & quality improvement) and managerial commitment (Sofat & Kiran, 2014). The authors in their study classified commitment in two dimensions i.e. reward based and trust based commitment. The main finding is that the commitment of managerial employees is negatively affected in times of strategic change. Other factors affecting the commitment of employees during change are family responsibilities and financial conditions. The authors also argued on the importance of trust based commitment to bind the individuals to the organizations resulting in positive organizational performance.

Lau, Tse, & Zhou (2002) in a transitional economy like (China) identified three main dimensions of a cognitive schema regarding the economic and organizational changes. The 3 dimensions i.e. change salience, change valence, and change inferences are in line with in organization change. The main results of the study are that the positive change schema is found to have satisfactory or favorable influence on variables job satisfaction and commitment. Another finding is that individuals having higher change salience and valence show stronger job satisfaction and commitment. It can be concluded that the employees' perception (positive) regarding the organizational results in higher commitment and satisfaction (Detert, Schroeder, & Mauriel, 2000; Tripsas& Gavetti, 2000).

Beck & Wilson (2000) used cross-sequential design, to examine changes in commitment with tenure. The main finding of the study was that there was persistent decrease in commitment with increasing tenure (from 1 to 9 and 15 to 19 years) in a sample size of 479 Australian police officers. The authors concluded in their study that the internal changes in the organization also impacted the commitment of employees. The commitment of employees reduced due to the introduction of change, resulting from internal factors. The main reason was found less commitment of the experienced employees towards the new change goals. Another main finding was that affective commitment is linked to employee performance and other behaviors impacting the organization's effectiveness (e.g., tardiness and absenteeism). The commitment levels of police officers were found to be negatively correlated with tenure (Wilson & Beck, 1995). The relatively long serving police officers had significantly lower or inferior levels of organizational commitment than the lower ranking officers (Savery, Soutar, & Weaver, 1991; Wilson C. ,1991).

Soumyaja, Kamalanabham, & Bhattacharyya (2011) investigated the three component model of commitment to change that was developed by Herscovitch and Meyer in an Indian Context. The data was collected from 305 employees who were part of transformational change from 5 manufacturing and 5 IT/ITES organizations in India. The three dimension's of commitment i.e., normative, affective and continuance commitment were studied. The results on the basis of factor loading were that: i). Affective commitment is major construct than the normative & continuance commitment. ii). Age & work experience of employees is positively related to

organizational commitment (Allen & Meyer, 1990). iii.) The low age & work experience also affects the affective commitment of employees resulting in low affective commitment than the other two. From the study, it can be concluded that commitment is the most important factor when explaining support for change & willingness to change (Herscovitch & Meyer, 2002; Neubert & Cady, 2001; Meyer, Srinivas, & Lal, 2007). The authors also concluded that the organizational commitment is the most important key to the successful implementation of the organizational change (Bennis, 2000; Connor, 1992).

The authors Parish, Wallender, & Bush (2008) in an empirical study on not for profit organization in the United States of America has worked on the important role of commitment towards the success of organizational change initiatives. The outcomes from structural equation modeling state that the variables fit with job motivation, employee manager relationship, and vision and role autonomy, influencing the commitment among the employees. The study also showed that moderate level of affective commitment is necessary to achieve desired results in the organizations. The authors suggested that to improve change implementation efforts, the employees should have a positive view of change to the customers. The leaders should strive to demonstrate to the employees how the change implementation will fit with the strategic picture of the organization. Also the managers should give open and timely communication to the employees regarding the reason for change initiatives as part of implementation process (C & C., 2000). The focus of the managers should also be on people, technology, recruitment, training & compensation and motivating the employees towards the organizational process or plan. The managers should also create relationship, trust, commitment and satisfaction among the employees to make the change initiatives successful (Judge, Thoresen, Pucik, & Welbourne, 1999).

Meyer, Hecht b, Gill, & Toplonysky (2010) inspected a longitudinal study during the early stages of a strategic & structural planned organizational change. They authors examined how the person–organization fit is operationalized as congruence between the perceived and the preferred organizational culture, related to the employees' intention to stay with an organization that is affective commitment. The study was conducted on the employees before and after change to measure the perceptions and preferences of employees. The perceptions and preferences were measured with

regard to the four components of organizational culture (i.e., the human relations, internal process, open systems and rational goal) which are derived from the Competing Values Model (Quinn, 1988) and the affective commitment of employees and his intention to stay with the organization. The main finding of the study is that the perception of the organization's culture is more important than fit in shaping commitment and intention to stay with the organization (Singh K., 2001; Singh K. , 2007). The authors also found positive relationship between pre-change fit and commitment that carry over to the post-change commitment and his intention to stay. The commitment as a result was found to be positively related to organizational change (e.g. (Herscovitch & Meyer, 2002; Neubert & Cady, 2001)) and was stable over time.

Dordevic (2004) in a research on employees' organizational commitment during radical change emphasized that commitment of employees is decreased due to the change (radical). The reasons behind were stated as decreased morale, increased job insecurity, & trust and increased stress. The author further said that organizational commitment had a strong correlation with job performance, absenteeism, motivation and creativeness. The study was based on three types of commitment i.e. emotional, continuance and normative. The employees with high emotional attachment towards the organization always had strong motivation, required to contribute to the organizational goals. The employees having strong continuance commitment were the employees who remain with the organization because 'they ought to' due to high cost involved in leaving the organization. The normative commitment was stated as the commitment among employees when they feel as an obligation to stay with the organization. (Fedor, Caldwell, & Herold, 2006; Chen, Hou, & Fan, 2009).

Farndale, Ruiten, Kelliher, & Hope-Hailey (2011) studied the relationship between organizational change and commitment. The main emphasis of the study was on the difference between the perception of employees on the basis of managerial hierarchy. According to the authors when bringing organizational change the employees voice & perception have direct impact on the commitment. The higher the management-employees ability to voice opinion regarding change proposal, the higher is their commitment. Another important reason for high commitment is the strong employee-line manager relationship in the organization. Trust was found to be the predictor of

organizational commitment in times of change as it acts as an initiator of change. It is also representative of the organization & willingness to adapt to new situations, resulting in higher commitment and generation of positive feelings towards change. Similar results were also given by (Vakola & Nikolaou, 2005; Durmaz, 2007; Dopson & Neumann, 1998; Elias, 2009) exploring the linkage between employees attitude towards organizational change and its two construct i.e. occupational stress & commitment. The main results were that the employees with higher commitment are more willing to accept change than the employees with low commitment.

Raukko (2009) in a longitudinal case study done among the European-Indian acquisition within a high tech sector, focused on the role of organizational change on the commitment of acquired employees. The employees perceived that frustration related to organizational change increase over time. The results imply that the key employees' organizational commitment however is closely related to the prior role of the employees in the acquired company. The main reasons for low organizational commitment were stated as slow integration, role ambiguity and changes in management. The study also implied that duality and the complexity of organizational commitment are important factors during post acquisition integration. The authors further emphasized that during knowledge intensive acquisition the organizations should focus on retention of old employees and involving the employees, to increase the commitment during the post acquisition integration phase so as to make the organizational change successful (Bellou, 2007)

2.4 Hypotheses Development

Therefore the following hypotheses can be formulated:

H₁: There is a significant difference in the perception of gender and managerial level employees' regarding change is inevitable for the survival of the organization.

H_{1.1}: There is a significant difference in the perception of gender regarding change is inevitable for the survival of the organization.

H_{1.2}: There is a significant difference in the perception of managerial level employees regarding change is inevitable for the survival of the organization.

H₂: There is a significant difference in the perception of gender and managerial level employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.

H_{2.1}: There is a significant difference in the perception of gender regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.

H_{2.2}: There is a significant difference in the perception of managerial levels\ employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.

Wallace (2006) in his study emphasized the main reasons for change in organizations is customers' expectations, the economy, global competition, ensure the survival of your organization etc. The employees have become the key differentiator factor and also the main driving force behind the success and ability to accept change. Chapman (2002); Buchanan & Huczynski, (2004); Johnson, Scholes, & Whittington, (2005) in their study highlighted the main reasons behind the introduction of change are: to increase the effectiveness and change the image of the organization.

H₃: There is a significant difference in the perception of gender and managerial level employees regarding the reasons for bringing the organization change in the selected IT organizations.

The previous studies by the authors stated that the important methods used by the management to effectively implement and manage change are leadership support (Sagie & Koslowsky, 1994), employee involvement & involvement and motivation for change (Meyer, Srinivas, & Lal, 2007). Providing motivation for change (Rao & Vijayalakshmi, 2000; Sripirabaa & Krishnaveni, 2008), developing new competencies and skills in people, providing education and training (Alvesson, 2002).and risk taking abilities are also important factors to effectively manage change (Bandyopadhyay, 1998; Singh, 1990; Singh & Bhandarker, 2002). The following hypothesis was formulated as a result of the studies:

H₄: There is a significant difference in the perception of gender and managerial level employees regarding the methods used by the management to implement and manage these change initiatives in the selected IT organizations.

Previous studies by authors Kotter J. (1995) and Nilakant & Ramnarayan (2007) suggested that to make the change program successful in large organizations the focus should be on the seven steps to implement change. Manton (1997) also highlighted the importance of experienced-based, practical framework extracted from the actual methods, practice and actions of organizations to successfully bring & manage change. Cameron & Quinn (2006) highlighted the six step process to address the competing values framework within the organization as a systematic way to address the organizational change process.

H₅: There is a significant difference in the perception of gender and managerial level employees regarding the steps used by the management for bringing organizational change in the selected IT organizations.

Olson (1992) studied “Structure” as an important organizational change lever. He focused his main study on small rapidly growing successful firms and on the people who manage or help these small successful firms. The main reasons for structural change were the rapid growth. These growths often extend existing organizational structure and hence threaten its very existence. An in-depth understanding of organizational change levers - strategy, marketing, structure and managing people is very important so as to encourage an effective change process (Burnes,1996) .The study conducted by Wan (2005) highlighted technology-change lever as the most frequently adopted and important channel in the industry (Nag, Ganesh & Pathak, 2008; Kansal & Joshi, 2015). Michalak (2010) in his theoretical study, comments that globalization and internationalization result in accelerating/ fast-tracking technological changes leading to scarcity of resources and also circumstances global financial crisis. Waldersee & Egelson(2002) in his study worked on “Managing People” as an organizational change lever. He concluded that implementing the in organizations change has always been problematic and a long process. Rastogi and Rastogi (2011) in their study emphasized on the important role of Human Resource in change management. “Leadership” is the important change lever as the top leadership support is essential/crucial during the change process (Trice & Beyer,

1991; Taylor-Bianco & Schermerhorn, 2006). With the help of right and effective leadership support (across teams, departments), the change initiatives can be successfully implemented through out the organization (Kotter & Heskett, 1992).

H₆: There is a significant difference in the perception of gender and managerial level employees regarding the areas in which changes have been brought about in the selected IT organizations.

Burke (2002) in his study stated that “organizations of all kinds today have to deal with environments and these are changing more rapidly than the organizations themselves”. The change in organizations is triggered by various internal and external factors of all forms, shapes and sizes (Balogun & Hope Hailey, 2004; Burnes, 1996; Carnall C. , 2003). The external pressures triggering the change from outside the organization includes market place, government laws and regulations, labour markets, political & social events, new technology and emergence of new IT organizations etc. (Pfeffer, 1994; Fullan, 2011; Hargreaves, 2011; D’Augustino, 2011; Brimley & Garfield, 2009; Paula & Gupta, 2013; Lal, Sharma, & Ahmed, 2007). The internal factors which generate and are present within the organization to initiate the change include internal administrative processes, employment policies, internal business policies, and people problems (Lunenburg, 2010; Alexander & Alexander, 2009).

H₇: There is a significant difference in the perception of gender and managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.

H_{7.1}: There is a significant difference in the perception of gender regarding the pressures leading to change initiatives in the selected IT organizations.

H_{7.2}: There is a significant difference in the perception of managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.

People generally resist change in an organization in situation when they feel perceived or real loss of prestige, power, pay or company benefits. The resistances to change whether illogical or logical in nature become the major obstacle to successful

organizational change (Schlesinger, 1979). The employees in the organizations resist change when they do not understand:- how change will affect them in future and the intended purpose of change. The previous negative relationship of employees with the change agent or champion also enhances resistance to change. Another reason for resistance to change is when people affected by innovation and they may assess the situation differently from an idea of champion or new venture group. The resistance to change initiatives is also faced when they(employees) feel they will not be able to meet the demand of new technology or product due to lack of skills, lack of times & resources, culture & strategy of company and the attitude of employee behind the change initiatives in organizations (Apscar, 1985; Fullan, 2009; Spector, 2011).

H₈: There is a significant difference in the perception of gender and managerial hierarchy regarding the reasons for resistance to change towards change initiatives in the selected IT organizations.

H_{8.1}: There is a significant difference in the perception of gender regarding the reasons for resistance to change towards to change initiatives in the selected IT organizations.

H_{8.2}: There is a significant difference in the perception of managerial hierarchy regarding the reasons for resistance to change towards to change initiatives in the selected IT organizations.

The managers in the organizations should focus on the ways to effectively manage and remove resistance to change. There are a number of specific ways to overcome resistance. The six most frequently used ways to remove resistance to change are: first education and communication, second participation and involvement, third facilitation and support, fourth negotiation and agreement, fifth manipulation and co-optation, and last explicit and implicit coercion (Anderson, 2011; Duke, 2011; Harvey, 2010; Lunenburg, 2010; Kotter & Schlesinger, 1979; Martin, 1975). These change initiatives should be managed & implemented effectively to make the change successful (Stanleigh, 2008).

H₉: There is a significant difference in the perception of gender and managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

H_{9.1}: There is a significant difference in the perception of gender regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

H_{9.2}: There is a significant difference in the perception of managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

The previous studies suggest that the way change initiatives are managed and perceived during change impacts the commitment & job satisfaction of employees involved in it (Caldwell, Herold, & Fedor, 2004; C & C.,2000; Judge, Thoresen, Pucik, & Welbourne, 1999; Vakola & Nikalaou, 2005; Raukko, 2009; Porter L. , Steers, Mowday, & Boulian, 1974). The change initiatives in the organizations also impact the overall performance of the organizations (Erez, Earley, & Hulin, 1985)].

H₁₀: There is a significant difference in the perception of gender and managerial hierarchy regarding the impact of change initiatives in the selected IT organizations.

H_{10.1}: There is a significant difference in the perception of gender regarding the impact of change initiatives in the selected IT organizations.

H_{10.2}: There is a significant difference in the perception of managerial hierarchy regarding the impact of change initiatives in the selected IT organizations.

The focus of the managers within the organization to effective change management should be on forces/pressures leading to change, overcoming resistance to change and ways to manage resistance to change and on understanding human response to change (organizational commitment), (Harigopal K. , 2008). The previous studies by various authors suggest that the change initiatives undertaken during the change have an association with organizational commitment of employees (Fedor, Caldwell, & Herold, 2006; Vakola & Nikolaou, 2005; Iverson, 1996; Mathieu & Zajac, 1990; Caldwell, Herold, & Fedor, 2004; C & C., 2000; Judge, Thoresen, Pucik, & Welbourne, 1999; Chen, Hou, & Fan, 2009).

H₁₁- There is an association between the perception of the employees regarding the change initiatives within the organizational change levers and organizational commitment in selected IT organizations.

Stuart (1996) and Lamsa & Savolainem (2000) emphasized that organizational change can also have negative consequences on the employees like increasing the stress, low morale, anxiety, loss of direction, lack of loyalty and commitment. If the employees lack commitment it will also lead to increase in absenteeism and the affected labour turnover rate. The employees who exhibit higher commitment levels have positive outcome like high motivation, increase in job satisfaction level and regularity in work (Benette & Durkin, 2000). The committed employees as a result will ease stress during organizational change process. They will understand and cope with the change positively so as to make it successful (Robbin & Langton, 2001). The committed employees also help in the improvement of organizational communication, improvement of quality and client centeredness and larger willingness to accept change (Wim J. & Gijs, 1998). The managers in the organizations should create commitment, trust, positive relationship and satisfaction among employees. This will help to make change initiatives successful (Parish, Wallander, & Bush, 2008). The leadership behaviour present in an organization is also significantly associated with the commitment of employees (Lee, 2005; Farndale, Ruiten, Kelliher, & Hope-Hailey, 2011).

H₁₂- There is an impact of the perception of the employees regarding the change initiatives within the organizational change levers on organization commitment.

H_{12a}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Affective Organizational commitment.

H_{12b}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Normative Organizational commitment.

H_{12c}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (sacrifice).

H_{12d}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (lack of alternatives).

2.4.1 Theoretical Framework

The following framework is formulated on the basis of review of literature.

* Pressures leading to change initiatives within all the change levers

**Reasons for resistance to change initiatives within all the change levers

*** Steps taken to remove resistance towards change initiatives within all the change levers

**** Change levers= Marketing, Quality, Strategy, Cost, Managing people, Technology, Structure, & Leadership

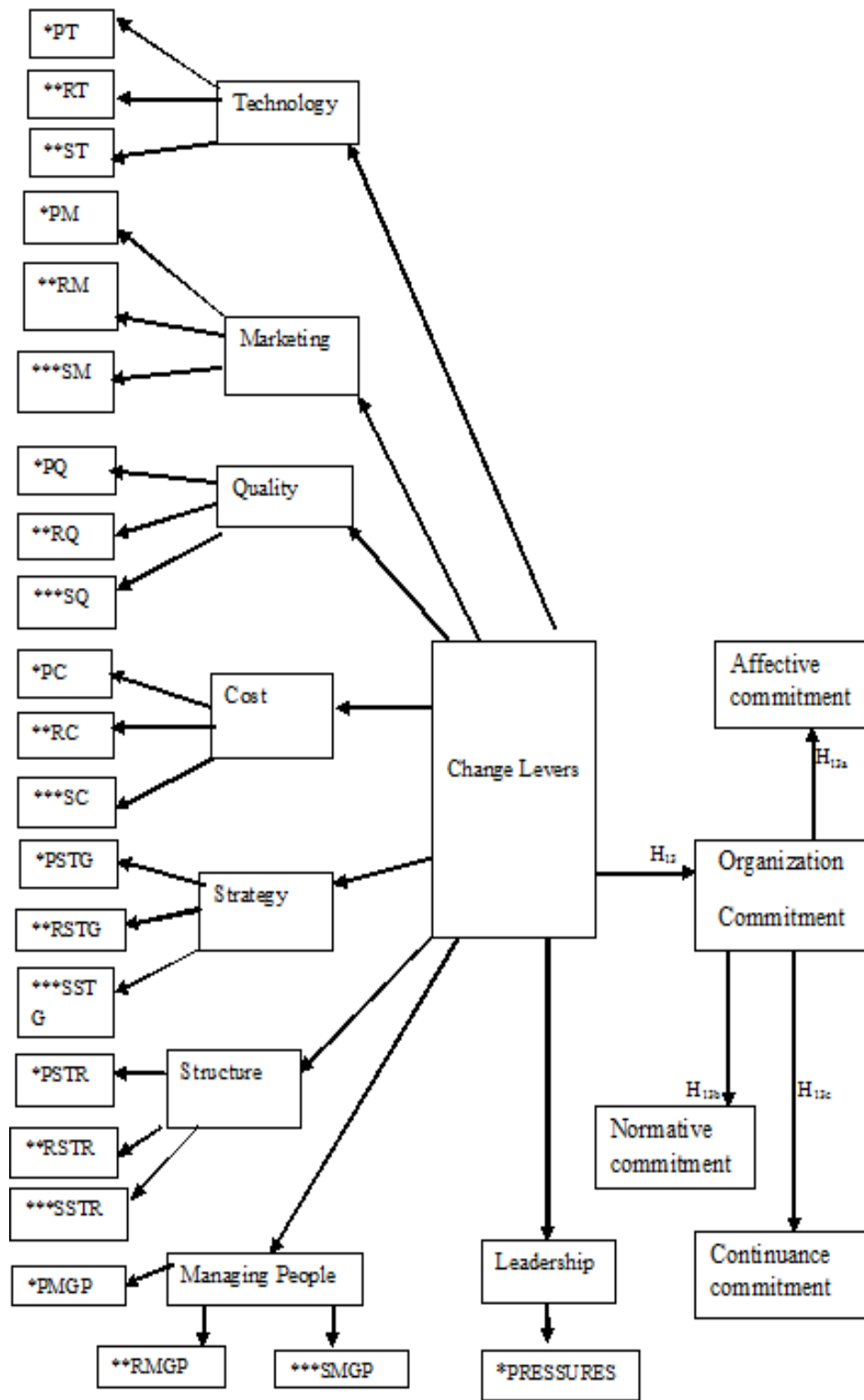


Figure 2.1 Theoretical Framework

2.5 Research Gaps

Organizations today face main issues like, what do people want? Why do change interventions succeed or fail? There is sparse literature available on assessing the outcome of change. For managers in the organizations, the major issue is to deal with reasons as to why organizations change and the processes characterizing change initiatives. Hence, an in depth study is required to understand organizational change, its levers and its impact on the IT sector organizations. Not many studies are undertaken to examine the impact of change levers in IT sector in India and the commitment among employees towards their organizations before and after change has been announced or introduced. The present research by taking an in-depth analysis of organizational change and its impact on organizational commitment among employees will help in understanding human behaviour in the organizational context and will help to understand and gather knowledge on the ways to manage change.

2.6 Summing up

The studies in this chapter have investigated the relationship of organizational change with the organizational commitment. It was found that organizational commitment is an important aspect while determining the outcome of organizational change. Over the last two decades, tremendous changes have been noticed in the organizations and with the advancement in technologies and competition. The researchers have focused their research on the change initiatives taken in the organizations and its impact on the employees. The successful change is the result of the right management of change in the organizations and is crucial for the survival of organizations. The main reasons for organizational change are the technological changes, humongous competition emerging in the world, globalization, change in the market place and changing customers' expectations. After studying the previous studies it was found that the emphasis was on the various change levers i.e. marketing, cost, strategy, quality, structure, managing people, technology & leadership. The main reasons for resistance to change and steps taken to manage the resistance to change were also studied. To make the change program successful the managers need to understand the importance of right management of change & employee participation for the same.

The change in the organization has a deep and abiding effect on the commitment of the employees. It is important to examine the relationship between the two. The commitment is the employee's emotional attachment towards the organization. So whenever change initiatives are taken, it impacts the commitment of the employees positively or negatively. The authors in their studies emphasized that the employees voice & perception has direct impact on the commitment when bringing change. The higher management-employees ability to voice opinion regarding change proposal, higher is their commitment.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

In today's era of globalization and competition the main concern for the employees is to beat the competition and hence the concern of managers has grown to develop the measures to increase the commitment of employees. The Indian IT industry is growing fast and globalization, deregulation and digitalization have brought many changes. The revenue of Indian IT industry reached to US \$106 billion in FY-2014. According to the website NASSCOM the estimated employment generated by the sector has reached 230,000. The sector has till date generated direct employment to about 2.8 million people and indirect employment to 88.9 million people in the country. The Indian IT organizations have much higher employee turnover than other countries. To keep a pace with the existing players in the market & to beat the competition, it is of utmost priority for the Indian IT organizations to prepare their employees for the global scenario (Raman, Chadee, Roxas, & Michailova, 2013). As a result it is important to examine the organizational commitment of IT employees in India (Raukko, 2009). In the post era of liberalization, globalization and threshold competition resulting in change of global competition, the main concern for organizations is the management of change and its impact on the employees (Nilakant & Ramnarayan, 2007). The current study will enable the IT organizations to cope with transitions; deal with issues like resistance to change & resistors, develop vision & plans for the change.

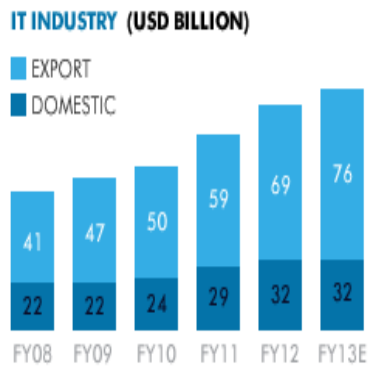
3.1 Need and relevance of study

The present study shall help to understand how employees of Indian IT organizations perceive management of change within organizations and its effect on their commitment. The focus of the present study is on employees' perception regarding change initiatives taken within the organizational change in IT organizations under study and to examine its association with the commitment of employees towards their organization. The study also helps to examine the methods to cope with resistance to change and ways to increase organizational commitment. The previous studies on organizational change focus mainly on the process and resistance to change. Whereas

the current study addresses the most important issue i.e. the consequence of change on the employees of organizations. The main concern for managers during downsizing, M&A and turbulent change is maintaining employees' commitment to the organization (Dessler, 1999). The findings of the study are an important contribution to the literature and also for the organizations assessing the outcome of change on the employees'.

Market size of IT industry in India

India's technology and BPM sector (including hardware) is estimated to have generated US\$ 108 billion in revenue during FY13.



Sector-wise breakup of export revenue

Export of IT services has been the major contributor, accounting for 57.9 per cent of total IT exports (excluding hardware).

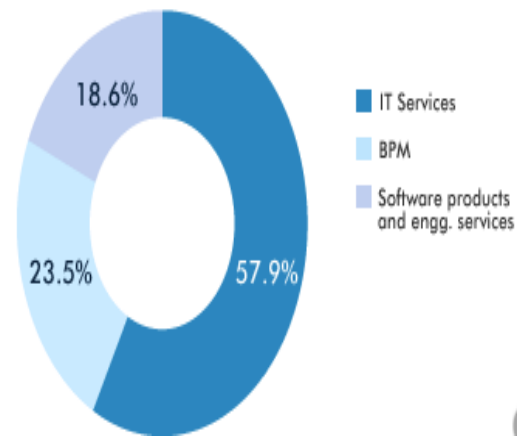


Figure 3.1 Indian IT Industry

Source: Adopted from <http://www.ibef.org/industry/information-technology-india.aspx>

Thus with this rationale, the aim of the present study was to investigate the organizational change in the IT organizations and its impact on the organizational commitment.

3.2 Scope of the Study

The current research was dedicated to assess organizational change and commitment of employees in the IT organizations of Northern India. The study is dedicated to the top middle and lower level employees of the IT organizations. Data was collected through the multi stage sampling. In the first stage to select the IT organizations, the companies having maximum revenue generation and employee number were selected for the study. The NASSCOM website was used to select the organizations. The units of these companies which were situated in Northern India were selected. In the second stage, stratified random sampling was used to select employees from top, middle and junior level totalling the 6 major IT organizations and sample size of 421 employees.

3.3 Objectives of study

The **broad objectives** of the study are as follows:

O1: To study the employees' perception regarding how the change initiatives were managed in the IT organizations under study.

O2: To study the change initiatives taken by IT organizations under study in different change levers.

O3: To study the organization commitment of the employees in the selected IT organizations.

O4: To explore the relationship between perception of employees' regarding how these change initiatives were managed and organization commitment in the IT companies under study.

O5: To explore the impact between employees perception regarding how these change initiatives were managed in the different change levers and organization commitment in IT companies under study.

The present study has been undertaken to explore the impact between employees' perception regarding how these change initiatives were managed in the different change levers and organization commitment in selected IT organizations. The studies by previous authors helped to state the research objective.

a) Wallace (2006) in his study emphasized the main reasons for change in organizations is customers' expectations, the economy, global competition, ensure the survival of your organization etc. The employees have become the key/important differentiator, as well as the driving force behind the success and ability to accept change. Chapman (2002); Buchanan & Huczynski, (2004); Johnson, Scholes, & Whittington, (2005) in their study highlighted the main reasons behind the introduction of change are: to increase the effectiveness and change the image of the organization. Previous studies by authors Kotter J. (1995) and Nilakant & Ramnarayan (2007) suggested that to make the change program successful in large organizations the focus should be on the seven steps to implement change. Manton (1997) also highlighted the importance of experienced-based, practical framework extracted from the actual methods, practice and actions of organizations to successfully bring & manage change. Cameron & Quinn (2006) highlighted the six step process to address the competing values framework within the organization as a

systematic way to address the organizational change process. These studies helped to state the O1.

b) The previous studies by the authors stated that the important methods used by the management to effectively implement and manage change are leadership support (Sagie & Koslowsky, 1994), employee involvement & involvement and motivation for change (Meyer, Srinivas, & Lal, 2007). Providing motivation for change (Rao & Vijayalakshmi, 2000; Sripirabaa & Krishnaveni, 2008), developing new competencies and skills in people, providing education and training (Alvesson, 2002).and risk taking abilities are also important factors to effectively manage change (Bandyopadhyay, 1998; Singh, 1990; Singh & Bhandarker, 2002). These studies helped to state the objective O2.

c) Stuart (1996) and Lamsa & Savolainem (2000) emphasized that organizational change can also have negative consequences on the employees like increasing the stress, low morale, anxiety, loss of direction, lack of loyalty and commitment. If the employees lack commitment it will also lead to increase in absenteeism and the affected labour turnover rate. The employees who exhibit higher commitment levels have positive outcome like high motivation, increase in job satisfaction level and regularity in work (Benette & Durkin, 2000). The committed employees as a result will ease stress during organizational change process. They will understand and cope with the change positively so as to make it successful (Robbin & Langton, 2001). The committed employees also help in the improvement of organizational communication, improvement of quality and client centeredness and larger willingness to accept change (Wim J. & Gijs, 1998). The managers in the organizations should create commitment, trust, positive relationship and satisfaction among employees. This will help to make change initiatives successful(Parish, Wallander, & Bush, 2008). The leadership behaviour present in an organization is also significantly associated with the commitment of employees (Lee, 2005; Farndale, Ruiten, Kelliher, & Hope-Hailey, 2011).These studies helped to state the Objectives O3, O4 & O5

3.4 Selection of Sample

The data was collected from 421 employees working in 6 major IT organizations in Northern India. The target population of the research included senior, middle and

junior level employees of six major IT organizations of Northern India. The questionnaire was used in order to collect the primary data. The sampling technique used for the study was stratified random sampling technique to choose the respondents. A structured questionnaire was prepared and comprised of two sections was distributed to 1200 employees. A total of 421 questionnaires were collected with final responses.

3.4.1 Sampling- Demographic Details

Justification and rationale for selecting the IT organizations: The IT organizations in India having maximum revenue generation and employee number were selected for the study. The NASSCOM website was used to select the companies.

Table3.1 Profile of Indian IT organizations

S.no	Company	Revenue
1.	Infosys	\$ 2.26 billion
2.	Wipro	\$7.3 billion
3.	Tech Mahindra	\$ 4.6 billion
4.	Dell	\$12,514 million
5.	IBM	\$99.7 billion
6.	HCL	\$ 5,952 billion

Source: Information taken from www.nasscom.com

3.4.2 Sample Size Determination

The present study has covered a total of six major IT organizations of North India. The IT organizations having the maximum revenue generation and employee numbers were selected. To arrive at appropriate sample size, the present study used the following formula (Scott, 2013):

$$n = (z^2 * \sigma^2) / ME^2$$

Where n= sample size

z = standard normal random variate (z score)

σ = variance

M. E. = margin of error

So, the calculations at 95% level of confidence works out as under:

$$n = (z^2 * \sigma^2) / ME^2$$

$$n = [(1.96) (1.96) (.24) (.24)] / [(.03) (.03)]$$

$$n = [(3.8416) (.0576)] / (.0009)$$

$$n = (0.2213) / (.0009)$$

$$n = 245.89 \approx 246$$

Taking this into consideration, sample of around 421 responses was targeted. A total of 1200 questionnaires were administered in the field. Out of 1200 questionnaires, complete 421 responses were (through Internet and personal visits) for final analysis. The sample size was also approved by the doctoral committee) valid responses (after rejecting the unfilled/impure responses) were considered.

3.5 Sources of Data

The sources of data used in the research are:

3.5.1 Primary Sources

The primary data was collected through two questionnaires from the employees at various levels of the IT organizations. The factual information with regard to all aspects of organizational change was collected through a questionnaire which was administered and collected personally from the employees. The main aim of the questionnaire was to find out the employees perception with regard to organizational change and commitment in the selected IT organizations.

3.5.2 Secondary Sources

The companies having maximum revenue generation and employee number were selected for the study. The NASSCOM website was used to select the companies. The information was also collected by visiting the IT organizations website. Various databases, reports and case studies were referred to for the purpose of collecting the secondary data.

3.6 Details of the Questionnaire

The data was collected from the respondents in the six major IT organizations in Northern Indian to understand the employees' perception regarding the change initiatives taken during the organizational change and its impact on their commitment.

The questionnaire was prepared for the managerial employees in the IT organizations under study, to study the organizational change and commitment of these employees. The questionnaire started with the information related to the demographic profile of

the respondents i.e. qualification, age, marital status, gender and experience in the present organization and total work and the level of management in the present organizations.

The second part of the questionnaire comprised two sections: the first part was used to understand the organizational change initiatives within different change levers. The second section was used to understand the organizational commitment by Meyer & Allen (1997).

The first part of the questionnaire on the Organizational change was prepared by Malhotra and Kaur (2007). It include:- the pressures leading to change initiatives in the levers, reasons for resistance to the change initiatives and steps taken to remove resistance towards changes initiatives in the organizational change levers as part of the overall organizational change process.

The second part was of Organizational commitment and was developed by Meyer & Allen (1997). It had developed a three-component model of commitment and labelled them as continuance, affective and normative commitment. The three are distinguishable from each other and were considered for the study.

The demographic information of the respondents was collected. The respondents were asked to rate the options according to their choice on a 5 point Likert scale. The sample included the six major IT organizations of Northern India. Data has been collected from the top, middle and junior level managers of the IT organizations. The questionnaires were administered to 1200 employees. In response of these questionnaires 421 responses were received for the analysis.

3.7 Tools and techniques

The data was analysed with the help of SPSS (Statistical Package for Social Sciences) package with the AMOSS. Statistical tools like ANOVA, regression, correlations and Structural Equation Modelling were applied to test the data and the hypotheses.

- i. Descriptive Analysis: It is measure of central tendency such as means, standard deviation etc. was used to study nature & distribution of scores on various variables.

- ii. Correlation Analysis: To study the relationship between the independent and the dependent variables, Karl Pearson correlation was used.
- iii. Multiple Regression Analysis: The multiple regression analysis was performed to determine the significant impact of independent variable on the dependent variables.
- iv. Analysis of Variance (ANOVA): One way Anova was used to evaluate the significant difference across the independent and dependent variables.
- v. Structure Equation Modelling: The SEM was used to analyse the cause-effect relationship between the independent variable and the dependent variables
- vi. Post Hoc Test: The Post hoc Tukey HSD has been performed to study intergroup comparisons within the different groups.

3.8 Reliability and Validity Analysis

The reliability of the questionnaire was calculated. The reliability was checked by performing Cronbach's test. The values of alpha for the independent and dependent variable came out to be greater than 0.7 as shown in Table 3.2 This indicates that the instruments are reliable and internally consistent.

Table 3.2 Reliability of Scale (Questionnaire)

Item Name	No of Items	Cronbach's Alpha
1.0 Organizational Change as a whole 1.1 Organizational Change Levers (Marketing, Technology, Quality, Cost, Structure, Strategy, Managing People and Leadership) 1.1.a.Pressure leading to Change initiatives 1.1.b. Reasons for Resistance to Change 1.1.c. Steps taken to remove resistance towards changes initiatives 1.1.d.Impact of change initiatives 1.1.e. Suggestions to measures to cope up and manage change initiatives	117	0.993
2.Organizational Commitment 2.1Affective commitment 2.2Normative commitment 2.3Continuance commitment	30	0.868

3.8.1 Validity Analysis of the constructs and sub constructs

Nunnally & Bernstein (1994) suggest that there are three important aspects of valid constructs. The constructs should be seen as strong representation of the observable domain related to the construct. Secondly, the construct should well represent alternative measures. Finally, the construct should exhibit interest with related constructs. Taking into consideration the above discussion, three types of validity including construct, content and criterion have been discussed in the study.

The content validity of the instruments was ensured through an examination from the experts i.e. the academicians and the practitioners in the field. The instruments were then finalized and used for further analysis.

To begin with face validity of the instruments has been checked subjectively in accordance with the theoretical concepts. Criterion validity is a measure of how well one construct or a set of constructs predicts an outcome based on information from other constructs.

3.8.1.1 Content validity

It is defined as the degree to which the measure spans the domain of construct theoretical definition (Rungtusanatham, 1994). For the present study, content validity of the instrument was ensured as all the four constructs used in the study including the items were identified from the literature review and were thoroughly & methodically reviewed by professionals and academicians. The language of certain statements has been modified as a result of content validity. Since the instrument measuring organizational innovativeness and organizational effectiveness is designed in the international context, so it was recommended by several experts to change the language and make it respondent friendly.

3.8.1.2 Construct Validity

In order to perform the construct validity each of the constructs has been analysed with zero order Confirmatory Factor analysis. Goodness of fit of each of the constructs has been checked. Only loading values more than the recommended values have been considered for the further analysis. The essential condition for convergent validity suggests that the average value of composite reliability score should be more than 0.70 (please refer to SEM analysis figure)

After performing the zero order analysis, first order analysis was also administered and the results of first order analysis ensure strong discriminant validity. Discriminant validity is ensured if a construct does not co-relate highly with other constructs from which it is supposed to differ (O’Leary-Kelly & Vokurka, 1998).

3.9 Pilot Survey

A pilot study was done on 81 employees in order to make necessary corrections. This was done for proper comprehension of the instrument. After the responses were received, they were carefully examined & consequent changes were made in the questionnaire in order to make the research more accurate.

3.10 Analysis of Data

The research of the IT industry was broadly covered into two sections: descriptive and inferential. The demographic analysis included percentage and frequencies, which was used to present main characteristics of the study. The mean and standard deviation was calculated to present description of the overall sample. The SPSS software package was employed in the study to test the correlations, regression and analysis of variance among the main constructs(variables). The demographic profile of the respondents is discussed below in Table 3.3

Table 3.3 Mapping of Levels used in various IT organizations

	Level Of Management Hierarchy			Gender		Qualification	
	Junior	Middle	Senior	Male	Female	Graduate	Post Graduate
Frequency	110	221	90	242	179	267	154
Percentage	26.1	52.5	21.4	57.5	42.5	63.5	36.5

In general, the male respondents were more than the female respondents. Specifically, the male respondents contributed 57% of the total participated employees were males and 42% were female respondents. Out of all the respondents, 31% were married and 68% were single. The socio- economic background of the employees was mostly urban and semi urban. Specifically, 7% were from rural, 11% were from semi- urban and 82% from urban areas. The qualifications of employees were asked and it was found that 63.5% were graduates and 36.5% were post graduates. Among the

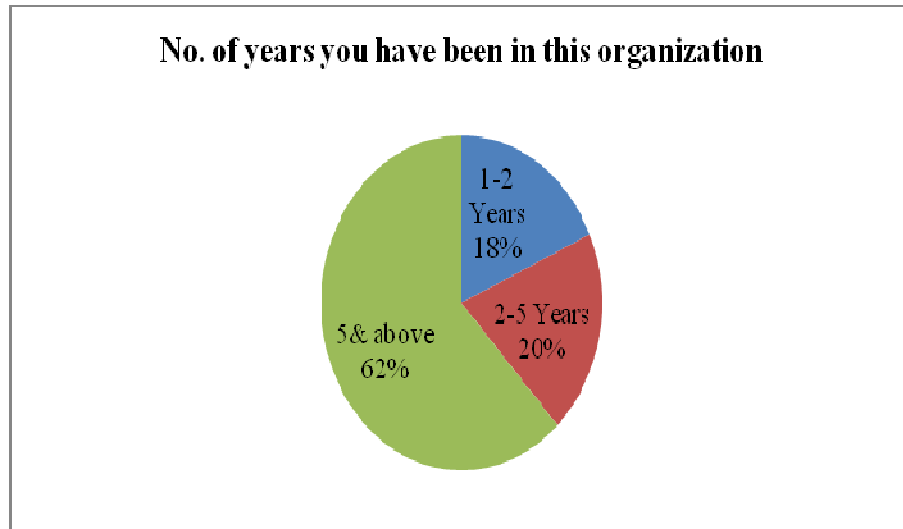
respondents, the 26% were junior level employees, 53% were middle level employees, and 26% were senior level employees.

3.11 Demographic Profile of Selected IT organizations

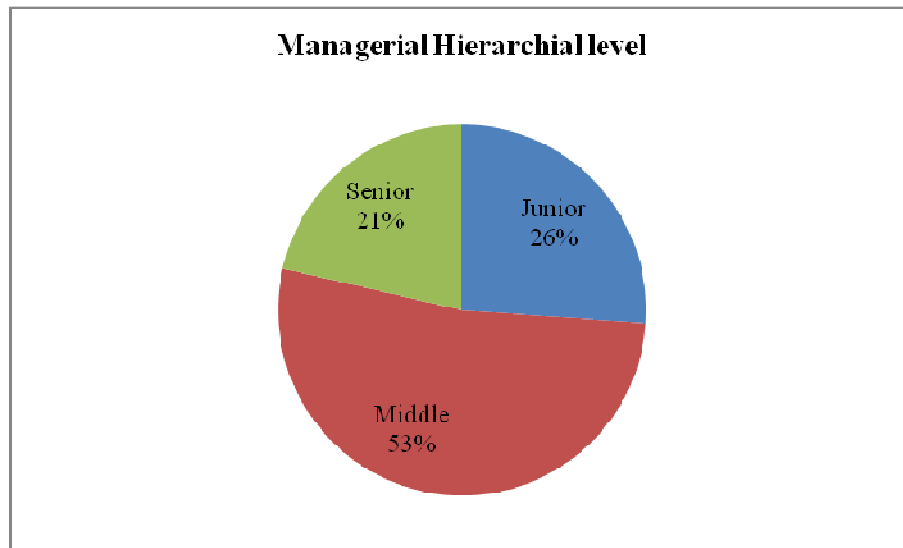
The demographic profile of the respondents in the selected IT organizations is discussed below:

Figure 3.2 Demographic Profile of the respondents of Selected IT organizations

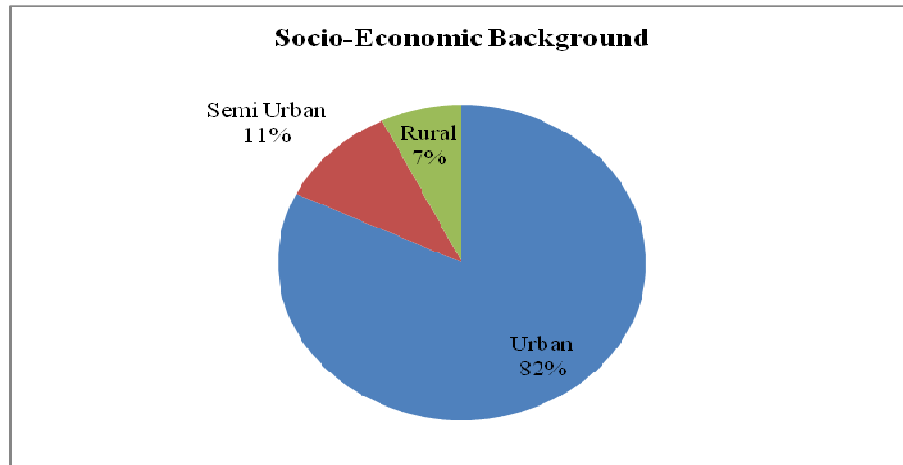
(a) Number of years in the organization



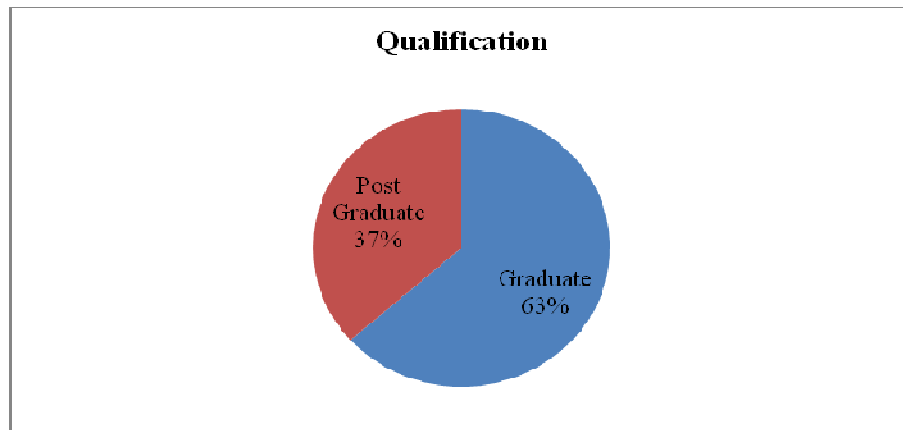
(b) Level of Managerial Hierarchy



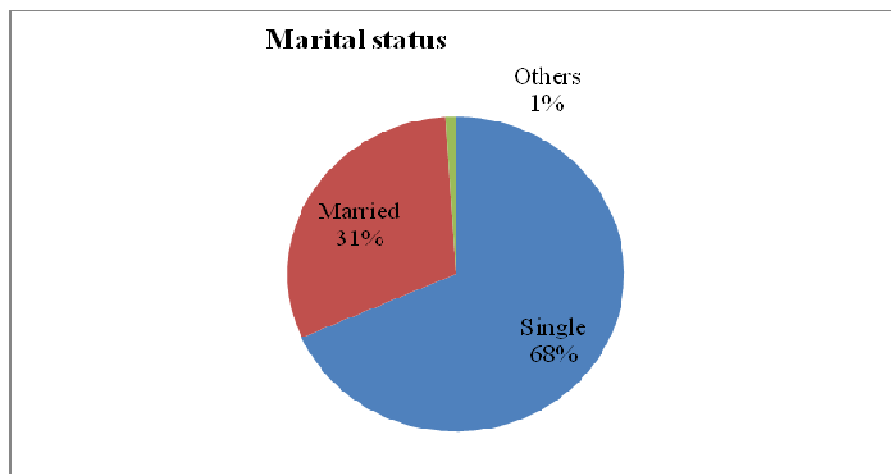
(c) Socio-Economic Background of the respondents



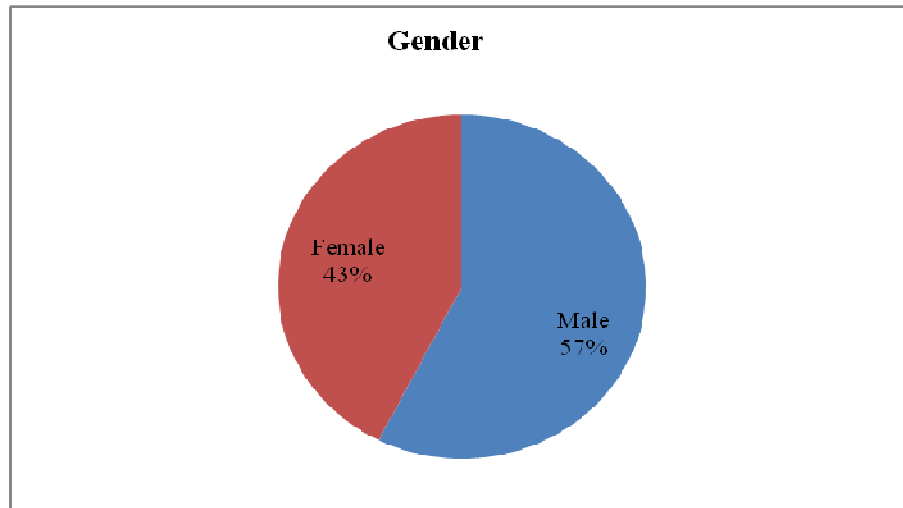
(d) Qualification of the Respondents



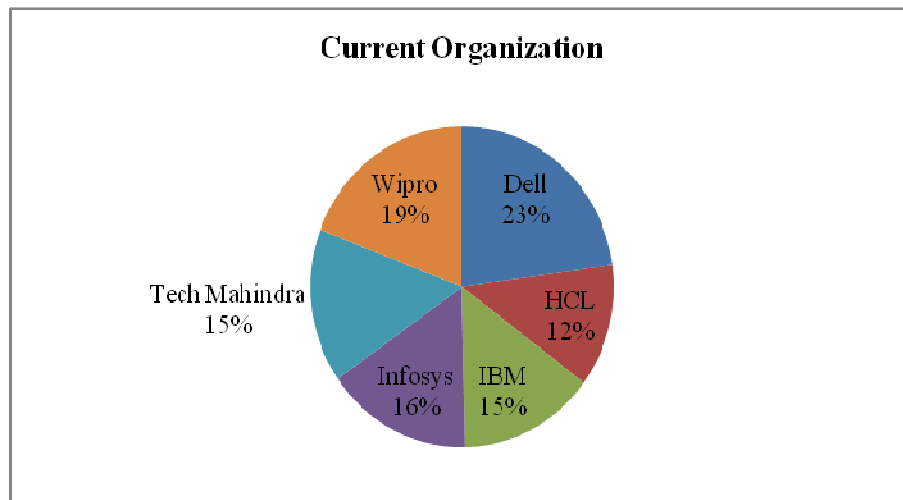
(e) Marital status of the respondents



(f) Gender of the respondents



(g) Profile of the IT organizations



3.11.1 Dell

The Dell Incorporated as the Dell Computer India Private Ltd started its operations in India in the year 1996 in the city Bangalore. It is one of the fastest growing IT companies in India and has been ranked among the top 10 best Indian IT companies. The company has its core areas in sales & marketing, R& D, and IT manufacturing & services. As per the *Fortune 500* list (2014), Dell has been listed at number 51. The main offices of Dell are located in Hyderabad, Pune, Bangalore, Coimbatore, Delhi, Chandigarh, Noida and Chennai.

3.10.2 Infosys

Infosys Limited is the second largest Indian based IT service company, as per the total revenue generation (FYI-2014). The company has its headquarter at Bangalore. The core areas of the company are providing business consultancy, information technology, software engineering and outsourcing, software development & maintenance and the independent validation services to various companies dealing in banking, finance, manufacturing etc.

3.10.3 Wipro

Wipro Limited is an IT consulting and system integration service multinational Indian company. The company has its headquarters situated at Bangalore. Wipro is one of the country's largest publicly traded companies listed after Infosys. Wipro is the seventh largest IT services company in the world. The core areas of Wipro are outsourcing & consulting, IT services, software development etc. The company's posted revenue for the year 2015 is \$7.6 billion.

3.10.4 IBM

IBM India Private Limited is the Indian subsidiary of IBM. IBM India is one of the biggest IT organizations in the country having the largest number of employees. The main business lines of the company include India Research Lab (IRL), Global Business Services(GBS), India Software Labs(ISL), Global Technology Services (GTS), Linux Technology Center, Global Business Solutions Center (GBSC), Sales & Distribution (S&D) and Integrated Technology Services (ITS). The core areas of the company include Application Management Services, Business Transformation Outsourcing, Small & Medium Business, Business Solutions and Innovation.

3.10.5 HCL

HCL(Hindustan Computers Limited) Technologies is a global Indian IT services company. The headquarters of the company is situated in Noida. The company is on the Forbes global list and among the top 20 largest publicly traded companies in the country. The market capitalization of the company for the FY 2015 is \$22.1 billion. The revenue of the company has reached \$6.0 billion. The services offered by the company are: IT consulting & BPO, engineering, R&D, enterprise transformation and

remote infrastructure management. The company operates across varied verticals like aerospace, defense, automation, energy & utilities, independent software vendors, life sciences, healthcare, telecom, travel, server & storage etc.

3.10.6 Tech Mahindra

Tech Mahindra Limited is an Information technology, network technology and BPO solutions company in to the telecommunication sector. The head office of the company is situated at Pune. The company is listed among the top 5 software service firms in the country. Tech Mahindra is also among the Fab 50 companies in Asia as per the Forbes 2014 list. The services provided by the company include: consulting solutions, digital transformation and business re-engineering solutions. The revenue of the company reached USD 4.6 billion for the FY 2015.

3.11 Summing up

The website NASSCOM estimated that the total employment generated by the IT sector reached 230,000 for the year 2013-14. The sector has till date generated direct employment to a number of 2.8 million people and indirect employment to about 88.9 million people in the country. To carve a niche and beat the competition thriving in the global market the Indian IT organizations need to manage the change and the commitment of employees so as to retain their talent. The commitment plays a very important role for the same. To achieve the organizational goals, it is important that the employees exhibit commitment and maintain a congenial work environment to make the change program successful.

To examine this, the companies under study have been selected on the basis of largest revenue generation companies of India listed by the NASSCOM. The companies having the maximum market value were selected for the current study. The research objectives and the hypotheses were formulated on the basis of literature review. To test the validity and reliability of the totals were also understood. To fulfil the objective of the study, the secondary data has been collected from the books, journals, company reports, government IT bodies, databases, reports and case studies etc.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

“Change is not the same as transition. Change is situational: the new team, the new structure, the new role, the new site, the new procedure. Transition is the psychological process people go through to come to terms with the new situation. Remember that transition is internal and change is external.” William Bridges (2003)

Organizational change can be defined as the process of continually renewing the organizations structure, its capabilities and direction so as to serve the ever-changing needs of external and internal customers (Mora and Brightman, 2001). The main concern for the managers in the organization today is active management of the processes and the outcomes associated with the change (Pettigrew, Woodman and Cameron, 2001).

Hence, to understand the impact of organizational change fully, it was very important to analyse the effect of the individual organizational change dimensions in the selected IT organizations with respect to gender and on the basis of managerial hierarchy. For complete analysis, sample size of 421 respondents was considered for the study. T-tests and ANOVA were used to compare individual Organizational change dimensions amongst the organizations. This analysis was done on the basis of gender and management levels.

4.1 PERCEPTION REGARDING CHANGE IS INEVITABLE FOR SURVIVAL

In the present research, whether change is inevitable for the survival of any organization has been studied from the perspective of employees in the selected IT organizations.

The related hypotheses formulated for understanding this aspect is mentioned below:

H₁: There is a significant difference in the perception of gender and managerial level employees' regarding change is inevitable for the survival of the organization.

H_{1.1}: There is a significant difference in the perception of gender regarding change is inevitable for the survival of the organization.

H_{1.2}: There is a significant difference in the perception of managerial level employees regarding change is inevitable for the survival of the organization.

The perception of the employees whether change is inevitable for the survival of the IT Organizations under study has been analysed on the basis of gender. Gender-wise analysis has been shown through table 4.1 (a):

Table 4.1(a) T-test results regarding change is inevitable for the survival of the organization

	Mean	Standard Deviation	Mean	Standard Deviation	T-Values	df	Sig. (2-tailed)	Mean Difference	Std. Error Diff
	Males		Females						
Change is inevitable for the survival of the organization	3.53	1.112	3.58	1.275	-.411	419	.682	-.048	.117

***p < 0.001; ** p < 0.01; *p < 0.05

Results reflect that mean score of female employees regarding change is inevitable for the survival of the IT Organizations is a little higher than that of male employees of organization. As p-value for t- test is not significant and is greater than .05, it can be inferred that the male and female respondents felt that the change is inevitable for the survival of IT organizations.

Hence, *H_{1.1}: There is a significant difference in the perception of gender regarding change is inevitable for the survival of the organization* has not been accepted.

Table 4.1(b) Level of Managerial hierarchy and perception regarding change is inevitable for the survival of the IT Organizations

	Level	Mean	Std. Deviation
Change is inevitable for the survival of the IT Organizations under study	Senior	3.58	1.038
	Middle	3.45	1.177
	Junior	3.75	1.288
	Total	3.55	1.183

Table 4.1(b) shows that the mean value of junior managers is highest followed by senior managers and are lowest for middle level management regarding change is inevitable for the survival of the IT Organizations. The mean score is high for all levels indicating that all levels of managers perceive change to be inevitable for IT Organizations.

Table 4.1(c) ANOVA analysis regarding whether Change is inevitable for the survival of the IT Organizations across Managerial Hierarchy

		Sum Squares	df	Mean Square	F	p-value
Change is inevitable for the survival of any organization	Between Groups	6.568	2	3.284	2.361	.096
	Within Groups	581.480	418	1.391		
	Total	588.048	420			

***p< 0.001; ** p< 0.01; *p< 0.05

From the p-value in the above table 4.1 (c) it can be understood that there is no significant difference in the responses of all the employees in the IT organizations under study, as the p value is above the assumed table value=0.05. As a result it can be concluded that employees at all the three level of managerial hierarchy of the IT organizations under study felt that the change is inevitable for the survival of the IT organizations under study. *H_{1,2}: There is a significant difference in the perception of managerial level regarding change is inevitable for the survival of the organization* has not been accepted.

Overall results reflect that *H₁: there is a significant difference in the perception of gender and managerial level employees' regarding change is inevitable for the survival of IT organizations* has not been accepted. In other words both the genders and managers at all levels consider change as inevitable for the survival of the IT organizations.

4.2 PERCEPTION REGARDING WHETHER THE ORGANIZATIONS HAVE WITNESSED CHANGE IN THE LAST COUPLE OF YEARS

The perception of the employees whether organizations have witnessed change in the last couple of years in the selected IT organizations has been analysed on the basis of gender and levels of mangers.

The related hypothesis is:

H₂: There is a significant difference in the perception of gender and managerial level employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations

H_{2.1}: There is a significant difference in the perception of gender regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.

H_{2.2}: There is a significant difference in the perception of managerial levels employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.

Table 4.2(a) T-test results regarding whether the organizations have witnessed some changes in the last couple of years in Selected IT Organizations

	Mean	Standard Deviation	Mean	Standard Deviation	T-Value s	df	Sig. (2-tailed)	Mean Difference	Std. Error Diff
	Males		Females						
Organizations have witnessed some changes in the last couple of years in the IT organizations	3.55	.883	3.72	.874	-1.926	419	.055	-.167	.087

***p< 0.001; ** p< 0.01; *p< 0.05

Table 4.2 (a) shows the perception of male and female employees whether organizations have witnessed change in the last couple of years in the selected IT organizations.

The mean score of females is a little higher than that of males. As the mean score is high, both the male and female employees’ perceived that the IT Organizations have witnessed change in the last couple of years. From the p-values for the t-test it can be further understood that there is no significant difference in the responses of all the male and female employees in the selected IT organizations, as the p-values are above the assumed table value of 0.05.

Hence, the hypothesis *H_{2.1}: There is a significant difference in the perception of gender regarding whether organizations have witnessed change in the last couple of years in the selected IT organizations* has not been accepted.

Table 4.2(b) Level of Managerial hierarchy analysis regarding whether the organizations have witnessed some changes in the last couple of years across: Mean values

	Level	Mean	Std. Deviation
Organizations have witnessed some changes in the last couple of years since you have joined the organization/SBU/Vertical	Senior	3.59	.860
	Middle	3.57	.905
	Junior	3.77	.842
	Total	3.62	.882

Table 4.2(b) shows the mean values of perception of senior, middle and junior level are in the range of 3.57 to 3.77. From the p-values it can be furthered inferred that employees at the managerial level perceive that the organizations have witnessed some changes in the last couple of years.

Thus, *hypothesis H_{2.2}: There is a significant difference in the perception of managerial level employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations* has not been accepted.

Table 4.2(c) ANOVA results regarding whether organizations have witnessed some changes in the last couple of years across levels of managerial hierarchy

		Sum of Squares	Df	Mean Square	F	p-values
Organization has witnessed some changes in the last couple of years since you have joined the organization/SBU/Vertical	Between Groups	3.297	2	1.649	2.131	.120
	Within Groups	323.406	418	.774		
	Total	326.703	420			

***p< 0.001; ** p< 0.01; *p< 0.05

On the basis of the results, it can be inferred that there is similarity of perception of gender and managers regarding whether organizations have witnessed change in the last couple of years in the selected IT organizations.

Hence, *hypothesis H₂: There is a significant difference between the perception of gender and managerial levels regarding whether organizations have witnessed change in the last couple of years in the selected IT organizations* has not been accepted.

The study was taken with the following objective:

O1: To study the employees' perception regarding how the change initiatives were managed in the IT organizations under study.

4.3 PERCEPTION OF EMPLOYEES FOR THE REASONS FOR BRINGING, METHODS USED TO IMPLEMENT AND MANAGE CHANGE INITIATIVES AND STEPS USED BY THE MANAGEMENT FOR BRINGING ABOUT ORGANIZATIONAL CHANGE

In order to understand the perception of the employees' regarding how the change initiatives were managed in the IT organizations, the employees were asked to give their perception regarding the various reasons for bringing about change initiatives, in their companies. The analysis was done on the basis of Gender and Level of managerial hierarchy.

The related hypotheses are:

H₃: There is a significant difference in the perception of gender and managerial level employees regarding the reasons for bringing the organization change in the selected IT organizations.

H₄: There is a significant difference in the perception of gender and managerial level employees regarding the methods used by the management to implement and manage these change initiatives in the selected IT organizations.

H₅: There is a significant difference in the perception of gender and managerial level employees regarding the steps used by the management for bringing organizational change in the selected IT organizations.

The employees in the IT organizations were asked to give their responses regarding the change initiatives in the selected IT organizations across gender and level of managerial hierarchy.

Table 4.3(a) Gender wise analysis of Mean, Standard deviation & T-test results regarding the change initiatives

Gender	Mean	Std Dev.	Mean	Std Dev.	T-Values	df	Sig. (2-tailed)	Mean Difference	Std. Error Diff
	Males		Females						
RC: Reasons for bringing <i>organization changes</i>									
RC1:To increase the effectiveness of the organization	3.69	0.981	3.59	0.993	1.022	419	.307	.099	.097
RC2:To ensure the survival of the organization	3.50	0.889	3.39	0.984	1.248	419	.213	.115	.092
RC3:To cut cost	3.45	1.038	3.31	1.157	1.332	419	.184	.143	.107
RC4:To change the image of the organization	3.21	1.115	3.36	1.130	-1.416	419	.158	-.157	.111
RC5:Overcoming fierce competition	3.45	1.066	3.50	1.008	-.470	419	.639	-.048	.103
M:Methods used by management to implement and manage change initiatives									
M1:Providing Education and training	3.33	0.975	3.32	1.130	.024	419	.981	.002	.103
M2:Leadership support and encouragement	3.41	0.930	3.40	0.915	.075	419	.940	.007	.091
M3:Encouraging risk taking and support	3.35	0.861	3.46	0.913	-1.274	419	.203	-.111	.087
M4:Providing Motivation for change	3.41	0.930	3.54	0.863	-1.430	419	.153	-.127	.089
M5:Developing new competencies and skills in people	3.47	0.893	3.51	0.908	-.484	419	.629	-.043	.089
M6:Involvement & participation of people	3.45	0.994	3.42	0.917	0.752	.316	419	.752	.030
SC: Steps used by the management for bringing organizational change									
SC1:Assemble a change management team	3.40	0.878	3.38	1.000	.183	419	.855	.017	.092
SC2:Establish a new direction for organization	3.54	0.893	3.46	0.895	.834	419	.405	.074	.088
SC3:Prepare the organization for change	3.46	0.874	3.40	0.877	.654	419	.513	.056	.086
SC4:Set up change teams to implement change	3.53	0.884	3.50	0.850	.370	419	.712	.032	.086
SC5:Align structure, systems & resources to support change	3.40	0.869	3.34	0.906	.641	419	.522	.056	.087

SC6:Identify & remove road blocks to change	3.49	0.912	3.39	0.843	1.156	419	.248	.101	.087
SC7:Absorb changes into culture of organization	3.38	0.886	3.56	0.936	-2.011	419	.045	-.180	.089

***p< 0.001; ** p< 0.01; *p< 0.05

Table 4.3(a) shows that the male and female employees' perceived that the most important reason to bring about change initiatives is RC1: to increase the effectiveness of the organization on the whole. As the p-values are not significant and are greater than .05, it can be further understood that no significant difference was found in the responses of all the male and female employees in selected IT organizations. Hence *there is no significant difference in the perception of male and female employees regarding the reasons for bringing the organization changes in the selected IT organizations.*

The table also shows that high priority was given by males to M5: Developing new competencies and skills in people. Female employees accorded high priority to M4: Providing Motivation for change in the IT organizations under study. Since t-values are low and p- values are insignificant, results reflect that there is no significant difference regarding methods used by management to implement and manage change initiatives in the selected IT organizations on the basis of gender. Hence, *there is no significant difference in the perception of male and female employees regarding methods used by the management to implement and manage these change initiatives in the selected IT organizations.*

The male respondents perceived that important method used to manage change is SC4: Set up change teams to implement change (3.53) and female respondents perceived that the most important step used by the management for bringing organizational change is SC7: Absorb changes into culture of organization (3.56) in the IT organizations under study. From the p-values of T test in the above table it can be further understood that no significant difference was found in the responses of all the employees across gender for the steps used by the management for bringing organizational change in IT organizations under study.

Hence, there exists no significant difference between the perception of male and female employees regarding the steps used by the management for bringing organizational change in the selected IT organizations.

Table 4.3(b) Mean and standard Deviation for Level of managerial hierarchy and the change initiatives

Level/ Methods	Senior		Middle		Junior		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
RC: Reasons for bringing organization changes								
RC1:To increase the effectiveness of the organization	3.42	1.070	3.67	0.970	3.77	0.915	3.64	0.986
RC2:To ensure the survival of the organization	3.29	0.997	3.43	0.935	3.63	0.844	3.45	0.931
RC3:To cut cost	3.37	1.175	3.29	1.077	3.62	1.023	3.39	1.091
RC4:To change the image of the organization	3.31	1.167	3.23	1.084	3.34	1.167	3.27	1.123
RC5:Overcoming fierce competition	3.47	1.124	3.44	1.019	3.55	1.019	3.48	1.041
M:Methods used by management to implement and manage change initiatives								
M1:Providing Education and training	3.24	0.916	3.25	1.090	3.55	1.019	3.33	1.042
M2:Leadership support and encouragement	3.52	0.877	3.30	0.946	3.52	0.896	3.41	0.923
M3:Encouraging risk taking and support	3.37	0.841	3.29	0.883	3.63	0.887	3.39	0.884
M4:Providing Motivation for change	3.38	0.787	3.40	0.927	3.65	0.923	3.46	0.903
M5:Developing new competencies and skills in people	3.46	0.876	3.43	0.920	3.65	0.863	3.49	0.899
M6:Involvement and participation of people	3.43	0.822	3.35	1.050	3.63	0.855	3.44	0.961
SC: Steps used by the management for bringing organizational change								
SC1:Assemble a change management team	3.29	0.890	3.36	0.970	3.53	0.875	3.39	0.931
SC2:Establish a new direction for organization	3.42	0.779	3.48	0.951	3.64	0.854	3.51	0.893
SC3:Prepare the organization for change	3.40	0.731	3.37	0.913	3.60	0.890	3.43	0.875
SC4:Set up change teams to implement change	3.51	0.851	3.49	0.918	3.56	0.784	3.52	0.869
SC5:Align structure, systems & resources to support change	3.33	0.734	3.32	0.935	3.51	0.886	3.37	0.884
SC6:Identify & remove road blocks to change	3.43	0.780	3.39	0.906	3.57	0.913	3.45	0.884

SC7:Absorb changes into culture of organization	3.46	0.901	3.40	0.912	3.58	0.913	3.46	0.911
--	------	-------	------	-------	------	-------	------	-------

Table 4.3(b) shows the mean values of perception of senior, middle and junior level managers regarding reasons for bringing about the change Initiatives in the selected IT organizations.

Senior level managers perceived that the most important reason to bring about change initiatives is RC5: Overcoming fierce competition faced by the IT organizations under study. The middle level and junior level employees perceived that the important reason to bring about change initiatives is RC1: to increase the effectiveness of the organizations.

The senior level employees perceived that important method to implement and manage change initiative is M2: Leadership support and encouragement; and the middle level perceived that the important method used to implement and manage change initiatives is M5: Developing new competencies and skills in people in the IT organizations under study; whereas the junior level employees perceived that the most important method used to implement and manage change initiatives is M1: Providing Motivation for change and M5: Developing new competencies and skills in people in the IT organizations under study.

Overall analysis depicts that all categories of managerial employees perceived that M5: Developing new competencies and skills in people is an important method to implement and manage change initiatives in the selected IT organizations.

The senior level with mean score of 3.51 and middle level with mean score of 3.49 gave high priority to SC4: Set up change teams to implement change. The junior level respondents perceived that the most important step used to bring change is SC2: Establish a new direction for organization” in the selected IT organizations under study. On the whole the respondents perceived that important step used by the management for bringing change is SC4: Set up change teams to implement change.

Table 4.3(c) ANOVA analysis regarding managerial hierarchy and change initiatives in the selected IT organizations

		Sum of Squares	Df	Mean Square	F	p-values
RC: Reasons for bringing organization changes						
RC1:To increase the effectiveness of organization	Between Groups	6.395	2	3.198	3.324	.037*
	Within Groups	402.161	418	.962		
	Total	408.556	420			
RC2:To ensure the survival of organization	Between Groups	5.882	2	2.941	3.430	.033*
	Within Groups	358.370	418	.857		
	Total	364.252	420			
RC3:To cut the cost	Between Groups	8.210	2	4.105	3.488	.031*
	Within Groups	491.904	418	1.177		
	Total	500.114	420			
RC4:To change the image of organization	Between Groups	1.055	2	.528	.417	.659
	Within Groups	528.531	418	1.264		
	Total	529.587	420			
RC5:Overcoming fierce competition	Between Groups	.990	2	.495	.456	.634
	Within Groups	453.998	418	1.086		
	Total	454.988	420			
M:Methods used by management to implement and manage change initiatives						
M1:Providing Education and training	Between Groups	7.211	2	3.605	3.355	.036*
	Within Groups	449.207	418	1.075		
	Total	456.418	420			
M2:Leadership support and encouragement	Between Groups	4.937	2	2.468	2.926	.055*
	Within Groups	352.607	418	.844		
	Total	357.544	420			
M3:Encouraging risk taking and support	Between Groups	8.462	2	4.231	5.525	.004**
	Within Groups	320.084	418	.766		
	Total	328.546	420			
M4:Providing Motivation for change	Between Groups	5.493	2	2.746	3.405	.034*
	Within Groups	337.187	418	.807		
	Total	342.679	420			
M5:Developing new competencies and skills in people	Between Groups	3.689	2	1.844	2.298	.102
	Within Groups	335.513	418	.803		
	Total	339.202	420			
M6:Involvement & participation of people	Between Groups	5.535	2	2.768	3.026	.050*
	Within Groups	382.289	418	.915		
	Total	387.824	420			
SC: Steps used by the management for bringing organizational change						
SC1:Assemble a change management team	Between Groups	3.166	2	1.583	1.833	.161
	Within Groups	360.948	418	.864		
	Total	364.114	420			
SC2:Establish a new direction for organization	Between Groups	2.712	2	1.356	1.705	.183

	Within Groups	332.523	418	.796		
	Total	335.235	420			
SC3:Prepare the organization for change	Between Groups	4.141	2	2.071	2.728	.067
	Within Groups	317.312	418	.759		
	Total	321.454	420			
SC4:Set up change teams to implement change	Between Groups	.366	2	.183	.242	.785
	Within Groups	316.783	418	.758		
	Total	317.150	420			
SC5:Align structure, systems & resources to support change	Between Groups	2.770	2	1.385	1.778	.170
	Within Groups	325.681	418	.779		
	Total	328.451	420			
SC6:Identify & remove road blocks to change	Between Groups	2.383	2	1.191	1.529	.218
	Within Groups	325.769	418	.779		
	Total	328.152	420			
SC7:Absorb changes into culture of organization	Between Groups	2.359	2	1.180	1.424	.242
	Within Groups	346.244	418	.828		
	Total	348.603	420			

***p< 0.001; ** p< 0.01; *p< 0.05

From the p-values in the above table 4.3(c), it can be inferred that there is a significant difference in the responses of the three levels of managers in the IT organizations under study for RC1: To increase the effectiveness of organization; RC2: To ensure the survival of your organization; and for RC3:To cut the cost. For RC4: To change the image of your organization and for RC5: Overcoming fierce competition there was a similarity of perception.

Hence, *there is a significant difference between the perception of managerial levels regarding the reasons for bringing the organization changes in the selected IT organizations.*

From the results, it can also be further understood that there is a significant difference regarding methods used by the management to implement and manage change initiatives in the IT organizations on the basis of managerial hierarchy as the results were significant for all but for M5: Developing new competencies and skills.

From the table, it can be further inferred that *there is no significant difference in the perception of managerial level employees regarding steps used by the management for bringing organizational change in the selected IT organizations.*

Summing up, it can be said that *hypotheses H₃ and H₄ have been partially accepted* because for gender there is as no significant difference in the perception, while there is a significant difference in the perception of different levels of managers *regarding the reasons for bringing the organization changes and for methods used by the management to implement and manage these change initiatives.*

Hypothesis H₅ has not been accepted as there is no significant difference in the perception of employees in gender and managerial hierarchy regarding *steps used by the management for bringing organizational change* in the selected IT organizations.

From understanding employees' perception regarding change, the next step was to focus on change levers. The study covers eight areas of change. These eight change levers are: L1: Technology; L2: Marketing; L3: Quality; L4: Cost; L5: Strategy; L6: Structure; L7: Managing people; and L8: Leadership.

O2: To study the change initiatives taken by IT organizations under study in different change levers.

4.4 PERCEPTION REGARDING AREAS IN WHICH CHANGES HAVE BEEN BROUGHT IN IT ORGANIZATIONS

The hypotheses formulated for the areas in which changes have been brought in the selected IT organizations:

H₆: There is a significant difference in the perception of gender and managerial level employees regarding the areas in which changes have been brought about in the selected IT organizations.

The employees were asked to provide their perception regarding areas in which the changes have been brought in the selected IT organizations. The responses were analysed across the gender and results reported through Table 4.4 (a).

Table 4.4(a) T-Test regarding the areas in which changes have been across Gender

Areas in which changes have been brought about in the selected IT organizations	Mean	Std Dev.	Mean	Std Dev.	T-Values	df	Sig. (2-tailed)	Mean Difference	Std. Error Diff
	Males		Females						
L1:Technology	3.52	0.907	3.46	1.029	.601	419	.548	.057	.095
L2:Marketing	3.45	.917	3.50	0.896	-.564	418	.573	-.051	.090
L3:Quality	3.55	0.944	3.40	0.909	1.587	418	.113	.145	.092
L4:Costs	3.52	0.907	3.46	1.029	.289	418	.772	.027	.093
L5:Strategy	3.45	.917	3.50	.896	.438	418	.662	.041	.093
L6:Structure	3.55	0.944	3.40	0.909	1.511	419	.132	.141	.093
L7:Managing people	3.52	0.913	3.49	0.991	-.013	419	.990	-.001	.093
L8:Leadership	3.54	.944	3.50	0.944	1.757	417	.080	.170	.097

***p< 0.001; ** p< 0.01; *p< 0.05

Table 4.4 (a) indicates the mean values of employees' perception regarding areas in which changes have been brought in the selected IT organizations under study for males and females. From the p-values in the above table it can be further understood that there is no significant difference in the responses of male and female employees in selected IT organizations.

Hence, it can be inferred that both male and female respondents had similar perception regarding all change levers, viz. L1: technology, L2: marketing, L3: quality, L4: costs, L5: strategy, L6: structure, L7: managing people and L8: leadership.

Table 4.4(b) Mean and Standard Deviation for Levels of managerial hierarchy and areas in which changes have been brought

Level/area	Senior		Middle		Junior		Total	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
L1:Technology	3.52	.838	3.48	.989	3.52	1.002	3.50	.960
L2:Marketing	3.48	.951	3.45	.891	3.51	.909	3.47	.907
L3:Quality	3.54	.823	3.41	.949	3.59	.970	3.49	.931
L4:Costs	3.57	.900	3.45	.975	3.58	.923	3.51	.946

L5:Strategy	3.46	.876	3.49	.991	3.66	.891	3.53	.943
L6:Structure	3.60	.872	3.40	.979	3.54	.925	3.48	.945
L7:Managing people	3.44	.876	3.31	.965	3.49	.946	3.38	.943
L8:Leadership	3.70	.854	3.56	1.051	3.67	.943	3.62	.984

Table 4.4(b) shows the mean values of employees' perception regarding areas in which changes have been brought for level of managers. The employees at the level of managerial hierarchy perceived that the most important area to bring about change is L8: Leadership.

Table 4.4(c) ANOVA analysis for areas in which changes have been brought across levels of managerial hierarchy

		Sum of Squares	Df	Mean Square	F	p-values
L1:Technology	Between Groups	.212	2	.106	.115	.892
	Within Groups	387.032	418	.926		
	Total	387.245	420			
L2:Marketing	Between Groups	.276	2	.138	.167	.846
	Within Groups	344.436	417	.826		
	Total	344.712	419			
L3:Quality	Between Groups	2.819	2	1.410	1.632	.197
	Within Groups	360.095	417	.864		
	Total	362.914	419			
L4:Costs	Between Groups	1.769	2	.885	.989	.373
	Within Groups	373.209	417	.895		
	Total	374.979	419			
L5:Strategy	Between Groups	2.876	2	1.438	1.621	.199
	Within Groups	369.836	417	.887		
	Total	372.712	419			
L6:Structure	Between Groups	3.122	2	1.561	1.754	.174
	Within Groups	371.914	418	.890		
	Total	375.036	420			
L7:Managing people	Between Groups	2.873	2	1.436	1.619	.199
	Within Groups	370.790	418	.887		
	Total	373.663	420			
L8:Leadership	Between Groups	1.544	2	.772	.797	.451
	Within Groups	403.119	416	.969		
	Total	404.663	418			

***p < 0.001; ** p < 0.01; *p < 0.05

From the p-values in the table 4.4 (c), it can be understood that there is no significant difference in the responses of the employees across managerial hierarchy regarding the areas in which changes has been brought in selected IT organizations. As a result it can be concluded that the employees at all the three levels of managerial hierarchy felt that the areas in which changes have been brought are viz. L1: technology, L2: marketing, L3: quality, L4: costs, L5: strategy, L6: structure, L7:managing people and L8: leadership.

Hence, the hypothesis ***H₆: there is a significant difference in the perception of gender and managerial level regarding the areas in which change has been brought about in the selected IT organizations has not been accepted.***

4.5 EMPLOYEES' PERCEPTION REGARDING PRESSURES LEADING TO CHANGE INITIATIVES IN ORGANIZATIONAL CHANGE LEVERS

The following hypotheses were formulated for pressures leading to change initiatives in organizational change levers in the selected IT organizations for gender and managerial hierarchy:

H₇: There is a significant difference in the perception of gender and managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.

H_{7.1}: There is a significant difference in the perception of gender regarding the pressures leading to change initiatives in the selected IT organizations.

H_{7.2}: There is a significant difference in the perception of managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.

The analysis of the employees' perception was done with regard to the various pressures i.e. Globalization & liberalization, overcoming fierce competition, cost reduction, new technology & legal pressures leading to change initiatives in change levers. T-test was used to analyse the significant difference in the perception of

employees across gender and ANOVA was used to analyse the significant difference in the perception of employees.

Table: 4.5(a) T-Test Results for pressures leading to change initiatives in change levers for Gender

Pressures/Gender	Male		Female		t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
	Mean	S.D	Mean	S.D					
L1:Technology									
P1:Globalization & liberalization	3.47	0.845	3.37	1.032	1.072	419	.284	.098	.092
P2:Overcoming fierce competition	3.60	.902	3.54	0.919	.685	419	.494	.061	.090
P3:Emergence of new IT organizations	3.44	.950	3.24	1.067	2.003	419	.046*	.198	.099
P4:New technology	3.64	.932	3.46	.882	2.014	419	.045*	.181	.090
P5:legal pressure	3.27	0.896	3.37	0.977	-1.151	419	.250	-.106	.092
L2:Marketing									
P1:Globalization & liberalization	3.36	.820	3.19	.964	1.993	419	0.047*	.174	.087
P2:Overcoming fierce competition	3.40	.799	3.41	.898	-.201	419	0.841	-.017	.083
P3:Emergence of new IT organizations	3.42	.857	3.37	.905	.562	419	0.574	.049	.086
P4:New technology	3.52	.969	3.37	.923	1.623	419	0.105	.152	.094
P5:Legal pressure	3.23	.900	3.39	1.029	-1.692	419	0.091	-.160	.094
L3:Quality									
P1:Globalization & liberalization	3.34	.835	3.29	.951	.553	419	.580	.048	.087
P2:Overcoming fierce competition	3.44	.873	3.37	.880	.786	419	.433	.068	.086
P3:Emergence of new IT organizations	3.40	.892	3.40	.844	.001	419	1.000	.000	.086
P4:New technology	3.38	.900	3.44	.924	-.682	419	.496	-.061	.090
P5:legal pressure	3.19	.895	3.23	.935	-.433	419	.665	-.039	.090
L4: Cost									
P1:Globalization & liberalization	3.44	.824	3.37	.947	.848	419	.397	.073	.087
P2:Overcoming fierce competition	3.20	.851	3.18	.900	.228	419	.820	.020	.086
P3:Emergence of new IT organizations	3.34	.851	3.26	.926	.923	419	.357	.080	.087
P4:New technology	3.31	.864	3.26	.956	.531	419	.596	.047	.089
P5:legal pressure	3.25	.921	3.15	.923	1.113	417	.266	.101	.091
L5:Strategy									
P1:Globalization & liberalization	3.21	0.852	3.17	0.929	.478	419	.633	.042	.087

P2:Overcoming fierce competition	3.36	0.853	3.35	0.945	.039	419	.969	.003	.088
P3:Emergence of new IT organizations	3.38	0.823	3.44	0.861	-.622	419	.534	-.051	.083
P4:New technology	3.47	0.816	3.45	0.894	.222	419	.825	.019	.084
P5:Legal pressure	3.35	0.857	3.32	0.831	.393	419	.694	.033	.083
L6: Structure									
P1:Globalization & liberalization	3.27	.789	3.26	1.007	.116	419	.908	.010	.088
P2:Overcoming fierce competition	3.36	.772	3.33	.953	.355	419	.723	.030	.084
P3:Emergence of new IT organizations	3.38	.837	3.29	.853	1.007	418	.315	.084	.083
P4:New technology	3.36	.808	3.36	.940	-.091	419	.928	-.008	.085
P5:Legal pressure	3.40	.865	3.42	.935	-.159	419	.874	-.014	.088
L7: Managing People									
P1:Globalization & liberalization	3.26	.879	3.16	.970	1.101	419	.271	.100	.091
P2:Overcoming fierce competition	3.39	.877	3.33	.885	.677	419	.499	.059	.087
P3:Emergence of new IT organizations	3.35	.847	3.27	.909	.916	419	.360	.079	.086
P4:New technology	3.42	.832	3.41	.898	.095	419	.924	.008	.085
P5:Legal pressure	3.37	.796	3.50	.810	-1.656	419	.098	-.131	.079
L8: Leadership									
P1:Globalization & liberalization	3.29	0.833	3.32	0.946	-.447	419	.655	-.039	.087
P2:Overcoming fierce competition	3.44	0.854	3.44	0.894	.009	419	.992	.001	.086
P3:Emergence of new IT organizations	3.43	0.848	3.49	0.830	-.679	419	.497	-.056	.083
P4:New technology	3.46	0.835	3.46	0.913	.007	419	.995	.001	.086
P5:Legal pressure	3.39	0.819	3.46	0.863	-.793	419	.428	-.066	.083

***p< 0.001; ** p< 0.01; *p< 0.05

All the mean scores in the tables 4.5 (a) are on the higher side, as a result it can be said that all the employees of the selected IT organizations perceived that various pressures i.e. P1: Globalization & liberalization, P2: Overcoming fierce competition, P3: Emergence of new IT organizations, P4: New technology; and P5:Legal pressures led to change initiatives in all organizational change levers. Male respondents perceived P4: New Technology as the most important pressure leading to change initiatives in L1: Technology, L2: Marketing, L5:Strategy, L7: Managing people and L8:Leadership change lever in IT organizations under study. The male respondents also perceived P2: Overcoming fierce competition in L3: Quality and P5: Legal pressures in L6: Structure as pressure leading to change in the IT organizations.

The female respondents perceived the pressures P2: Overcoming fierce competition in L1: Technology, L2: Marketing, P4: New technology in L3: Quality & L5: Strategy and P5:Legal Pressures in L7: Managing People change lever as important pressures leading to change initiatives in selected IT organizations.

Table 4.5 (b) Results of Pressures leading to change initiatives in change levers for Gender

Hypothesis	Result
H _{7,1} : There is a significant difference in the perception of gender regarding the pressures leading to change initiatives in the selected IT organizations:	
i. Technology	Partially accepted
ii. Marketing	Partially accepted
iii. Quality	Rejected
iv. Cost	Rejected
v. Strategy	Rejected
vi. Structure	Rejected
vii. Managing People	Rejected

The results 4.5 (b) highlight that there is a significant difference regarding pressures leading to change initiatives in the perception across Gender for technology and marketing lever, hence, *the hypothesis H_{7,1} has been partially accepted.*

Table: 4.5(c) Level of Managerial hierarchy analysis for pressures leading to change initiatives the change levers

Pressures/Levels	Senior		Middle		Junior		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
L1:Technology								
P1:Globalization & liberalization	3.38	0.894	3.40	.942	3.51	0.936	3.43	0.930
P2:Overcoming fierce competition	3.61	.831	3.54	.892	3.56	0.991	3.58	0.909
P3:Emergence of new IT organizations	3.43	0.912	3.22	1.030	3.56	.991	3.35	1.005
P4:New technology	3.47	0.837	3.57	0.884	3.64	1.029	3.57	.915
P5:legal pressure	3.52	.890	3.21	.951	3.35	0.903	3.31	.932
L2:Marketing								
P1:Globalization & liberalization	3.28	0.735	3.28	0.960	3.32	0.856	3.29	0.887
P2:Overcoming fierce competition	3.44	0.795	3.40	0.887	3.37	0.788	3.40	0.841
P3:Emergence of new IT organizations	3.53	0.796	3.34	0.929	3.39	0.825	3.40	0.877
P4:New technology	3.66	0.889	3.45	0.964	3.31	0.955	3.46	0.952
P5:legal pressure	3.52	0.963	3.24	0.981	3.25	0.890	3.30	0.959

L3: Quality								
P1:Globalization & liberalization	3.32	0.747	3.33	0.988	3.30	0.773	3.32	0.886
P2:Overcoming fierce competition	3.47	0.824	3.41	0.908	3.37	0.855	3.41	0.876
P3:Emergence of new IT organizations	3.47	0.706	3.35	0.905	3.44	0.924	3.40	0.871
P4:New technology	3.40	0.818	3.43	0.954	3.36	0.896	3.41	0.910
P5:Legal pressure	3.38	0.856	3.18	0.944	3.13	0.879	3.21	0.912
L4:Cost								
P1:Globalization & liberalization	3.56	0.836	3.35	0.935	3.41	0.782	3.41	0.878
P2:Overcoming fierce competition	3.31	0.759	3.16	0.893	3.15	0.911	3.19	0.871
P3:Emergence of new IT organizations	3.29	0.838	3.32	0.905	3.30	0.884	3.31	0.884
P4:New technology	3.32	0.819	3.28	0.916	3.28	0.949	3.29	0.903
P5:Legal pressure	3.34	0.863	3.14	0.950	3.24	0.908	3.21	0.922
L5: Strategy								
P1:Globalization & liberalization	3.26	0.842	3.16	0.949	3.22	0.783	3.20	0.885
P2:Overcoming fierce competition	3.40	0.790	3.37	0.957	3.28	0.836	3.35	0.892
P3:Emergence of new IT organizations	3.43	0.735	3.43	0.879	3.35	0.840	3.41	0.839
P4:New technology	3.47	0.753	3.46	0.902	3.47	0.821	3.46	0.849
P5:Legal pressure	3.41	0.886	3.30	0.848	3.35	0.808	3.34	0.845
L6: Structure								
P1:Globalization & liberalization	3.41	0.860	3.25	0.963	3.18	0.732	3.27	0.887
P2:Overcoming fierce competition	3.53	0.737	3.31	0.866	3.27	0.898	3.35	0.853
P3:Emergence of new IT organizations	3.50	0.797	3.33	0.861	3.24	0.834	3.34	0.844
P4:New technology	3.51	0.797	3.36	0.866	3.23	0.905	3.36	0.866
P5:legal pressure	3.66	0.863	3.38	0.925	3.26	0.820	3.41	0.894
L7:Managing People								
P1:Globalization & liberalization	3.36	0.878	3.17	1.002	3.19	0.760	3.21	0.919
P2:Overcoming fierce competition	3.52	0.838	3.33	0.860	3.30	0.944	3.36	0.919
P3:Emergence of new IT organizations	3.41	0.748	3.30	0.870	3.25	0.971	3.31	0.874
P4:New technology	3.59	0.820	3.41	0.852	3.29	0.892	3.42	0.860
P5:Legal pressure	3.61	0.831	3.37	0.836	3.39	0.692	3.43	0.803
L8: Leadership								
P1:Globalization & liberalization	3.43	0.875	3.27	0.948	3.25	0.735	3.30	0.882
P2:Overcoming fierce competition	3.68	0.846	3.42	0.857	3.30	0.884	3.44	0.870
P3:Emergence of new IT organizations	3.60	0.776	3.38	0.848	3.48	0.865	3.45	0.840
P4:New technology	3.70	0.756	3.45	0.881	3.28	0.890	3.46	0.868
P5:legal pressure	3.72	0.808	3.35	0.859	3.31	0.763	3.42	0.837

Mean scores as shown in table 4.5 (c) are on higher side, so it can be said that the employees of the selected IT organizations perceived that various pressures led to change initiatives in all organizational change levers in the selected IT organizations. The responses of the employees were tabulated on the basis of different levels of management hierarchy of the IT organizations.

The senior level employees perceived P1: Globalization & liberalization in L4: Cost; P2:overcoming fierce competition in L1:Technology & L3: Quality; P3: emergence of new IT organizations in L3:Quality, P4:New technology in L2:Marketing & L5:Strategy and P5:Legal Pressures in L6:Structure; L7:Managing People & L8:Leadership as important pressures leading to change in change levers in selected IT organizations.

The middle level employees perceived P1:Globalization & liberalization in L4:Cost' P3: Emergence of IT organizations in L4; P4:New technology in levers L1, L2, L3,L5, L7 & L8 and P5:Legal pressures in L6:Structure as important pressures leading to change in change levers in selected IT organizations

The Junior level employees perceived P1:Globalization & Liberalization in L4: Cost, P2: Overcoming fierce competition in L6:Structure, P3:Emergence of new IT organizations in L2: Marketing; L3:Quality & L8:Leadership, P4: New technology in L1:Technology & L5:Strategy and P5: Legal pressures in L7:Mananging People as important pressures leading to change initiatives.

On a whole P1: Globalization & liberalization in L4: Cost, P2: Overcoming fierce competition in L3: Quality, P4: New technology in L5 &L8 and P5: Legal pressures in L6: Structure & L7: Managing People are important pressures leading to change initiatives in selected IT organizations.

Table: 4.5(d) ANOVA analysis for pressures leading to change initiatives in change levers across managerial hierarchy

		Sum of Squares	Df	Mean Square	F	p-values
L1:Technology						
P1:Globalization and	Between Groups	1.088	2	.544	.629	.534

liberalization						
	Within Groups	361.805	418	.866		
	Total	362.893	420			
P2:Overcoming fierce competition	Between Groups	.711	2	.355	.429	.651
	Within Groups	346.030	418	.828		
	Total	346.741	420			
P3:Emergence of new IT Organizations	Between Groups	9.537	2	4.768	4.806	.009**
	Within Groups	414.729	418	.992		
	Total	424.266	420			
P4:New technology	Between Groups	1.448	2	.724	s.865	.422
	Within Groups	349.873	418	.837		
	Total	351.321	420			
P5:Legal pressures	Between Groups	6.280	2	3.140	3.663	.026*
	Within Groups	358.333	418	.857		
	Total	364.613	420			
L2: Marketing						
P1:Globalization and liberalization	Between Groups	.121	2	.060	.076	.927
	Within Groups	330.526	418	.791		
	Total	330.646	420			
P2:Overcoming fierce competition	Between Groups	.255	2	.128	.179	.836
	Within Groups	297.099	418	.711		
	Total	297.354	420			
P3:Emergence of new IT Organizations	Between Groups	2.300	2	1.150	1.500	.224
	Within Groups	320.455	418	.767		
	Total	322.755	420			
P4:New technology	Between Groups	5.972	2	2.986	3.333	.037*
	Within Groups	374.465	418	.896		
	Total	380.437	420			
P5:Legal pressures	Between Groups	5.697	2	2.848	3.128	.045*
	Within Groups	380.593	418	.911		
	Total	386.290	420			
L3: Quality						
P1:Globalization and liberalization	Between Groups	.051	2	.025	.032	.968
	Within Groups	329.299	418	.788		
	Total	329.349	420			
P2:Overcoming fierce competition	Between Groups	.438	2	.219	.285	.752
	Within Groups	321.648	418	.769		
	Total	322.086	420			
P3:Emergence of new IT Organizations	Between Groups	1.129	2	.564	.743	.476
	Within Groups	317.626	418	.760		
	Total	318.755	420			
P4:New technology	Between Groups	.327	2	.163	.197	.822
	Within Groups	347.217	418	.831		
	Total	347.544	420			
P5:Legal pressures	Between Groups	3.530	2	1.765	2.135	.119
	Within Groups	345.491	418	.827		
	Total	349.021	420			
L4: Cost						

P1:Globalization and liberalization	Between Groups	2.626	2	1.313	1.708	.182
	Within Groups	321.284	418	.769		
	Total	323.910	420			
P2:Overcoming fierce competition	Between Groups	1.679	2	.840	1.107	.332
	Within Groups	317.119	418	.759		
	Total	318.798	420			
P3:Emergence of new IT Organizations	Between Groups	.079	2	.039	.050	.951
	Within Groups	327.779	418	.784		
	Total	327.857	420			
P4:New technology	Between Groups	.121	2	.060	.074	.929
	Within Groups	342.526	418	.819		
	Total	342.646	420			
P5:Legal pressures	Between Groups	2.729	2	1.365	1.609	.201
	Within Groups	352.789	416	.848		
	Total	355.518	418			
L5:Strategy						
P1: Globalization and liberalization	Between Groups	.615	2	.307	.392	.676
	Within Groups	328.022	418	.785		
	Total	328.637	420			
P2:Overcoming fierce competition	Between Groups	.828	2	.414	.519	.596
	Within Groups	333.438	418	.798		
	Total	334.266	420			
P3:Emergence of new IT Organizations	Between Groups	.553	2	.277	.392	.676
	Within Groups	294.991	418	.706		
	Total	295.544	420			
P4:New technology	Between Groups	.020	2	.010	.013	.987
	Within Groups	302.660	418	.724		
	Total	302.679	420			
P5:Legal pressures	Between Groups	.853	2	.427	.596	.552
	Within Groups	299.251	418	.716		
	Total	300.105	420			
L6:Structure						
P1:Globalization and liberalization	Between Groups	2.707	2	1.354	1.725	.179
	Within Groups	327.962	418	.785		
	Total	330.670	420			
P2:Overcoming fierce competition	Between Groups	4.073	2	2.037	2.825	.060
	Within Groups	301.295	418	.721		
	Total	305.368	420			
P3:Emergence of new IT Organizations	Between Groups	3.521	2	1.760	2.490	.084
	Within Groups	294.791	417	.707		
	Total	298.312	419			
P4:New technology	Between Groups	3.993	2	1.997	2.685	.069
	Within Groups	310.848	418	.744		
	Total	314.841	420			
P5:Legal pressures	Between Groups	7.925	2	3.963	5.050	.007*
	Within Groups	327.984	418	.785		
	Total	335.910	420			

L7:Managing people						
P1:Globalization and liberalization	Between Groups	2.342	2	1.171	1.389	.251
	Within Groups	352.419	418	.843		
	Total	354.760	420			
P2:Overcoming fierce competition	Between Groups	2.954	2	1.477	1.915	.149
	Within Groups	322.442	418	.771		
	Total	325.397	420			
P3:Emergence of new IT Organizations	Between Groups	1.263	2	.632	.827	.438
	Within Groups	319.349	418	.764		
	Total	320.613	420			
P4:New technology	Between Groups	4.414	2	2.207	3.014	.050*
	Within Groups	306.009	418	.732		
	Total	310.423	420			
P5:Legal pressures	Between Groups	3.886	2	1.943	3.040	.049*
	Within Groups	267.154	418	.639		
	Total	271.040	420			
L8:Leadership						
P1:Globalization and liberalization	Between Groups	2.006	2	1.003	1.291	.276
	Within Groups	324.683	418	.777		
	Total	326.689	420			
P2:Overcoming fierce competition	Between Groups	7.367	2	3.684	4.960	.007***
	Within Groups	310.457	418	.743		
	Total	317.824	420			
P3: Emergence of new IT Organizations	Between Groups	3.211	2	1.605	2.289	.103
	Within Groups	293.136	418	.701		
	Total	296.347	420			
P4:New technology	Between Groups	8.707	2	4.354	5.912	.003***
	Within Groups	307.815	418	.736		
	Total	316.523	420			
P5:Legal pressures	Between Groups	10.567	2	5.284	7.776	.000***
	Within Groups	284.017	418	.679		
	Total	294.584	420			

***p< 0.001; ** p< 0.01; *p< 0.05

From table 4.5 (d) it can be understood that there is a significant difference in the responses of the employees at the three levels of management for pressure behind change initiatives in Technology for P3: emergence of new IT organizations and P5: legal pressures; in marketing lever for P4:New technology and P5:Legal pressures; in structure lever for P2:Overcoming fierce competition ; P5:Legal pressures; in Managing people lever for P4:New technology and P5:Legal pressures; and in leadership lever for P4:New technology and P5:Legal pressures.

Thus, there is significant difference in three categories of managers regarding these pressures leading change initiatives in technology, marketing, Structure, Managing people and Leadership lever.

Table 4.5(e) Results of Pressures leading to change initiatives in change lever for managerial levels

Hypothesis	Result
H _{7,2} : There is a significant difference in the perception of managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations:	
i. Technology	Partially accepted
ii. Marketing	Partially accepted
iii. Quality	Rejected
iv. Cost	Rejected
v. Strategy	Rejected
vi. Structure	Partially accepted
vii. Managing People	Partially accepted
viii. Leadership	Partially accepted

There is no significant difference in the perception of junior, middle and senior managers regarding pressures leading change initiatives across managerial hierarchy for Quality, Cost and Strategy change lever, while for other levers there are some change initiatives, where there is a difference of opinion and p-values are significant.

Hence, the hypothesis *H_{7,2} there is a significant difference in the perception of managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations* has been partially accepted.

Overall analysis highlights that *H₇: there is a significant difference in the perception of gender and managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations has been partially accepted.*

4.6 EMPLOYEES' PERCEPTION REGARDING REASONS FOR RESISTANCE TO CHANGE TOWARDS CHANGE INITIATIVES IN ORGANIZATIONAL CHANGE LEVERS

The following hypotheses were formulated for reasons for resistance to change towards change initiatives in the organizational change levers in the IT organizations under study across demographic variables gender & managerial hierarchy:

H₈: There is a significant difference in the perception of gender and managerial hierarchy regarding the reasons for resistance to change towards change initiatives in the selected IT organizations.

H_{8.1}: There is a significant difference in the perception of gender regarding the reasons for resistance to change towards to change initiatives in the selected IT organizations.

H_{8.2}: There is a significant difference in the perception of managerial hierarchy regarding the reasons for resistance to change towards to change initiatives in the selected IT organizations.

Gender wise and level wise analysis of the employees' perception with regard to the various reasons i.e. Culture and Strategy of companies/SBU/vertical , Lack of Time and resources, Attitude of employees and Lack of Skills for resistance behind the change initiatives in all Change Levers.

Table 4.6(a) T-Test Results for reasons for resistance to change towards change initiatives in change lever across Gender

Reasons/ Gender	Male		Female		t	df	Sig.(2 tailed)	Mean Diff.	Std. Error Diff.
	Mean	S.D	Mean	S.D					
L1:Technology									
R1:Culture and strategy of company	3.23	.865	3.18	.955	.544	419	.587	.049	.089
R2:Lack of Time and resources	3.33	.892	3.22	.871	1.277	419	.202	.111	.087
R3:Attitude of employees	3.29	.971	3.37	1.027	-.852	419	.395	-.084	.098
R4:Lack of Skills	3.14	.938	3.30	.905	-1.724	419	.085	-.157	.091
L2:Marketing									
R1:Culture and strategy of company	3.28	.837	3.18	.967	1.159	419	.247	.102	.088
R2:Lack of Time and resources	3.24	.845	3.25	.878	-.072	419	.942	-.006	.085

R3:Attitude of employees	3.15	.877	3.06	1.018	.987	419	.324	.091	.093
R4:Lack of Skills	3.23	.875	3.24	.895	-.149	419	.882	-.013	.087
L3:Quality									
R1:Culture and strategy of company	3.20	.862	3.13	.926	.780	419	.436	.068	.088
R2:Lack of Time and resources	3.33	.813	3.32	.928	.028	419	.977	.002	.085
R3:Attitude of employees	3.17	.966	3.23	.960	-.643	419	.520	-.061	.095
R4:Lack of Skills	3.26	.918	3.26	.972	.081	419	.936	.007	.093
L4:Cost									
R1:Culture and strategy of company	3.14	.736	3.09	.952	.503	419	.615	.041	.082
R2:Lack of Time and resources	3.38	.817	3.30	.847	.959	419	.338	.078	.082
R3:Attitude of employees	3.27	.967	3.28	.936	-.114	419	.909	-.011	.094
R4:Lack of Skills	3.35	.886	3.37	.924	-.259	419	.796	-.023	.089
L5:Strategy									
R1:Culture and strategy of company	3.29	.825	3.26	.956	.354	419	.724	.031	.087
R2:Lack of Time and resources	3.42	.822	3.36	.872	.652	419	.515	.054	.083
R3:Attitude of employees	3.37	.902	3.38	.943	-.134	419	.894	-.012	.091
R4:Lack of Skills	3.37	.889	3.22	.907	1.696	419	.091	.150	.088
L6:Structure									
R1:Culture and strategy of company	3.36	.868	3.23	.935	1.429	419	.154	.126	.088
R2:Lack of Time and resources	3.44	.814	3.36	.871	1.023	419	.307	.085	.083
R3:Attitude of employees	3.37	.870	3.21	1.000	1.746	419	.082	.160	.091
R4:Lack of Skills	3.21	.855	3.17	.980	.481	419	.631	.043	.090
L7:Managing People									
R1:Culture and strategy of company	3.28	.880	3.28	.961	-.089	419	.929	-.008	.090
R2:Lack of Time and resources	3.38	.841	3.39	.863	-.278	419	.781	-.023	.084
R3:Attitude of employees	3.37	.898	3.28	.994	.998	419	.319	.093	.093
R4:Lack of Skills	3.24	.839	3.29	.883	-.650	419	.516	-.055	.085

***p < 0.001; ** p < 0.01; *p < 0.05

Table 4.6(a) represents the different reasons for resistance towards change initiatives in the organizational change levers in the selected IT organizations. The perceptions of the employees as per gender were analyzed carefully. The male employees perceived that R1: Culture and Strategy of companies in L2: Marketing, R2:Lack of time & resources in L1:Technology; L3:Quality; L4:Cost; L5:Startegy; L6:Structure & L7:Managing People as the most important reason and the female employees

perceived that R2:Lack of time & resources in L2; L3; & L6, R3:Attitude of employees in L1 & L5 and R4: Lack of skills in L4:Cost as the most important reason behind resistance to change initiatives in the change levers in selected IT organizations

Table 4.6(b) Results of Reasons for resistance to change towards change initiatives in change lever for Gender

Hypothesis	Result
H _{8,1} : There is a significant difference in the perception of gender regarding the reasons for resistance to change towards change initiatives in the selected IT organizations:	
ii. Technology	Rejected
iii. Marketing	Rejected
iv. Quality	Rejected
v. Cost	Rejected
vi. Strategy	Rejected
vii. Structure	Rejected
viii. Managing People	Rejected

The results highlight that there is no significant difference regarding reasons for resistance to change towards change initiatives across Gender for various levers in IT organizations under study. *Hence, the hypothesis H_{8,1} has not been accepted.*

Table 4.6(c) Level of Managerial Hierarchy and reasons for resistance to change towards change initiatives in change levers

Reasons for Resistance to Change	Senior		Middle		Junior		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
L1:Technology								
R1:Culture and strategy of company	3.22	0.909	3.22	0.944	3.16	0.819	3.21	0.904
R2:Lack of Time and resources	3.32	0.897	3.29	0.909	3.25	0.826	3.29	0.884
R3:Attitude of employees	3.56	0.836	3.35	1.000	3.07	1.055	3.32	0.995
R4:Lack of Skills	3.32	0.872	3.22	0.883	3.11	1.044	3.21	0.926
Marketing								
R1:Culture and strategy of company	3.42	0.912	3.15	0.936	3.25	0.771	3.24	0.895
R2:Lack of Time and resources	3.21	0.800	3.23	0.909	3.28	0.803	3.24	0.858
R3:R4:Attitude of employees	3.16	0.847	3.13	0.935	3.05	1.021	3.11	0.939
R4:Lack of Skills	3.44	0.781	3.24	0.868	3.05	0.956	3.23	0.833
L3: Quality								

R1:Culture and Strategy of company	3.06	0.879	3.25	0.942	3.12	0.775	3.17	0.890
R2:Lack of Time and resources	3.34	0.863	3.33	0.871	3.30	0.852	3.33	0.862
R3:Attitude of employees	3.47	0.914	3.18	0.965	3.02	0.958	3.20	0.963
R4:Lack of Skills	3.51	0.738	3.23	0.980	3.12	0.974	3.26	0.940
L4:Cost								
R1:Culture and Strategy of company	3.18	0.758	3.06	0.869	3.19	0.818	3.12	0.834
R2:Lack of Time and resources	3.54	0.863	3.29	0.842	3.29	0.758	3.35	0.830
R3:Attitude of employees	3.52	0.838	3.22	0.939	3.17	1.039	3.27	0.953
R4:Lack of Skills	3.62	0.829	3.36	0.850	3.15	1.003	3.36	0.901
Strategy								
R1:Culture and Strategy of company	3.39	0.803	3.24	0.945	3.27	0.812	3.28	0.882
R2:Lack of Time and resources	3.57	0.735	3.34	0.874	3.35	0.852	3.39	0.843
R3:Attitude of employees	3.56	0.836	3.42	0.909	3.13	0.959	3.37	0.919
R4:Lack of Skills	3.56	0.766	3.28	0.915	3.15	0.930	3.30	0.899
Structure								
R1:Culture and Strategy of company	3.41	0.820	3.30	0.955	3.21	0.836	3.30	0.898
R2:Lack of Time and resources	3.61	0.883	3.38	0.815	3.29	0.828	3.41	0.839
R3:Attitude of employees	3.53	0.753	3.32	0.972	3.09	0.934	3.30	0.930
R4:Lack of Skills	3.44	0.925	3.20	0.898	2.97	0.872	3.19	0.909
Managing People								
R1:Culture and Strategy of company	3.33	0.912	3.27	0.962	3.25	0.818	3.28	0.914
R2:Lack of Time and resources	3.48	0.768	3.38	0.890	3.28	0.825	3.38	0.849
R3:Attitude of employees	3.54	0.850	3.29	0.948	3.24	0.976	3.33	0.940
R4:Lack of Skills	3.60	0.818	3.22	0.869	3.05	0.788	3.26	0.857

Mean scores as shown in tables 4.6 (c) are on the higher side, thus it can be said that the employees perceived that different reasons led to resistance towards change initiatives in the organizational change levers in selected IT organizations under study. The perception of the employees at all the three levels of managerial hierarchy is analyzed carefully.

The senior level (3.56) employees perceived R1: Culture and Strategy of company in L2: Marketing, R2: Lack of time & resources in L5:Strategy& L6:Strcuture, R3: Attitude of employees in L1:Technology and R4: Lack of skills in L2:Marketing & L4:cost & L7:Managing People as the major reasons behind resistance to change initiatives in the change levers in selected IT organizations.

The middle level (3.35) employees perceived that R2: Lack of time & resources in L3:Quality; L6:Structure & L7:Managing people, R3: Attitude of employees in L1: Technology & L5:Strategy and R4: Lack of skills in L2:Marketing & L4:cost as the reasons that led to resistance to change initiatives in the companies due to insecurity among the employees to lose their jobs etc.

The junior level employees perceived that R2: Lack of times & resources as the most important reason behind resistance to change initiatives in L1: Technology; L2: Marketing; L3:Quality; L4:Cost; L5:Strategy; L6:Structure and L7:Managing people as change levers in selected IT organizations. The total mean values for R1: Culture and strategy of company in L2: Marketing, R2: Lack of time & resources in L3; L5 & L7, R3: Attitude of employees in L1 & L6 and R4: Lack of skills in L4: Cost as being the most important resistance to change in the companies in IT organizations under study.

Table 4.6(d) ANOVA analysis for resistance to change towards change initiatives in change levers across level of managerial hierarchy

		Sum of Squares	Df	Mean Square	F	p-values
L1:Technology						
R1:Culture and strategy of company	Between Groups	.276	2	.138	.168	.845
	Within Groups	342.746	418	.820		
	Total	343.021	420			
R2:Lack of time and resources	Between Groups	.313	2	.156	.199	.819
	Within Groups	327.911	418	.784		
	Total	328.223	420			
R3:Attitude of employees	Between Groups	11.898	2	5.949	6.158	.002**
	Within Groups	403.812	418	.966		
	Total	415.710	420			
R4:Lack of skills	Between Groups	2.264	2	1.132	1.322	.268
	Within Groups	357.921	418	.856		
	Total	360.185	420			
L2:Marketing						
R1:Culture and strategy of company	Between Groups	4.650	2	2.325	2.931	.054*
	Within Groups	331.598	418	.793		
	Total	336.247	420			
R2:Lack of time and resources	Between Groups	.270	2	.135	.183	.833
	Within Groups	309.017	418	.739		
	Total	309.287	420			
R3:Attitude of employees	Between Groups	.580	2	.290	.328	.721

	Within Groups	369.947	418	.885		
	Total	370.527	420			
R4:Lack of skills	Between Groups	7.528	2	3.764	4.922	.008***
	Within Groups	319.660	418	.765		
	Total	327.188	420			
L3:Quality						
R1:Culture and strategy of company	Between Groups	2.844	2	1.422	1.804	.166
	Within Groups	329.498	418	.788		
	Total	332.342	420			
R2:Lack of time and resources	Between Groups	.109	2	.054	.073	.930
	Within Groups	312.309	418	.747		
	Total	312.418	420			
R3:Attitude of employees	Between Groups	10.116	2	5.058	5.577	.004***
	Within Groups	379.124	418	.907		
	Total	389.240	420			
R4:Lack of skills	Between Groups	8.076	2	4.038	4.647	.010**
	Within Groups	363.183	418	.869		
	Total	371.259	420			
L4:Cost						
R1:Culture and strategy of company	Between Groups	1.680	2	.840	1.209	.299
	Within Groups	290.382	418	.695		
	Total	292.062	420			
R2:Lack of time and resources	Between Groups	4.473	2	2.236	3.281	.039**
	Within Groups	284.895	418	.682		
	Total	289.368	420			
R3:Attitude of employees	Between Groups	7.277	2	3.639	4.063	.018**
	Within Groups	374.309	418	.895		
	Total	381.587	420			
R4:Lack of skills	Between Groups	11.252	2	5.626	7.129	.001***
	Within Groups	329.869	418	.789		
	Total	341.121	420			
L5: Strategy						
R1:Culture and strategy of company	Between Groups	1.430	2	.715	.918	.400
	Within Groups	325.497	418	.779		
	Total	326.926	420			
R2:Lack of time and resources	Between Groups	3.409	2	1.705	2.414	.091
	Within Groups	295.137	418	.706		
	Total	298.546	420			
R3:Attitude of employees	Between Groups	10.147	2	5.073	6.159	.002***
	Within Groups	344.305	418	.824		
	Total	354.451	420			
R4:Lack of skills	Between Groups	8.325	2	4.163	5.261	.006***
	Within Groups	330.758	418	.791		
	Total	339.083	420			
L6: Structure						
R1:Culture and strategy of company	Between Groups	2.021	2	1.011	1.255	.286
	Within Groups	336.668	418	.805		
	Total	338.689	420			

R2:Lack of time and resources	Between Groups	5.392	2	2.696	3.884	.021**
	Within Groups	290.152	418	.694		
	Total	295.544	420			
R3:Attitude of employees	Between Groups	9.764	2	4.882	5.776	.003***
	Within Groups	353.319	418	.845		
	Total	363.083	420			
R4:Lack of skills	Between Groups	11.035	2	5.518	6.857	.001***
	Within Groups	336.380	418	.805		
	Total	347.416	420			
L7: Managing People						
R1:Culture and strategy of company	Between Groups	.343	2	.172	.205	.815
	Within Groups	350.583	418	.839		
	Total	350.926	420			
R2:Lack of time and resources	Between Groups	1.923	2	.962	1.335	.264
	Within Groups	301.027	418	.720		
	Total	302.950	420			
R3:Attitude of employees	Between Groups	5.385	2	2.693	3.075	.047*
	Within Groups	366.059	418	.876		
	Total	371.444	420			
R4:Lack of skills	Between Groups	15.371	2	7.685	10.949	.000***
	Within Groups	293.408	418	.702		
	Total	308.779	420			

***p< 0.001; ** p< 0.01; *p< 0.05

From table 4.6 (d) it can be understood that there is a significant difference in the perception of managerial levels regarding reasons for resistance to change towards change initiatives across Managerial Hierarchy for various levers. *Hence, the hypothesis H_{8,2} has been partially accepted.*

Table 4.6(e) Results of Reasons for resistance to change towards change initiatives in change levers for managerial hierarchy

Hypothesis	Result
H _{8,2} : There is a significant difference in the perception of managerial hierarchy regarding the reasons for resistance to change towards to change initiatives in the selected IT organizations:	
i. Technology	Partially accepted
ii. Marketing	Partially accepted
iii. Quality	Partially accepted
iv. Cost	Partially accepted
v. Strategy	Partially accepted
vi. Structure	Partially accepted
vii. Managing People	Partially accepted

Overall analysis highlights that H₈: There is a significant difference in the perception of gender and managerial hierarchy regarding the reasons for resistance to change towards change initiatives in the selected IT organizations has been partially accepted.

4.7 EMPLOYEES' PERCEPTION REGARDING STEPS TAKEN BY THE MANAGEMENT TO REMOVE RESISTANCE TOWARDS THE CHANGE INITIATIVES IN ORGANIZATIONAL CHANGE LEVERS

The following hypotheses have been formulated for steps taken to remove resistance towards change initiatives in all the organizational change levers in the IT organizations under study with regard to demographic variables gender and managerial hierarchy.

H₉: There is a significant difference in the perception of gender and managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

H_{9.1}: There is a significant difference in the perception of gender regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

H_{9.2}: There is a significant difference in the perception of managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.

The responses of the employees regarding the various steps taken by the management to remove resistance in IT organizations were tabulated and analyzed carefully according to the Gender i.e. Male or Females. ANOVA was used to analyse the significant difference in the perception of the employees to understand the difference in the perception among the employees in different managerial groups.

Table 4.7(a) T-Test results for steps taken by the management to remove resistance towards the change initiatives in all change levers across Gender

Steps/ Gender	Male		Female		t	df	Sig.(2tailed)	Mean Diff.	Std. Error Diff.
	Mean	S.D	Mean	S.D					
L1:Technology									
S1:Incentives & rewards	3.25	.946	3.12	1.090	1.298	419	.195	.129	.100
S2:Facilitation & Support	3.40	.840	3.40	.951	-.063	419	.950	-.006	.088
S3:Education & Training	3.46	.920	3.46	.979	.006	419	.995	.001	.093
S4: Leadership	3.42	.899	3.38	.966	.409	419	.682	.037	.092
S5: Participation and involvement of people	3.31	.946	3.24	1.051	.713	419	.477	.070	.098
S6:Negotiation	3.34	.948	3.29	.974	.555	419	.579	.052	.095
S7:Coercion	3.32	.935	3.40	.927	-.870	419	.385	-.080	.092
L2:Marketing									
S1:Incentives & rewards	3.26	.852	3.19	1.032	.810	419	.418	.075	.092
S2:Facilitation & Support	3.39	.863	3.32	.928	.733	419	.464	.064	.088
S3:Education & Training	3.38	.909	3.37	.929	.127	419	.899	.011	.090
S4: Leadership	3.37	.874	3.50	.876	-1.500	419	.134	-.129	.086
S5: Participation and involvement of people	3.33	.867	3.42	.971	-1.091	419	.276	-.098	.090
S6:Negotiation	3.19	.886	3.16	1.050	.297	419	.767	.028	.095
S7:Coercion	3.28	.921	3.21	.966	.697	419	.486	.065	.093
L3:Quality									
S1:Incentives & rewards	3.28	.918	3.22	1.084	.589	419	.557	.058	.098
S2:Facilitation & Support	3.42	.837	3.35	.889	.820	419	.413	.070	.085
S3:Education & Training	3.38	.954	3.37	.860	.173	419	.863	.016	.090
S4: Leadership	3.37	.865	3.42	.941	-.642	419	.521	-.057	.089
S5: Participation and involvement of people	3.24	.887	3.21	.994	.252	419	.801	.023	.092
S6:Negotiation	3.24	.894	3.34	.912	-1.028	419	.304	-.091	.089
S7:Coercion	3.27	.868	3.30	.975	-.305	419	.761	-.027	.090
L4:Cost									
S1:Incentives & rewards	3.23	.881	3.12	1.045	1.213	419	.226	.114	.094
S2:Facilitation & Support	3.40	.960	3.19	.947	2.241	419	.026**	.211	.094
S3:Education & Training	3.28	.913	3.23	.993	.556	419	.579	.052	.093
S4:Leadership	3.29	.923	3.17	.970	1.204	419	.229	.112	.093

S5:Participation & involvement of people	3.31	.834	3.31	.874	.032	419	.975	.003	.084
S6:Negotiation	3.35	.802	3.27	.865	.966	419	.335	.079	.082
S7:Coercion	3.25	.927	3.36	.909	-1.209	419	.227	-.110	.091
L5:Strategy									
S1:Incentives & rewards	3.19	.895	3.37	.971	-1.952	419	.052	-.179	.091
S2:Facilitation & Support	3.36	.829	3.35	.907	.106	419	.916	.009	.085
S3:Education & Training	3.28	.857	3.27	.947	.082	419	.935	.007	.088
S4:Leadership	3.36	.859	3.40	.951	-.435	419	.664	-.039	.089
S5:Participation & involvement of people	3.38	.812	3.46	.901	-1.045	419	.297	-.088	.084
S6:Negotiation	3.26	.835	3.34	.835	-1.027	419	.305	-.085	.082
S7:Coercion	3.26	.851	3.42	.860	-1.883	419	.060	-.159	.084
L6:Structure									
S1:Incentives & rewards	3.18	.863	3.16	1.006	.172	419	.864	.016	.091
S2:Facilitation & Support	3.29	.897	3.12	0.934	1.849	419	.065	.166	.090
S3:Education & Training	3.39	.873	3.29	1.003	1.068	419	.286	.098	.092
S4:Leadership	3.48	.870	3.44	0.894	.390	419	.696	.034	.087
S5:Participation & involvement of people	3.31	.863	3.36	0.927	-.589	419	.556	-.052	.088
S6:Negotiation	3.36	.844	3.28	0.793	.988	419	.324	.080	.081
S7:Coercion	3.26	.875	3.26	0.862	.039	419	.969	.003	.086
L7:Managing People									
S1:Incentives & rewards	3.11	.918	3.02	1.027	.893	419	.372	.085	.095
S2:Facilitation & Support	3.34	.898	3.29	.980	.525	419	.600	.048	.092
S3:Education & Training	3.35	.895	3.40	.896	-.577	419	.564	-.051	.088
S4:Leadership	3.43	.867	3.50	.932	-.874	419	.382	-.077	.088
S5:Participation & involvement of people	3.33	.818	3.45	.984	-1.433	419	.153	-.126	.088
S6:Negotiation	3.31	.818	3.28	.888	.249	419	.803	.021	.084
S7:Coercion	3.22	.850	3.25	.941	-.322	419	.747	-.028	.088

***p< 0.001; ** p< 0.01; *p< 0.05

The table 4.7 (a) shows the employees perception regarding steps taken by the management to remove resistance towards change initiatives in organizational change levers in IT organizations under study as per the gender. The Male employees perceived S2: Facilitation & support in L2: Marketing; L3:Quality & L4:Cost, S3: Education & Training in L1: Technology, S4: Leadership in L6: Structure & L7:

managing People, S5 :Participation & Involvement of people in L5: Strategy as the most important steps taken by the management to remove the resistance towards the change initiatives in the change levers in the selected IT organizations.

The Female respondents perceived S3: Education & training in L1: Technology, S4: Leadership in L2: Marketing; L3: Quality; L6: Structure& L7: Managing People, S5: Participation & Involvement of people in L5:Strategy and S6:Negotiation in L4: Cost as the most important steps taken by the management to remove the resistance towards the change initiatives in technology as an Organizational Change Lever in the IT organizations under study.

Table 4.7(b) Results of the steps taken by the management to remove resistance towards the change initiatives in change levers for Gender

<i>Hypothesis</i>	<i>Result</i>
H _{9,1} : There is a significant difference in the perception of gender regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations:	
<i>i. Technology</i>	<i>Rejected</i>
<i>ii. Marketing</i>	<i>Rejected</i>
<i>iii. Quality</i>	<i>Rejected</i>
<i>iv. Cost</i>	<i>Rejected</i>
<i>v. Strategy</i>	<i>Rejected</i>
<i>vi. Structure</i>	<i>Rejected</i>
<i>vii. Managing People</i>	<i>Rejected</i>

From the results in table 4.7 (b) it is seen that except for S3: Education and Technology in Technology lever and reason S2: Facilitation & support in Cost lever, no significant difference was found in the responses across Gender in the IT organizations regarding the steps used by the management to remove resistance towards the change initiatives in the change levers. **Hence, the hypothesis H_{9,1} has not been accepted.**

Table 4.7(c) Level of Managerial Hierarchy and the steps taken by the management to remove resistance towards the change initiatives in all change levers: Mean values

Steps/Levels	Senior		Middle		Junior		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D

L1:Technology								
S1:Incentives & rewards	3.32	0.970	3.18	1.024	3.13	1.015	3.20	1.010
S2:Facilitation & Support	3.44	0.823	3.39	0.860	3.38	0.995	3.40	0.888
S3:Education &Training	3.42	0.899	3.51	0.947	3.39	0.978	3.46	0.944
S4: Leadership	3.39	0.932	3.42	0.919	3.38	0.948	3.40	0.927
S5: Participation and involvement of people	3.37	0.893	3.25	1.000	3.26	1.055	3.28	0.992
S6:Negotiation	3.37	0.905	3.33	1.002	3.26	0.915	3.32	0.958
S7:Coercion	3.51	0.864	3.37	0.928	3.20	0.975	3.36	0.932
L2:Marketing								
S1:Incentives & rewards	3.38	0.829	3.20	0.956	3.18	0.960	3.23	0.932
S2:Facilitation & Support	3.57	0.822	3.32	0.874	3.27	0.957	3.36	0.891
S3:Education &Training	3.40	0.859	3.41	0.943	3.28	0.910	3.38	0.916
S4: Leadership	3.54	0.752	3.39	0.916	3.38	0.888	3.42	0.877
S5: Participation and involvement of people	3.37	0.867	3.34	0.944	3.42	0.892	3.37	0.913
S6:Negotiation	3.29	0.927	3.15	0.965	3.14	0.972	3.18	0.958
S7:Coercion	3.37	0.953	3.24	0.953	3.18	0.900	3.25	0.940
L3:Quality								
S1:Incentives & rewards	3.52	0.890	3.15	0.997	3.25	1.024	3.26	0.991
S2:Facilitation & Support	3.51	0.824	3.36	0.834	3.35	0.934	3.39	0.860
S3:Education &Training	3.46	0.810	3.32	0.963	3.43	0.893	3.38	0.914
S4:Leadership	3.54	0.721	3.34	0.929	3.36	0.955	3.39	0.898
S5:Participation & involvement of people	3.27	0.776	3.18	0.974	3.28	0.969	3.23	0.933
S6:Negotiation	3.37	0.841	3.26	0.910	3.26	0.935	3.28	0.902
S7:Coercion	3.43	0.849	3.24	0.949	3.24	0.888	3.28	0.914
L4:Cost								
S1:Incentives & rewards	3.50	0.838	3.13	0.973	3.04	0.957	3.18	0.955
S2:Facilitation & Support	3.62	0.856	3.27	0.918	3.15	1.065	3.31	0.959
S3:Education &Training	3.40	0.832	3.20	0.948	3.25	1.027	3.26	0.947
S4:Leadership	3.49	0.927	3.17	0.931	3.17	0.956	3.24	0.944
S5:Participation & involvement of people	3.43	0.887	3.32	0.842	3.19	0.829	3.31	0.851
S6:Negotiation	3.47	0.889	3.32	0.814	3.18	0.792	3.31	0.829
S7:Coercion	3.42	0.983	3.33	0.921	3.13	0.847	3.29	0.920
L5:Strategy								
S1:Incentives & rewards	3.49	0.877	3.25	0.913	3.12	0.984	3.27	0.931
S2:Facilitation & Support	3.56	0.751	3.32	0.847	3.25	0.952	3.35	0.862
S3:Education &Training	3.38	0.773	3.29	0.898	3.17	0.975	3.28	0.895
S4:Leadership	3.47	0.796	3.35	0.885	3.36	1.002	3.38	0.899

S5:Participation & involvement of people	3.54	0.796	3.45	0.838	3.24	0.898	3.41	0.851
S6:Negotiation	3.46	0.837	3.30	0.815	3.15	0.855	3.29	0.835
S7:Coercion	3.48	0.890	3.33	0.812	3.20	0.907	3.33	0.857
L6:Structure								
S1:Incentives & rewards	3.34	0.810	3.16	0.959	3.05	0.932	3.17	0.925
S2:Facilitation & Support	3.41	0.777	3.19	0.936	3.11	0.961	3.22	0.915
S3:Education & Training	3.54	0.914	3.27	0.943	3.34	0.901	3.35	0.930
S4:Leadership	3.59	0.833	3.46	0.861	3.35	0.944	3.46	0.879
S5:Participation & involvement of people	3.34	0.810	3.38	0.939	3.22	0.850	3.33	0.890
S6:Negotiation	3.38	0.787	3.37	0.830	3.19	0.829	3.33	0.823
S7:Coercion	3.37	0.965	3.25	0.840	3.19	0.840	3.26	0.868
L7:Managing People								
S1:Incentives & rewards	3.30	0.827	3.05	1.010	2.93	0.955	3.07	0.966
S2:Facilitation & Support	3.51	0.927	3.34	0.893	3.12	0.984	3.32	0.933
S3:Education & Training	3.52	0.810	3.38	0.934	3.25	0.869	3.37	0.895
S4:Leadership	3.66	0.889	3.43	0.869	3.35	0.934	3.46	0.895
S5:Participation & involvement of people	3.41	0.820	3.38	0.890	3.34	0.963	3.38	0.893
S6:Negotiation	3.53	0.796	3.25	0.872	3.20	0.810	3.30	0.848
S7:Coercion	3.49	0.927	3.18	0.858	3.15	0.887	3.24	0.889

The table 4.7(c) shows the employees perception with regard to the steps taken by the management to remove resistance towards change initiatives in organizational change levers across managerial hierarchy. The senior level employees perceived S2: Facilitation & support in L2: Marketing; L4: Cost & L5:Strategy, S4:Leadership in L3:Quality; L6;Structure &L7: Managing People and S7: Coercion in L1:Technology as the most important steps taken by the management to remove the resistance towards the change initiatives in technology as an Organizational Change Lever.

Whereas the middle level perceived steps S2: Facilitation & support in L3:Quality, S3: Education & training in L1:Technology & L2: Marketing, S4: Leadership in L6:Structure & L7: Managing People, S5:Participation & involvement of people in L5:Strategy and S7:Coercion in L4: Cost as an Organizational Change Lever in IT organizations under study on the basis of perception of employees on the whole.

The Junior level employees perceived S2:Facilitation & support in L1:Technology, S3: Education & training in L3:Quality & L4:Cost, S4:Leadership in L5:Strategy;

L6:Structure & L7:Managing people and S5:Participation & involvement of people in L2:Marketing as the most important steps taken by management to remove the resistance towards the change initiatives in technology change lever in the IT organizations under study.

Whereas on the whole S1: Incentives & rewards, S2: Facilitation & Support, S4:Leadership , S5: Participation & involvement of people and S6: Negotiation were considered to the most widely used steps to remove resistance towards the change initiatives in the change levers in selected IT organizations under study on the basis of perception of employees on the whole.

Table 4.7(d) ANOVA results for the steps taken by the management to remove resistance towards the change initiatives in all change levers

		Sum of Squares	Df	Mean Square	F	p-values
L1: Technology						
S1:Incentives and rewards	Between Groups	2.003	2	1.001	.981	.376
	Within Groups	426.634	418	1.021		
	Total	428.637	420			
S2:Facilitation and support	Between Groups	.240	2	.120	.152	.859
	Within Groups	330.720	418	.791		
	Total	330.960	420			
S3:Education and training	Between Groups	1.136	2	.568	.636	.530
	Within Groups	373.386	418	.893		
	Total	374.523	420			
S4:Leadership	Between Groups	.105	2	.053	.061	.941
	Within Groups	361.054	418	.864		
	Total	361.159	420			
S5:Participation & involvement of people	Between Groups	.862	2	.431	.437	.646
	Within Groups	412.065	418	.986		
	Total	412.926	420			
S6:Negotiation	Between Groups	.569	2	.284	.309	.735
	Within Groups	385.141	418	.921		
	Total	385.710	420			
S7:Coercion	Between Groups	4.892	2	2.446	2.843	.059
	Within Groups	359.664	418	.860		
	Total	364.556	420			
L2:Marketing						
S1:Incentives and rewards	Between Groups	2.429	2	1.214	1.399	.248
	Within Groups	362.759	418	.868		
	Total	365.188	420			
S2:Facilitation and support	Between Groups	5.013	2	2.506	3.193	.042*
	Within Groups	328.108	418	.785		
	Total	333.121	420			
S3:Education and training	Between Groups	1.310	2	.655	.779	.459
	Within Groups	351.393	418	.841		
	Total	352.703	420			

S4:Leadership	Between Groups	1.704	2	.852	1.109	.331
	Within Groups	321.037	418	.768		
	Total	322.741	420			
S5:Participation & involvement of people	Between Groups	.406	2	.203	.243	.785
	Within Groups	349.528	418	.836		
	Total	349.933	420			
S6:Negotiation	Between Groups	1.426	2	.713	.776	.461
	Within Groups	384.213	418	.919		
	Total	385.639	420			
S7:Coercion	Between Groups	1.784	2	.892	1.010	.365
	Within Groups	369.028	418	.883		
	Total	370.812	420			
L3:Quality						
S1:Incentives and rewards	Between Groups	8.697	2	4.349	4.504	.012**
	Within Groups	403.598	418	.966		
	Total	412.295	420			
S2:Facilitation and support	Between Groups	1.630	2	.815	1.104	.333
	Within Groups	308.702	418	.739		
	Total	310.333	420			
S3:Education and training	Between Groups	1.520	2	.760	.909	.404
	Within Groups	349.430	418	.836		
	Total	350.950	420			
S4:Leadership	Between Groups	2.692	2	1.346	1.676	.188
	Within Groups	335.641	418	.803		
	Total	338.333	420			
S5:Participation & involvement of people	Between Groups	.939	2	.470	.538	.584
	Within Groups	364.624	418	.872		
	Total	365.563	420			
S6:Negotiation	Between Groups	.810	2	.405	.497	.609
	Within Groups	340.553	418	.815		
	Total	341.363	420			
S7:Coercion	Between Groups	2.682	2	1.341	1.610	.201
	Within Groups	348.244	418	.833		
	Total	350.926	420			
L4:Cost						
S1:Incentives and rewards	Between Groups	12.110	2	6.055	6.826	.001***
	Within Groups	370.807	418	.887		
	Total	382.917	420			
S2:Facilitation and support	Between Groups	12.160	2	6.080	6.794	.001***
	Within Groups	374.077	418	.895		
	Total	386.238	420			
S3:Education and training	Between Groups	2.469	2	1.235	1.379	.253
	Within Groups	374.310	418	.895		
	Total	376.779	420			
S4:Leadership	Between Groups	7.235	2	3.617	4.120	.017*
	Within Groups	367.013	418	.878		
	Total	374.247	420			
S5:Participation & involvement of people	Between Groups	2.939	2	1.469	2.041	.131
	Within Groups	300.919	418	.720		
	Total	303.857	420			
S6:Negotiation	Between Groups	4.021	2	2.011	2.953	.053*
	Within Groups	284.592	418	.681		
	Total	288.613	420			
S7:Coercion	Between Groups	4.761	2	2.380	2.837	.060
	Within Groups	350.717	418	.839		

	Total	355.477	420			
L5:Strategy						
S1:Incentives and rewards	Between Groups	6.940	2	3.470	4.060	.018*
	Within Groups	357.265	418	.855		
	Total	364.204	420			
S2:Facilitation and support	Between Groups	5.048	2	2.524	3.438	.033*
	Within Groups	306.923	418	.734		
	Total	311.971	420			
S3:Education and training	Between Groups	2.145	2	1.072	1.341	.263
	Within Groups	334.340	418	.800		
	Total	336.485	420			
S4:Leadership	Between Groups	.867	2	.434	.536	.586
	Within Groups	338.325	418	.809		
	Total	339.192	420			
S5:Participation & involvement of people	Between Groups	5.257	2	2.629	3.677	.026*
	Within Groups	298.828	418	.715		
	Total	304.086	420			
S6:Negotiation	Between Groups	4.780	2	2.390	3.465	.032*
	Within Groups	288.285	418	.690		
	Total	293.064	420			
S7:Coercion	Between Groups	3.822	2	1.911	2.620	.074
	Within Groups	304.942	418	.730		
	Total	308.765	420			
L6:Structure						
S1:Incentives and rewards	Between Groups	4.456	2	2.228	2.622	.074
	Within Groups	355.231	418	.850		
	Total	359.686	420			
S2:Facilitation and support	Between Groups	4.782	2	2.391	2.879	.057
	Within Groups	347.113	418	.830		
	Total	351.895	420			
S3:Education and training	Between Groups	4.781	2	2.390	2.787	.063
	Within Groups	358.587	418	.858		
	Total	363.368	420			
S4:Leadership	Between Groups	2.719	2	1.359	1.765	.172
	Within Groups	321.885	418	.770		
	Total	324.603	420			
S5:Participation & involvement of people	Between Groups	1.851	2	.925	1.169	.312
	Within Groups	330.914	418	.792		
	Total	332.765	420			
S6:Negotiation	Between Groups	2.697	2	1.348	2.001	.137
	Within Groups	281.721	418	.674		
	Total	284.418	420			
S7:Coercion	Between Groups	1.576	2	.788	1.045	.353
	Within Groups	315.203	418	.754		
	Total	316.779	420			
L7:Managing People						
S1:Incentives and rewards	Between Groups	7.092	2	3.546	3.852	.022*
	Within Groups	384.771	418	.921		
	Total	391.862	420			
S2:Facilitation and support	Between Groups	7.849	2	3.925	4.589	.011**
	Within Groups	357.500	418	.855		
	Total	365.349	420			
S3:Education and training	Between Groups	3.795	2	1.897	2.384	.093

	Within Groups	332.656	418	.796		
	Total	336.451	420			
S4:Leadership	Between Groups	4.865	2	2.432	3.066	.048*
	Within Groups	331.658	418	.793		
	Total	336.523	420			
S5:Participation & involvement of people	Between Groups	.158	2	.079	.099	.906
	Within Groups	335.034	418	.802		
	Total	335.192	420			
S6:Negotiation	Between Groups	6.574	2	3.287	4.652	.010**
	Within Groups	295.312	418	.706		
	Total	301.886	420			
S7:Coercion	Between Groups	7.440	2	3.720	4.795	.009***
	Within Groups	324.279	418	.776		
	Total	331.720	420			

***p< 0.001; ** p< 0.01; *p< 0.05

From table 4.7 (d) it can be further inferred that there is a significant difference in the responses of all the employees at all the three levels of management regarding some steps taken by the management to remove resistance towards change levers.

Table 4.7(e) Results of the steps taken by the management to remove resistance towards the change initiatives in change levers for managerial hierarchy

Hypothesis	Result
H _{9.2} : There is a significant difference in the perception of managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations:	
i. Technology	Rejected
ii. Marketing	Rejected
iii. Quality	Partially accepted
iv. Cost	Partially accepted
v. Strategy	Partially accepted
vi. Structure	Rejected
vii. Managing People	Partially accepted

There is no significant difference in the perception of junior, middle and senior managers regarding the steps taken to manage change initiatives for technology, marketing and Structure lever, but for all other levers, there is a difference in the perception. Thus, *the hypothesis H_{9.2} has been partially accepted.*

Overall analysis highlights that H₉: There is a significant difference in the perception of gender and managerial hierarchy regarding steps taken to remove resistance towards change initiatives in the selected IT organizations is partially accepted.

4.8 EMPLOYEES PERCEPTION REGARDING THE IMPACT OF MANAGING CHANGE INITIATIVES IN THE ORGANIZATIONAL CHANGE LEVERS

The T-test and ANOVA is used to analyze the significant difference between the perceptions of the employees as per gender and at all the three levels of managerial hierarchy to understand the difference in the perception among the employees in different managerial groups.

The following hypotheses have been formulated for impact of change initiatives on the employees in the organizational change levers in the IT organizations under study across demographic variables gender and managerial hierarchy:

H₁₀: There is a significant difference in the perception of gender and managerial hierarchy regarding the impact of change initiatives in the selected IT organizations.

H_{10.1}: There is a significant difference in the perception of gender regarding the impact of change initiatives in the selected IT organizations.

H_{10.2}: There is a significant difference in the perception of managerial hierarchy regarding the impact of change initiatives in the selected IT organizations.

Table 4.8(a) T-Test results for impact of change initiatives in change levers across Gender

Impact/ Gender	Male		Female		t	Df	Sig.(2tailed)	Mean Diff.	Std. Error Diff.
	Mean	S.D	Mean	S.D					
L1:Technology									
IC1:Improved results in overall services	3.40	.968	3.29	1.014	1.091	419	.276	.106	.097
IC2:Improved employee commitment	3.45	.960	3.46	.944	-.141	419	.888	-.013	.094
IC3:Improved employee job satisfaction	3.46	.947	3.51	.991	-.537	419	.591	-.051	.095
IC4:Increased profits	3.60	.870	3.49	.817	1.305	419	.193	.109	.084
IC5:Enhanced Customer satisfaction	3.57	.848	3.59	.910	-.237	419	.812	-.020	.086
L2:Marketing									

IC1:Improved results in overall services	3.28	0.816	3.22	0.903	.634	419	.526	.053	.084
IC2:Improved employee commitment	3.34	0.810	3.32	0.872	.180	419	.858	.015	.082
IC3:Improved employee job satisfaction	3.38	0.866	3.35	0.895	.343	419	.732	.030	.087
IC4:Increased profits	3.48	0.836	3.39	0.908	1.081	419	.280	.092	.085
IC5:Enhanced Customer satisfaction	3.49	0.880	3.49	0.932	-.045	419	.964	-.004	.089
L3:Quality									
IC1:Improved results in overall services	3.21	0.868	3.31	0.983	-1.111	419	.267	-.101	.091
IC2:Improved employee commitment	3.39	0.809	3.47	0.882	-.925	419	.355	-.077	.083
IC3:Improved employee job satisfaction	3.34	0.856	3.47	0.889	-1.473	419	.142	-.126	.086
IC4:Increased profits	3.45	0.869	3.56	0.906	-1.353	419	.177	-.118	.087
IC5:Enhanced Customer satisfaction	3.45	0.723	3.50	0.932	-.598	419	.550	-.048	.081
L4:Cost									
IC1:Improved results in overall services	3.24	.766	3.20	.938	.414	419	.679	.034	.083
IC2:Improved employee commitment	3.29	.915	3.32	.891	-.390	419	.697	-.035	.089
IC3:Improved employee job satisfaction	3.41	.898	3.31	.967	1.052	419	.294	.096	.092
IC4:Increased profits	3.46	.845	3.53	.973	-.748	419	.455	-.066	.089
IC5:Enhanced Customer satisfaction	3.45	.878	3.32	.878	1.460	419	.145	.126	.087
L5:Strategy									
IC1:Improved results in overall services	3.20	.811	3.35	.869	-1.796	419	.073	-.148	.082
IC2:Improved employee commitment	3.32	.865	3.26	.922	.616	418	.538	.054	.088
IC3:Improved employee job satisfaction	3.30	.821	3.30	.928	.017	419	.987	.001	.086
IC4:Increased profits	3.36	.878	3.34	.862	.218	419	.828	.019	.086
IC5:Enhanced Customer satisfaction	3.41	.791	3.52	.883	-1.377	418	.169	-.113	.082
L6:Structure									
IC1:Improved results in overall services	3.26	.874	3.23	1.010	.295	419	.768	.027	.092
IC2:Improved employee commitment	3.43	.798	3.34	.900	1.071	419	.285	.089	.083
IC3:Improved employee job satisfaction	3.36	.914	3.38	.949	-.268	419	.789	-.025	.092
IC4:Increased profits	3.42	.871	3.40	.974	.275	419	.783	.025	.090

IC5:Enhance Customer satisfaction	3.39	.824	3.46	0.783	-.849	419	.396	-.071	.084
L7:Managing People									
IC1:Improved results in overall services	3.30	.748	3.30	.867	.000	419	1.000	.000	.079
IC2:Improved employee commitment	3.36	.809	3.42	.898	-.712	419	.477	-.059	.084
IC3:Improved employee job satisfaction	3.36	.873	3.42	.953	-.665	419	.507	-.059	.089
IC4:Increased profits	3.35	.802	3.45	.868	-1.219	419	.224	-.100	.082
IC5:Enhanced Customer satisfaction	3.35	.765	3.48	.895	-1.592	419	.112	-.129	.081
L8:Leadership									
IC1:Improved results in overall services	3.26	.874	3.28	1.007	-.312	419	.755	-.029	.092
IC2:Improved employee commitment	3.27	.858	3.38	1.050	-1.238	417	.216	-.116	.093
IC3:Improved employee job satisfaction	3.29	.893	3.38	1.017	-.926	419	.355	-.086	.093
IC4:Increased profits	3.33	.828	3.49	.968	-1.819	419	.070	-.160	.088
IC5:Enhanced Customer satisfaction	3.23	.878	3.24	.960	-.054	416	.957	-.005	.090

***p < 0.001; ** p < 0.01; *p < 0.05

From the table 4.8 (a) it can be understood that the employees of the IT organizations perceived that there are several impacts of the change initiatives in the IT organizations under study. The mean values also range on the higher side of the Liker scale (1-5). Hence, it can be concluded that certain impacts have been perceived as more important and significant as compared to others. The responses of the employees were analyzed and tabulated on the basis of gender.

The male respondents perceived that the highest impact of change initiatives was IC2: Improved employee commitment in L6 & L7, IC3: Improved employee job satisfaction in L7: Managing People, IC4: Increased profit in L1: Technology; L3: Quality; L4: Cost & L8: Leadership and IC5: Enhanced Customer satisfaction in L2:Marketing& L5:Strategy change lever. Whereas the female respondents perceived IC4: Increased profits in L3:Quality; L4:Cost & L8: Managing People and IC5: Enhanced customer satisfaction in L1: Technology; L2: marketing; L5: Strategy; L6:Structure & L7:Managing People as the highest impact of managing change initiatives in the Organizational Change lever in the IT organizations under study.

Table 4.8(b) Results of impact of change initiatives in change levers for Gender

<i>Hypothesis</i>	<i>Result</i>
H _{10.1} : There is a significant difference in the perception of gender regarding the impact of change initiatives in the selected IT organizations:	
i. <i>Technology</i>	<i>Rejected</i>
ii. <i>Marketing</i>	<i>Rejected</i>
iii. <i>Quality</i>	<i>Rejected</i>
iv. <i>Cost</i>	<i>Rejected</i>
v. <i>Strategy</i>	<i>Rejected</i>
vi. <i>Structure</i>	<i>Rejected</i>
vii. <i>Managing People</i>	<i>Rejected</i>
viii. <i>Leadership</i>	<i>Rejected</i>

The results highlight no significant difference regarding the perception across gender for the impact of managing change initiatives in all change levers. **Hence, the hypothesis H_{10.1} has not been accepted.**

Table 4.8 (c) Level of Managerial Hierarchy Wise analysis for impact of change initiatives in change levers: Mean values

Impact/Levels	Senior		Middle		Junior		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
L1:Technology								
IC1:Improved results in overall services	3.26	0.931	3.40	1.002	3.34	1.007	3.35	0.988
IC2:Improved employee commitment	3.57	0.972	3.44	0.906	3.40	1.024	3.46	0.952
IC3:Improved employee job satisfaction	3.66	0.889	3.44	0.964	3.43	1.018	3.48	0.965
IC4:Increased profits	3.51	0.824	3.53	0.812	3.62	0.938	3.55	0.848
IC5:Enhanced Customer satisfaction	3.56	0.781	3.58	0.919	3.57	0.862	3.57	0.874
L2:Marketing								
IC1:Improved results in overall services	3.26	0.787	3.22	0.905	3.31	0.787	3.25	0.853
IC2:Improved employee commitment	3.47	0.837	3.29	0.857	3.32	0.801	3.33	0.836
IC3:Improved employee job satisfaction	3.52	0.810	3.34	0.867	3.28	0.940	3.36	0.877
IC4:Increased profits	3.54	0.837	3.42	0.894	3.41	0.838	3.44	0.867
IC5:Enhanced Customer satisfaction	3.58	0.861	3.44	0.950	3.51	0.832	3.49	0.901
L3:Quality								
IC1:Improved results in overall services	3.54	0.752	3.41	0.867	3.55	0.761	3.48	0.818
IC2:Improved employee commitment	3.32	0.872	3.24	0.958	3.22	0.882	3.25	0.919
IC3:Improved employee	3.50	0.811	3.43	0.843	3.35	0.863	3.43	0.841

job satisfaction								
IC4:Increased profits	3.44	0.863	3.35	0.848	3.45	0.925	3.40	0.871
IC5:Enhanced Customer satisfaction	3.64	0.812	3.43	0.915	3.52	0.875	3.50	0.885
L4:Cost								
IC1:Improved results in overall services	3.40	0.845	3.19	0.889	3.14	0.723	3.22	0.843
IC2:Improved employee commitment	3.52	0.927	3.30	0.875	3.13	0.913	3.30	0.904
IC3:Improved employee job satisfaction	3.59	0.873	3.33	0.891	3.27	1.022	3.37	0.928
IC4:Increased profits	3.64	0.865	3.45	0.876	3.44	0.972	3.49	0.901
IC5:Enhanced Customer satisfaction	3.56	0.849	3.35	0.911	3.35	0.830	3.40	0.870
L5:Strategy								
IC1:Improved results in overall services	3.36	.825	3.24	.878	3.24	.765	3.26	.838
IC2:Improved employee commitment	3.46	.901	3.29	.857	3.18	.930	3.30	.889
IC3:Improved employee job satisfaction	3.38	.712	3.31	.882	3.21	.949	3.30	.867
IC4:Increased profits	3.52	.877	3.32	.832	3.27	.928	3.35	.870
IC5:Enhanced Customer satisfaction	3.56	.721	3.42	.868	3.45	.844	3.45	.832
L6:Structure								
IC1:Improved results in overall services	3.44	1.007	3.18	.941	3.21	.836	3.24	.933
IC2:Improved employee commitment	3.54	.810	3.36	.834	3.33	.879	3.39	.843
IC3:Improved employee job satisfaction	3.61	.870	3.33	.916	3.25	.969	3.37	.928
IC4:Increased profits	3.48	.864	3.43	.869	3.31	1.038	3.41	.915
IC5:Enhanced Customer satisfaction	3.64	.754	3.39	.870	3.31	.854	3.42	.849
L7:Managing People								
IC1:Improved results in overall services	3.45	0.768	3.28	0.853	3.20	0.688	3.30	0.800
IC2:Improved employee commitment	3.49	0.753	3.38	0.875	3.30	0.863	3.38	0.847
IC3:Improved employee job satisfaction	3.46	0.796	3.36	0.922	3.37	0.966	3.38	0.907
IC4:Increased profits	3.56	0.736	3.38	0.842	3.27	0.866	3.39	.831
IC5:Enhanced Customer satisfaction	3.46	0.810	3.42	.825	3.35	.840	3.41	.825
L8:Leadership								
IC1:Improved results in overall services	3.41	0.820	3.27	0.985	3.15	0.900	3.27	0.932
IC2:Improved employee commitment	3.56	0.856	3.26	1.010	3.25	0.848	3.32	0.944
IC3:Improved employee job satisfaction	3.50	0.783	3.23	0.980	3.39	0.987	3.33	0.948
IC4:Increased profits	3.50	0.915	3.40	0.892	3.30	0.873	3.39	0.892
IC5:Enhanced Customer satisfaction	3.24	0.879	3.28	0.976	3.14	0.799	3.23	0.912

From the table 4.8 (c), it can be understood that mean values also range on the higher side of the Likert scale(1-5). Hence, it can be concluded that certain impacts has been perceived more important and significant as compared to others. The responses of the employees were analyzed and tabulated on the basis of level of the managerial hierarchy.

The senior level perceived that the highest impact of change initiatives IC2: Improved employee commitment in L8:Leadership, IC3: Improved employee job satisfaction in L1:Technology, IC4: Increased profit in L4:Cost & L7:Managing People, IC5:Enhanced customer satisfaction was in L1:Technology; L2:Marketing; L3:Quality;L5:Strategy & L6:Structure change levers. Whereas the middle level (3.58) perceived IC4: Increased profit in L4: Cost; L6: Structure & L8: Managing People, IC5: Enhanced customer satisfaction in L1: Technology; L2: Marketing; L3:Quality ; L5:Startegy & L7:Managing People was concluded to have the highest impact of change initiatives in the change levers in the selected IT organizations .

The junior level perceived IC1:Improved results in the overall services in L3:Quality, IC2:Improved employee commitment in L6:Structure, IC3:Improved employee job satisfaction in L7: Managing People & L8: Leadership, IC4: Increased profits in L1:Technology & L4:Cost and IC5:Enhance customer satisfaction in L2:Marketing & L5: Strategy as the highest impact of managing change initiatives in the change levers in the selected IT organizations.

On further comparison of the perception of the employees on the whole in the companies, it was concluded that IC4: Increased profits and “IC5: Enhanced customer satisfaction was concluded to have highest impact of change initiatives in the change levers in the IT organizations under study.

Table 4.8(d) ANOVA results of impact of change initiatives in all change levers across level of managerial hierarchy

		Sum of Squares	Df	Mean Square	F	p-values
L1:Technology						
IC1:Improved results in the overall services	Between Groups	1.335	2	.668	.683	.506
	Within Groups	408.636	418	.978		
	Total	409.971	420			
IC2:Improved employee	Between Groups	1.512	2	.756	.834	.435

commitment						
	Within Groups	378.925	418	.907		
	Total	380.437	420			
IC3:Improved employee job satisfaction	Between Groups	3.366	2	1.683	1.814	.164
	Within Groups	387.783	418	.928		
	Total	391.150	420			
IC4:Increased profits	Between Groups	.740	2	.370	.513	.599
	Within Groups	301.511	418	.721		
	Total	302.252	420			
IC5:Enhance customer satisfaction	Between Groups	.051	2	.026	.033	.967
	Within Groups	320.842	418	.768		
	Total	320.893	420			
L2:Marketing						
IC1:Improved results in overall services	Between Groups	.684	2	.342	.468	.626
	Within Groups	305.122	418	.730		
	Total	305.805	420			
IC2:Improved employee commitment	Between Groups	2.087	2	1.044	1.497	.225
	Within Groups	291.357	418	.697		
	Total	293.444	420			
IC3:Improved employee job satisfaction	Between Groups	3.130	2	1.565	2.043	.131
	Within Groups	320.267	418	.766		
	Total	323.397	420			
IC4:Increased profits	Between Groups	1.161	2	.580	.771	.463
	Within Groups	314.777	418	.753		
	Total	315.938	420			
IC5:Enhanced customer satisfaction	Between Groups	1.212	2	.606	.745	.475
	Within Groups	339.989	418	.813		
	Total	341.202	420			
L3:Quality						
IC1:Improved results in overall services	Between Groups	2.145	2	1.072	1.608	.202
	Within Groups	278.843	418	.667		
	Total	280.988	420			
IC2:Improved employee commitment	Between Groups	.628	2	.314	.371	.690
	Within Groups	354.184	418	.847		
	Total	354.812	420			
IC3:Improved employee job satisfaction	Between Groups	1.057	2	.529	.747	.474
	Within Groups	295.836	418	.708		
	Total	296.893	420			
IC4:Increased profit	Between Groups	1.088	2	.544	.716	.489
	Within Groups	317.667	418	.760		
	Total	318.755	420			
IC5:Enchased customer satisfaction	Between Groups	3.141	2	1.570	2.013	.135
	Within Groups	326.104	418	.780		
	Total	329.245	420			
L4:Cost						
IC1:Improved results in overall services	Between Groups	3.883	2	1.942	2.755	.065

	Within Groups	294.573	418	.705		
	Total	298.456	420			
IC2:Improved employee commitment	Between Groups	7.383	2	3.692	4.597	.011**
	Within Groups	335.700	418	.803		
	Total	343.083	420			
IC3:Improved employee job satisfaction	Between Groups	5.783	2	2.892	3.394	.035*
	Within Groups	356.150	418	.852		
	Total	361.933	420			
IC4:Increased profit	Between Groups	2.850	2	1.425	1.760	.173
	Within Groups	338.328	418	.809		
	Total	341.178	420			
IC5:Enchased customer satisfaction	Between Groups	2.890	2	1.445	1.876	.154
	Within Groups	321.866	418	.770		
	Total	324.755	420			
L5:Strategy						
IC1:Improved results in overall services	Between Groups	1.017	2	.509	.723	.486
	Within Groups	294.241	418	.704		
	Total	295.259	420			
IC2:Improved employee commitment	Between Groups	3.746	2	1.873	2.384	.093
	Within Groups	327.645	417	.786		
	Total	331.390	419			
IC3:Improved employee job satisfaction	Between Groups	1.463	2	.731	.972	.379
	Within Groups	314.423	418	.752		
	Total	315.886	420			
IC4:Increased profit	Between Groups	3.508	2	1.754	2.331	.098
	Within Groups	314.464	418	.752		
	Total	317.971	420			
IC5:Enchased customer satisfaction	Between Groups	1.244	2	.622	.898	.408
	Within Groups	288.896	417	.693		
	Total	290.140	419			
L6:Structure						
IC1:Improved results in overall services	Between Groups	4.627	2	2.314	2.678	.070
	Within Groups	361.173	418	.864		
	Total	365.800	420			
IC2:Improved employee commitment	Between Groups	2.751	2	1.376	1.945	.144
	Within Groups	295.581	418	.707		
	Total	298.333	420			
IC3:Improved employee job satisfaction	Between Groups	7.363	2	3.681	4.343	.014**
	Within Groups	354.305	418	.848		
	Total	361.667	420			
IC4:Increased profit	Between Groups	1.665	2	.832	.993	.371
	Within Groups	350.245	418	.838		
	Total	351.910	420			
IC5:Enchased customer satisfaction	Between Groups	6.094	2	3.047	4.293	.014**
	Within Groups	296.647	418	.710		
	Total	302.741	420			
L7:Managing People						

IC1:Improved results in overall services	Between Groups	4.437	2	2.219	3.509	.031*
	Within Groups	264.252	418	.632		
	Total	268.689	420			
IC2:Improved employee commitment	Between Groups	1.766	2	.883	1.231	.293
	Within Groups	299.897	418	.717		
	Total	301.663	420			
IC3:Improved employee job satisfaction	Between Groups	.582	2	.291	.352	.703
	Within Groups	345.081	418	.826		
	Total	345.663	420			
IC4:Increased profit	Between Groups	4.001	2	2.001	2.923	.055*
	Within Groups	286.113	418	.684		
	Total	290.114	420			
IC5:Enhanced customer satisfaction	Between Groups	.648	2	.324	.475	.622
	Within Groups	284.896	418	.682		
	Total	285.544	420			
L8:Leadership						
IC1:Improved results in overall services	Between Groups	3.259	2	1.630	1.885	.153
	Within Groups	361.410	418	.865		
	Total	364.670	420			
IC2:Improved employee commitment	Between Groups	6.396	2	3.198	3.631	.027*
	Within Groups	366.387	416	.881		
	Total	372.783	418			
IC3:Improved employee job satisfaction	Between Groups	5.185	2	2.593	2.914	.055
	Within Groups	371.922	418	.890		
	Total	377.107	420			
IC4:Increased profit	Between Groups	1.987	2	.994	1.249	.288
	Within Groups	332.559	418	.796		
	Total	334.546	420			
IC5:Enhanced customer satisfaction	Between Groups	1.516	2	.758	.910	.403
	Within Groups	345.508	415	.833		
	Total	347.024	417			

****p< 0.001; ** p< 0.01; *p< 0.05

On further analysis, it was understood that there was no significant difference in the perception of the responses given by the employees at the three levels of management in the IT organizations under study regarding the impact of change initiatives in all change levers in the IT organizations under study. Except in IC1: Improved results in overall services in L7: Managing People, IC2:Improved employee commitment in L4: Cost & L8:Leadership, IC3:Improved employee job satisfaction in L4:Cost & L6: Structure, IC4:Increased Profits in L7:Managing People and IC5: enhanced customer satisfaction in L6:Structure, there exist a significant difference with regard to the

impact of the change initiatives in the organizational change levers in the selected IT organizations under study.

Table 4.8(e) Results of the impact of change initiatives in change levers for managerial levels

<i>Hypothesis</i>	<i>Result</i>
<i>H_{10.2}: There is a significant difference in the perception of managerial levels regarding the impact of change initiatives in the selected IT organizations</i>	
i. <i>Technology</i>	<i>Reject</i>
ii. <i>Marketing</i>	<i>Reject</i>
iii. <i>Quality</i>	<i>Reject</i>
iv. <i>Cost</i>	<i>Partially accepted</i>
v. <i>Strategy</i>	<i>Reject</i>
vi. <i>Structure</i>	<i>Partially accepted</i>
vii. <i>Managing People</i>	<i>Partially accepted</i>
viii. <i>Leadership</i>	<i>Partially accepted</i>

There is a significant difference in the perception of junior, middle and senior managers regarding the impact of change initiatives across managerial hierarchy for Cost, Structure, Managing People & leadership change levers. Thus, for these levers, there is a difference of opinion amongst managerial levels. Hence, ***the hypothesis H_{10.2} has been partially accepted.*** Based on the overall analysis, for gender there is similarity of vision, but for managerial levels there is a significant difference in perception.

Hence, ***H₁₀: There is a significant difference in the perception of gender and managerial hierarchy regarding the impact of change initiatives in the selected IT organizations has been partially accepted.***

The next section deals with organizational commitment and its relation with change initiatives taken within organizational change levers. The related objective is:

O3: To study the organization commitment of the employees in the selected IT organizations

4.9 IMPACT OF THE PERCEPTION OF THE EMPLOYEES REGARDING CHANGE INITIATIVES TAKEN WITHIN ORGANIZATIONAL CHANGE LEVERS ON ORGANIZATIONAL COMMITMENT

To measure Organizational Commitment of the employees working in the IT organizations, a scale developed by Allen & Meyer was used. The Organizational commitment has four dimensions i.e. Affective Commitment, Normative Commitment and Continuous commitment. The continuous commitment was further divided into two sub parts: Sacrifice and Lack of Alternatives.

For exploring the association between appropriateness of Organization Change initiatives taken during the process and Organization Commitment Karl Pearson correlation was used and for the impact of appropriateness of Organization Change initiatives taken during the process and Organization Commitment stepwise regression analysis was used. Employees' perception regarding the reasons for bringing about change, the methods used and steps taken to manage change initiatives were regarded as appropriateness for Organization Change initiatives. These three dimensions served as the independent variables while four dimensions of organizational commitment were the dependent variables.

The association and impact of change initiatives taken within the change levers and organizational commitment were hypothesized as:

H₁₁- There is an association between the perception of the employees regarding the change initiatives within the organizational change levers and organizational commitment in selected IT organizations.

H₁₂- There is an impact of the perception of the employees regarding the change initiatives within the organizational change levers on organization commitment.

H_{12a}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Affective Organizational commitment.

H_{12b}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Normative Organizational commitment.

H_{12c}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (sacrifice).

H_{12d}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (lack of alternatives).

The mean and standard deviation for all the four dimensions of organizational commitment are shown through table 4.9. The results indicate that the mean for organizational commitment is in the range of 2.990 - 3.353. For the affective commitment, the highest mean score is for AC8: Sense of belonging, followed by AC7: Personal Meaning and AC6: No emotional attachment to the organization.

For the second dimension of organizational commitment i.e. the normative commitment the highest mean score is for NC12: Deserves loyalty (3.34), followed by NC6: Value of remaining loyal to one organization (3.258). The employees are less inclined towards the NC11: Guilty if I left my organization now (3.102) and NC 1: Move from company to company too often (3.114).

Table 4.9 Mean and Standard deviation for organizational commitment in the selected IT organizations

S. No.	Items	Mean	Standard Deviation
1.	AC1:Happy to spend the career	2.990	1.031
	AC2:Enjoy discussing organization with people	3.261	0.983
	AC3: Organizations problems are own	3.021	0.982
	AC4: Easily attached to other organization	3.121	0.946
	AC5: No family feeling	3.106	1.010
	AC6:No emotional Attachment	3.159	0.927
	AC7:Personal Meaning	3.327	0.948
	AC8: Sense of belonging	3.313	0.977
	Overall Affective commitment	3.162	0.976
2.	NC1:Move from company to company too often	3.114	0.955
	NC2:Person must always be loyal to his/her organization	3.128	0.953
	NC3:Jumping from organization to organization does not seem unethical	3.204	0.948
	NC4: Loyalty & a sense of moral obligation to remain.	3.209	0.934
	NC5:Would not feel it was right to leave organization	3.163	1.035
	NC6: Value of remaining loyal to one organization	3.258	0.897
	NC7: Stayed with one organization for most of careers	3.263	0.921
	NC8:"Company man" or "Company woman" is sensible	3.237	0.982
	NC9:Obligation to remain with current employer	3.244	0.934
	NC10:Right to leave my organization now	3.147	0.963
	NC11: Guilty if I left my organization now	3.102	0.999
	NC12:Deserves loyalty	3.344	0.894
	NC13:Sense of obligation	3.152	0.896
	NC14: Owe a great deal in this organization	3.325	0.833

	Overall Normative commitment	3.206	0.939
3.a.	CC(S) 1:Not afraid to Quit	3.142	0.934
	CC(S) 2: Hard to leave even if wants too	3.289	0.864
	CC(S) 3: Disrupted if leave organization now	3.144	0.919
	CC(S) 4: Not too costly to leave organization right now	3.178	0.854
	Overall Continuance commitment(sacrifice)	3.188	0.893
3.b.	CC(LA) 1:Staying with organization is a matter of necessity	3.301	0.853
	CC(LA) 2: Few options to consider leaving	3.263	0.852
	CC(LA) 3:Scarcity availability of alternatives	3.266	0.909
	CC(LA) 4: Personal sacrifice	3.353	0.906
	Overall Continuance commitment(Lack of alternatives)	3.296	0.880
	Overall Organizational commitment	3.204	0.935

The third dimension i.e. continuance commitment (high sacrifice) has the highest mean score for CC(S) 2: Hard to leave even if wants too (3.289); and followed by CC(S) 4: Not too costly to leave organization right now (3.178). The other two items, CC(S) 3: Disrupted if leave organization now (3.144) and CC(S) 1: Not afraid to Quit (3.142) respectively display low alignment of the employees.

For the last dimension i.e. Continuance commitment (lack of alternatives), the employees are more inclined to the characteristics CC (LA)4: Personal sacrifice (3.353) and CC(LA)1:Staying with organization is a matter of necessity ‘(3.301) than choice while they are not in, line with the items CC(LA)2: having few options to consider leaving the organization.

4.10 ASSOCIATION BETWEEN APPROPRIATENESS OF ORGANIZATIONAL CHANGE INITIATIVES AND ORGANIZATIONAL COMMITMENT

The next step involved understanding the association between appropriateness of Organization Change initiatives and Organization Commitment and the related objective is:

O4: To explore the relationship amongst the perception of employees’ regarding how these change initiatives were managed and the organization commitment in the selected IT organizations.

Table 4.10 Relation between Appropriateness of Organizational change initiatives and Organizational commitment

Dimensions	Organizational Commitment				
	Overall	Affective	Normative	Continuous (Sacrifice)	Continuous (Lack of Alternatives)
Employees' Perception regarding reasons for bringing about change, methods used and steps taken to manage change initiatives	.258**	.312**	.216**	.133**	.029

*** p<0.001, ** p< 0.01, *p<0.05

The association between employees' perception regarding appropriateness of Organization Change initiatives taken during the process and the Organization Commitment was found out to be significant (Moderate Correlation) at 1 percent level of significance. Since there is significant positive correlation between Organizational Change initiatives and the Organizational commitment; it can be inferred that respondents perceive that Organizational change initiatives lead to organizational commitment at managerial levels in the selected IT organizations.

Table 4.11 Relationship between Change levers and Organizational commitment

Dimensions/ Change Levers	ORGANIZATIONAL COMMITTEMENT				
	Overall	Affective	Normative	Continuous-sacrifice	Continuous-Lack of Alternatives
L1:Technology	.510**	.492**	.496**	.304**	.053**
L2:Marketing	.480**	.463**	.474**	.269**	.044**
L3:Quality	.456**	.427**	.461**	.248**	.041**
L4:Cost	.441**	.444**	.426**	.261**	.021**
L5:Strategy	.533**	.512**	.521**	.285**	.078**
L6:Structure	.564**	.538**	.552**	.321**	.074**
L7: Managing People	.530**	.504**	.511**	.304**	.094**
L8:Leadership	.560**	.559**	.541**	.269**	.090**
All Levers	.570**	.552**	.557**	.316**	.070**

*** p<0.001, ** p< 0.01, *p<0.05

The association of employees' perception regarding different Organizational change levers and the organizational commitment were also found out to be significant (Moderate Correlation) at 1 percent level of significance. The relation is significant for all the change levers and the Organizational commitment. *Thus, the employees*

perceive that the change initiatives within all the organizational change levers and organizational commitment are related.

Hence, this supports hypothesis H₁₁- There is an association between the perception of the employees regarding the change initiatives within the organizational change levers and the organizational commitment in selected IT organizations.

Table 4.12 Regression Model Summary: Employees Perceptions regarding appropriateness of change initiatives and Organizational Commitment

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	0.258	0.066	0.064	0.42572	
ANOVA	Sum Of Squares	Df	Mean Square	F	Significance
Regression	5.395	1	5.395	29.766	.000***
Residual	75.939	419	.181		
Total	420	420			
Coefficients					
Variable	B	Standardized coefficients	t- value	Significant Level	
Constant	2.548		18.055	.000***	
Change initiatives	.214	.257	5.456	.000***	
Independent variable: Employees regarding appropriateness of change initiatives Dependent Variable: Organizational Commitment					

*** p<0.001, ** p< 0.01, *p<0.05

It can be noticed that the regression model (table 4.12) explains only 6% of the variance in the organizational commitment. The value of B is 0.214. The t-value is used to further determine the relative importance of change initiatives used in the model. *The inference from the results is that the change initiatives are a significant predictor of Organizational Commitment Level of managerial employees, although the value of adjusted R² is very low.* The model explains only 6.4 percent of variation.

Table 4.13 Regression Model Summary: Change levers and Organizational Commitment Level

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	0.608	0.369	0.357	0.35282	
ANOVA	Sum Of Squares	Df	Mean Square	F	Significance
Regression	30.0047	8	3.756	30.173	0.000***
Residual	51.286	412	0.124		

Total	81.333	420		
Coefficients				
Variable	B	Standardized Coefficients	t- value	Significant Level
Constant			12.911	.000***
L1:Technology	1.534	.199	2.792	.005**
L2:Marketing	.165	-.019	-.234	.815
L3:Quality	-.015	-.078	-.974	.331
L4:Cost	-.061	-.136	-1.830	.068
L5:Strategy	-.102	.166	1.899	.050*
L6:Structure	.134	.215	2.165	.031*
L7:Managing People	.164	.008	.093	.926
L8:Leadership	.006	.282	3.715	.000***
Independent variable: Organizational Change levers Dependent Variable: Organizational Commitment				

*** p<0.001, ** p< 0.01, *p<0.05

The model summary as shown through table 4.13 depicts the strength of the relationship between change initiatives taken within Organizational Change Levers (Independent Variables) and the Organizational Commitment (Dependent Variable). It can be noticed that the regression model explained 35.7% of the variance in the organizational commitment. ANOVA results are significant and depict that the model is acceptable. The value of B is significant for L1: Technology; L5: Strategy; L6: Structure; and L8: Leadership. *Thus, there is a relation between change initiatives taken within Organizational Change Levers and the Organizational Commitment. After aggregative analysis, the regression was also done for all three dimensions of the Organizational commitment.*

Table 4.14 Regression Model Summary: Change levers and Affective Commitment Level

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	.594	.353	.340	.46920	
ANOVA	Sum of Squares	Df	Mean Square	F	Significance
Regression	49.404	8	6.176	28.052	0.000***
Residual	90.700	412	.220		
Total	140.105	420			

Coefficients				
Variable	B	Standardized Coefficients	t- value	Significant Level
Constant	1.040		6.585	.000***
L1:Technology	.217	.201	2.771	.006**
L2:Marketing	-.003	-.003	-.031	.976
L3:Quality	-.147	-.143	-1.778	.076
L4:Cost	-.046	-.046	-.617	.537
L5:Strategy	.161	.152	1.722	.086
L6:Structure	.147	.147	1.456	.146
L7:Managing People	-.048	-.048	-.532	.595
L8:Leadership	.348	.365	4.743	.000***
Independent variable: Organizational Change levers Dependent Variable: Affective commitment				

*** p<0.001, ** p< 0.01, *p<0.05

It can be noticed that the regression explained as 34% of the variance in the affective commitment level of the employees of the selected IT organizations. ANOVA results are significant and the model is acceptable. There is a relationship between Organizational Change Levers and Affective commitment, though B-values are positive and significant for L1: technology and L8: leadership change levers.

Thus hypothesis H_{12a} : *There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Affective Organizational commitment has been accepted.*

Table 4.15 Regression Model Summary: Change levers and normative commitment level

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	.591	.349	.336	.43185	
ANOVA	Sum Of Squares	Df	Mean Square	F	Significance
Regression	41.192	8	5.149	27.610	0.000***
Residual	76.835	412	.186		
Total	118.028	420			
Coefficients					
Variable	B	Standardized Coefficients	t- value	Significant Level	

Constant	1.240		8.527	.000***
L1:Technology	.179	.180	2.484	.013**
L2:Marketing	-.017	-.017	-.206	.837
L3:Quality	-.009	-.009	-.116	.908
L4:Cost	-.147	-.162	-2.149	.032*
L5:Strategy	.162	.166	1.875	.061
L6:Structure	.211	.231	2.283	.023*
L7:Managing People	-.024	-.025	-.282	.778
L8:Leadership	.226	.259	3.355	.001**
1 Independent variable: Organizational Change levers 2. Dependent Variable: Normative commitment				

*** p<0.001, ** p< 0.01,*p<0.05

The model summary table 4.15 depicts the results regarding the strength of the relationship between Organizational Change Levers and Normative commitment. It can be noticed that the regression explained as 33.6% of the variance in the normative commitment level of the employees of the IT organizations under study. ANOVA results are significant. *Hence, there is a relation between Organizational Change Levers viz. L1: Technology, L4: costs, L6: Structure and L8: leadership and Normative commitment.*

Hence hypothesis H_{12b} : *There is an impact of the perception of employees' regarding the change initiatives within all the change levers on Normative Organizational commitment has been accepted.*

Table 4.16 Regression Model Summary: Change levers and Continuance commitment (sacrifice) Level

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	.341	.116	.099	.50525	
ANOVA	Sum Of Squares	Df	Mean Square	F	Significance
Regression	13.815	8	1.727	6.765	0.000***
Residual	105.173	412	.255		
Total	118.988	420			
Coefficients					

Variable	B	Standardized Coefficients	t- value	Significant Level
Constant	2.072		12.183	.000***
L1:Technology	.164	.164	1.935	.050*
L2:Marketing	-.018	-.018	-.189	.851
L3:Quality	-.077	-.081	-.861	.390
L4:Cost	-.012	-.013	-.147	.883
L5:Strategy	.004	.004	.037	.971
L6:Structure	.199	.217	1.840	.067
L7:Managing People	.096	.103	.986	.325
L8:Leadership	-.024	-.027	-.300	.764
Independent variable: Organizational Change levers Dependent Variable: Continuance commitment (sacrifice)				

*** p<0.001, ** p< 0.01,*p<0.05

The model summary table 4.16 highlights the strength of the relation between Organizational Change Levers and the Continuance commitment. It can be noticed that the regression explained as 9% of the variance in the organizational commitment level of employees of the IT organizations under study. The results are significant for only L1: technology lever.

Thus, hypothesis H_{12c} : *There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (sacrifice) has not been partially accepted.*

Table 4.17 Regression Model Summary: Change levers and Continuance commitment (Lack of alternatives)

MODEL	R	R ²	ADJUSTED R ²	Std Error Of Estimation	
1	.138(a)	.019	.001	.62051	
ANOVA	Sum Of Squares	Df	Mean Square	F	Significance
Regression	3.087	8	.386	1.002	.434
Residual	158.635	412	.385		
Total	161.722	420			
Coefficients					
Variable	B	Standardized Coefficients	t- value	Significant Level	
Constant	3.011		14.410	.000***	
L1:Technology	.009	.008	.091	.928	
L2:Marketing	-.034	-.030	-.294	.769	
L3:Quality	-.053	-.048	-.481	.630	

L4:Cost	-.149	-.140	-1.516	.130
L5:Strategy	.111	.097	.897	.370
L6:Structure	-.004	-.004	-.029	.977
L7:Managing People	.130	.120	1.085	.279
L8:Leadership	.072	.070	.741	.459
Independent variable: Organizational Change levers				
Dependent Variable: Continuance commitment (Lack of Alternatives)				

*** p<0.001, ** p< 0.01,*p<0.05

The model summary table 4.17 reports the strength of the relationship between Organizational Change Levers (Independent Variable) and the Continuance commitment (Dependent Variable). As p-value of none of change levers is significant, *the results don't depict a relation between Organizational Change Levers and Continuance commitment (Lack of alternatives).*

Thus, hypothesis ***H_{12d}***: ***There is an impact of the perception of the employees regarding the change initiatives within all the change levers on the Continuance Organizational commitment (Lack of alternatives) has not been accepted.*** Overall results highlight that there is a relation between change initiatives taken within Organizational Change Levers and the Organizational Commitment.

Thus hypothesis ***H₁₂*** - ***There is an impact of the perception of the employees regarding the change initiatives within the organizational change levers on the organization commitment has been accepted.***

The last stage of the research involved exploring the impact between employees' perception regarding how these change initiatives were managed in the different change levers and the organization commitment in the IT organizations. This was analysed through Structural Equation Modelling explained in section 4.11.

4.11 STRUCTURAL EQUATION MODELLING

O5: To explore the impact between the employees perception regarding how these change initiatives were managed in the different change levers and the organization commitment in the IT organizations under study.

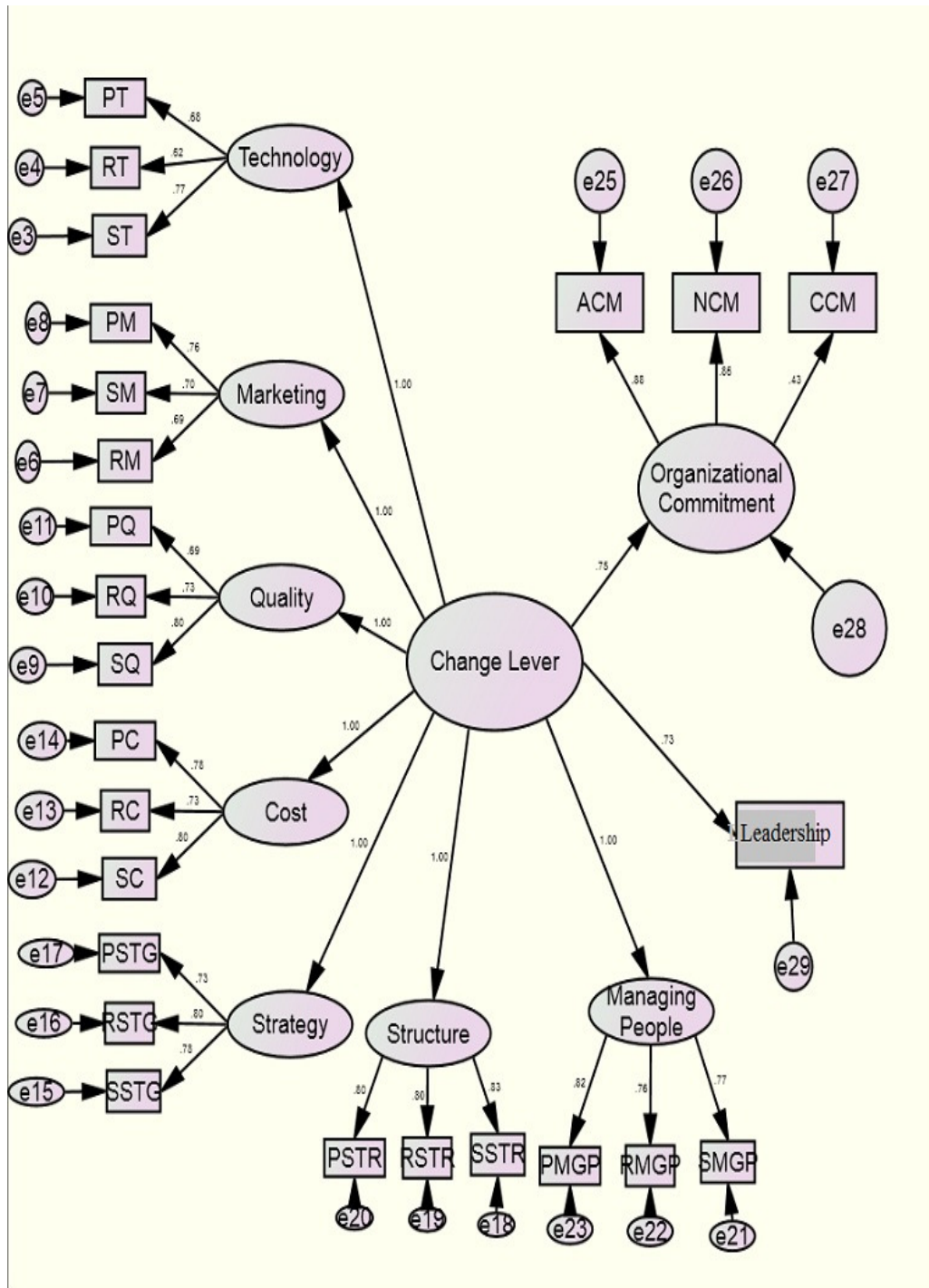


Figure 4.1 Structural Equation Modelling

Measurement variables are:

Latent variables L1: Change levers: Technology, Marketing, Quality, Cost, Strategy, Structure, Managing People & Leadership

Latent variables L2: Organizational Commitment

Table 4.18 Structural Equation Modelling results

Measurement Model			
CMIN/DF	4.923	≤ 5	(Kline, 2005).
Goodness of Fit Indices			
	Actual Value	Recommended Value/range	Reference
RMSEA	0.097	$\leq .08$	Browne & Cudeck (1993)
CFI	0.868	$\geq .85$	Hu & Bentler (1999)
TLI	0.856	$\geq .85$	Hu & Bentler (1999)

*** $p < .001$; ** $p < .01$; * $p < .05$

The Table 4.18 highlights, the model is a good fit. The fit indices of the research model are acceptable CFI=0.868; TLI=0.856; RMSEA=0.097. These results have been compiled after applying suggested modification indices. The model fit statistics indicate that Chi-square is insignificant. So the model is a good fit. A “good fit model” indicates that the model is plausible. The Chi-square test indicates the difference between observed and expected covariance matrices. Values closer to zero indicate a better fit, in this model the value of Chi Square is 9.855 (df:5). Although there is no agreement regarding a standard ratio for the following statistic, recommendations range from as low as 2.0 (Tabachnick and Fidell, 2007) to as high as 5.0 (Wheaton et al, 1977). Good model fit would provide an insignificant result or consequence at a 0.05 threshold (Barrett, 2007). The Chi-Square statistic is often referred to as either a ‘badness of fit’ (Kline, 2005) or a ‘lack of fit’ (Mulaik et al, 1989) measure.

The recommended range for Chi-square/df is ≤ 5 (Kline, 2005). The model has the value 4.923 and so is in recommended range and is a good fit. The root mean square error of approximation (RMSEA) avoids issues of sample size. This is done by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix. The RMSEA ranges from 0 to 1, with smaller values indicating better model fit. A value of .08 or less is indicative of acceptable model fit (Browne & Cudeck, 1993). In this model the value of RMSEA is 0.097 and is slightly higher than the recommended range.

The comparative fit index (CFI) analyzes the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting for the issues of sample size inherent in the Chi-squared test of model fit and the normed fit index. CFI values range from 0 to 1, with larger values indicating better fit; a CFI value of .85 or larger is generally considered indicating acceptable model fit (Hu & Bentler, 1999). In the present study the CFI value is 0.868, and hence is greater than the recommended value. Thus, the model is a good fit.

The non-normed fit index (NNFI), also known as the Tucker-Lewis index, resolves some of the issues of negative bias, though NNFI values may sometimes fall beyond the 0 to 1 range (Tucker & Lewis, 1973). Tucker-Lewis index in the model is 0.856 and is acceptable. *The results further support the proposed conceptual model, showing that there is a positive relationship between the manner in which change initiatives are taken within the Organizational Change levers and the Organizational commitment.* The objective of the study was to *explore the impact between the employees perception regarding how these change initiatives were managed in the different change levers and the organization commitment in the selected IT organizations.* It can be concluded that there is a positive impact between Organizational Change levers (B value: 0.75) and the Organizational commitment.

Hence, H_{12} -There is an impact of the employees' perception regarding the change initiatives within the organizational change levers and the organization commitment in selected IT organizations has been accepted.

4.12 Summing Up

Analysis on the basis of gender and managerial hierarchy was undertaken and it can be inferred that the employees of the IT organizations perceived that the change initiatives were undertaken to overcome competition. The employees in the IT organizations also perceived that it is imperative to bring in change in the organizations for its survival. According to the employees the most important areas in which changes have been brought about in the IT organizations include: Technology, Leadership, Strategy, and Cost. The reasons to bring in change were examined and the employees felt that the most important reason was to increase organizational effectiveness. The change initiatives i.e. the various methods used by the management

to implement and manage change in the IT organizations have been explained. Further, the change initiatives undertaken in different change levers were examined and the reasons for resistance to change were also analyzed, to recognize why the employees resist the change in the companies. The various steps taken to measure the resistance towards change initiatives was examined. It can be concluded that the employees' perception is similar regarding the change initiatives taken to bring and manage change in the IT organizations. The results also highlight a relation in the change initiatives within the organization change levers and the organization commitment.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The present chapter aims at recollecting the various phases of the study. Section 5.1 covers the main findings. Section 5.2 deals with revisiting the research hypotheses. Section 5.3 highlights the results of the study. Implications of the study are presented in section 5.4 and limitations of the study have also been pointed out in section 5.5. Finally section 5.6 covers the recommendations for future work.

5.1 Findings of the study

The India IT sector is currently thriving with new entrants in the private sector. To survive in the competitive era, the organizations have to understand the importance of relevant organizational change and its impact on important factors like organization commitment (Iverson, 1996). Organisational change has a deep and long-lasting effect on the employees' commitment. As a result, to suggest the measures to cope with the change initiatives and to increase the effectiveness of the change initiatives, the foremost aim is to examine the concept of organizational change within different change levers, various initiatives taken to manage the change and understand the impact on the Organizational Commitment.

The main objective of the study was to understand the relationship between management of change initiatives taken in various organizational change levers and their association with the organization commitment. The organization change has two important aspects – first is the ‘content of change’, i.e., ‘what needs to be changed’ and second aspect is related to process, i.e., ‘way in which change is introduced and managed’.

The different variables in the study include: appropriateness of change initiatives, change initiatives taken within the change levers and the organizational commitment. A questionnaire prepared by Malhotra & Kaur, (2007) was used for understanding the appropriateness of change initiatives and the change initiatives taken within the change levers. The first part of the questionnaire deals with the questions related to areas in which change has been brought, reasons for bringing the change, methods

used by the management to implement & manage these change initiatives and steps used by the management for bringing organizational change. The second part of the questionnaire emphasized on the change initiatives taken within the change levers i.e. pressures leading to change initiatives, reasons for resistance to change initiatives, steps taken to remove resistance, impact of change initiatives and suggestions taken to cope with the change were analysed. The change focuses on eight change levers, viz. technology, marketing, quality, cost, strategy, structure, managing people and leadership.

For organizational commitment a scale given by Allen and Meyer (1997) covering three types of organizational commitment: affective, normative and continuance commitment has been used. The affective commitment measures employees' emotional attachment, identification with and involvement in the organization. The normative commitment measures pressure on an employee to remain with the organization resulting from organizational socialization. The continuance commitment refers to commitment associated with the costs that the employee perceive are related to leaving an organization. Perception of employees regarding the change initiatives were examined from the perspective of gender and three levels of managerial hierarchy, viz. senior, middle & junior .

The study was based on the following objectives:

O1: To study the change initiatives taken by the selected IT organizations in different change levers.

O2: To study the employees' perception regarding how these change initiatives were managed in the selected IT organizations.

O3: To study the organization commitment of employees in the selected IT organizations

O4: To explore the relationship in the perception of employees regarding how these change initiatives were managed and organization commitment.

O5: To explore the impact of employees' perception regarding how these change initiatives were managed in the different change levers on organization commitment.

The present study focused on 6 major IT organizations of India, chosen according to the maximum revenue generation and employee size according to NASCOM database

(details provided in Chapter 4). The study was conducted in the Northern India and in all 1200 questionnaires was administered to the respondents in the selected IT organizations. From these 421 questionnaires were received back from the employees indicating a response rate of 35.08 per cent. The reliability of the questionnaires was checked and results yielded acceptable Cronbach alpha values. The validity of the questionnaires was also examined. The mean and standard deviations were run to study the distribution and perception of the employees across each dimension.

To examine the relationship of the variables with the demographic variables in totality, dimension wise comparison of the variables-Change levers and organizational commitment with the demographic variables, viz. gender & level of managerial hierarchy has been performed. T-test and ANOVA were used to study the significant difference in the perception of the employees across the gender and level of managerial hierarchy on all the dimensions of change and organizational commitment. For association and impact of the independent variable (organizational change) on the dependent variable (organizational commitment), Karl Pearson correlation and regression analysis has been used. Further, confirmatory factor analysis and Structural Equation Modelling were also used to understand the association between the Organizational change and Organizational commitment. The major findings of the study are:

- i. *There is no significant difference in the perception of gender and managerial levels regarding whether change is inevitable for the survival of selected IT organization.*
- ii. *There is no significant difference between the perception of gender and managerial levels regarding whether organizations have witnessed change in the last couple of years in the selected IT organizations.*
- iii. *For gender there is no significant difference in the perception, while there is a significant difference in the perception of different levels of managers regarding the reasons for bringing the organization changes and for methods used by the management to implement and manage these change initiatives. There is no significant difference in the perception of the employees in gender and managerial hierarchy regarding the methods used by the management to*

implement and manage these change initiatives in the selected IT organizations.

- iv. *There is similarity of perception of gender and managerial levels regarding the areas in which change has been brought about in the selected IT organizations.* As a result it can be concluded that the employees at the three levels of managerial hierarchy , as well as both males and females perceived that the areas in which changes have been brought are: L1: technology, L2: marketing, L3: quality, L4: costs, L5: strategy, L6: structure, L7:managing people and L8: leadership.
- v. For gender, in the technology and marketing levers there is a significant difference in the perception of junior, middle and senior managers regarding pressures leading change initiatives. There is no significant difference in the perception of junior, middle and senior managers regarding pressures leading change initiatives across managerial hierarchy for Quality, Cost and Strategy change levers, while for other levers there are some change initiatives, where there is a difference of opinion and p-values are significant, but *there is a significant difference in the perception of managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations in technology, marketing, structure, managing people and leadership levers.* Hence, overall analysis highlights that *there is a significant difference in the perception of gender and managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.*
- vi. *There is no significant difference regarding the reasons for resistance to change towards change initiatives across Gender for various levers for resistance to change towards change initiatives in the selected IT organizations.* However there is a significant difference in the perception of gender and managerial hierarchy regarding the reasons for resistance to change towards change initiatives in the selected IT organizations.
- vii. *There is similarity of perception of male and female employees regarding steps used by the management to remove resistance towards the change initiatives in change levers.* However, there is a significant difference in the

perception of junior, middle and senior managers regarding the steps taken to manage change initiatives for quality, cost, strategy and managing people change levers.

- viii. *There is similarity of perception across gender regarding the impact of managing change initiatives in all change levers.* However, there is a significant difference in the perception of junior, middle and senior managers regarding the impact of change initiatives across managerial hierarchy for Cost, Structure, Managing People & leadership change levers.
- ix. Results suggest a *significant positive correlation between Organizational Change initiatives and Organizational commitment.* Thus, respondents perceive that Organizational change initiatives lead to organizational commitment. This indicates an association between the perception of the employees regarding the change initiatives within the organization change levers and organization commitment in selected IT organizations.
- x. *Regression results highlight that there is a relation between change initiatives taken within Organizational Change Levers and Organizational Commitment.*
- xi. *SEM was used to explore the impact between employees' perception regarding how these change initiatives were managed in the different change levers and organization commitment in the selected IT organizations. These results further support the proposed conceptual model, showing that there is a positive relationship between the manner in which change initiatives are taken within the Organizational Change levers and Organizational commitment.*

5.2 Revisiting the hypotheses

S. No.	Hypotheses	Result	Accepted/ Rejected
1.	<i>H₁: There is a significant difference in the perception of gender and managerial level employees' regarding change is inevitable for the survival of the organization.</i>	The employees of the selected IT organizations perceive that for the survival of any organization change is inevitable.	Rejected
2.	<i>H₂: There is a significant difference in the perception of gender and managerial level employees regarding whether organizations have witnessed some changes in the last couple of years in the selected IT organizations.</i>	The employees of the IT organizations under study perceived that they have witnessed changes in their organizations since they have joined.	Rejected

3.	<i>H₃: There is a significant difference in the perception of gender and managerial level employees regarding the reasons for bringing the organization change in the selected IT organizations.</i>	It can be understood that the employees of the IT organizations under study felt that the main reasons to bring about organizational change initiatives were to increase the effectiveness of your organization, to ensure the survival of your organization, to cut the cost, to change the image of your organization & to overcome fierce competition	Partially Accepted
4.	<i>H₄: There is a significant difference in the perception of gender and managerial level employees regarding the methods used by the management to implement and manage these change initiatives in the selected IT organizations.</i>	The employees of the IT organizations felt that various methods used by the management to bring changes were: providing education and training, leadership support and encouragement, encouraging risk taking and support, providing motivation for change, developing new competencies and skills in people & involvement & participation of people.	Partially Accepted
5.	<i>H₅: There is a significant difference in the perception of gender and managerial level employees regarding the steps used by the management for bringing organizational change in the selected IT organizations.</i>	The employees of the IT organizations under study perceived that the major steps used by the management for bringing organizational change are: first assemble a change management team, second establish a new direction for organization, third prepare the organization for change, fourth set up change teams to implement change, fifth align structure, systems & resources to support change, sixth identify & remove road blocks to change and last absorb changes into culture of organization.	Rejected
6.	<i>H₆: There is a significant difference in the perception of gender and managerial level employees regarding the areas in which changes have been brought about in the selected IT organizations.</i>	The employees of the IT organizations under study felt that the areas in which changes have been brought about in the IT organization under study are marketing, technology, strategy, costs, structure, quality, managing people and leadership.	Rejected
7.	<i>H₇: There is a significant difference in the perception of gender and managerial hierarchy regarding the pressures leading to change initiatives in the selected IT organizations.</i>	The employees of the IT organizations under study perceived that the major pressures leading to change initiatives in the change levers were globalization and liberalization, overcoming fierce competition, cost reduction, new technology & legal pressures.	Partially Accepted
8.	<i>H₈: There is a significant difference in the perception of gender and managerial hierarchy regarding the reasons for resistance to change</i>	The employees of the IT organizations under study perceived that the reasons for resisting change initiatives in all	Partially Accepted

	<i>towards change initiatives in the selected IT organizations.</i>	the change levers were : culture and strategy of organization/SBU/vertical, lack of time and resources, attitude of employees & lack of skill.	
9.	<i>H₉: There is a significant difference in the perception of gender and managerial hierarchy regarding the steps taken to remove resistance towards change initiatives in the selected IT organizations.</i>	The employees of the IT organizations under study perceived that the steps taken to remove resistance towards change initiatives in all the change levers were: incentives and rewards, facilitation and support, education and training, leadership, participation & involvement of people, negotiation & coercion.	Partially Accepted
10.	<i>H₁₀: There is a significant difference in the perception of gender and managerial hierarchy regarding the impact of change initiatives in the selected IT organizations.</i>	The employees of the IT organizations under study perceived that the impact of change initiatives in all the change levers in the IT organizations under study was: improved results in the overall services, improved employee commitment, improved employee job satisfaction, increased profits & enhanced customer satisfaction.	Partially Accepted
11.	<i>H₁₁- There is an association between the perception of the employees regarding the change initiatives within the organizational change levers and organizational commitment in selected IT organizations.</i>	The respondents perceived that the change initiatives within all organizational change levers leads to increase in the level of organizational commitment at managerial levels in the selected IT organizations under study	Accepted
12.	<i>H₁₂- There is an impact of the perception of the employees regarding the change initiatives within the organizational change levers on organization commitment.</i>	The regression explained as 34% of the variance in the organizational commitment level of the employees of the selected IT organizations under study.	Accepted
12.a.	<i>H_{12a}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Affective Organizational Commitment.</i>	The regression explained as 34% of the variance in the affective commitment level of the employees of the IT organizations under study.	Accepted
12.b.	<i>H_{12b}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Normative Organizational Commitment.</i>	The regression explained as 33.6% of the variance in the normative commitment level of the employees of the IT organizations under study.	Accepted
12.c.	<i>H_{12c}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational Commitment (sacrifice).</i>	The regression explained as 9% of the variance in the continuance commitment level of the employees of the IT organizations under study.	Partially Accepted

12.d.	<i>H_{12d}: There is an impact of the perception of the employees regarding the change initiatives within all the change levers on Continuance Organizational commitment (lack of alternatives).</i>	The regression explained as 0 % of the variance in the continuance commitment level of the employees of the IT organizations under study.	Rejected
--------------	--	---	----------

5.3 Results of the study

In the present study an attempt has been made to study the organizational change and the levers in detail; the various aspects related to the change levers i.e. pressures leading to change, reasons for resistance and steps taken by the IT organizations to overcome resistance to change and finally the impact of the change initiatives on the employees' commitment were analysed carefully. Suggestions were also sought from the employees in the IT organizations to make the change process more effective, successful and meaningful.

The objective of the study was to explore the impact between employees' perception regarding how these change initiatives were managed in the different change levers and organization commitment in selected IT organizations. The findings from the Confirmatory Factor analysis and Structural Equation Modelling state that organization change initiatives in the organizational change levers have a positive association with organization commitment. The results are corroborated by Fedor, Caldwell, & Herold (2006) and Vakola & Nikolaou (2005).

Based on the above findings and SEM model it can be concluded that there is a positive impact between Organizational Change levers (B value: 0.75) and Organizational commitment. Thus, there is an impact of the employees' perception regarding the change initiatives within the organization change levers and organization commitment in selected IT organizations.

The findings of the research also show that the affective commitment of the employees was higher among the three types of commitment. The previous research justifies that the employees of the IT organizations feel that they ought to remain with the organizations because they think it is morally right to do so due to received scholarships, training (Walsh & Taylor, 2002) etc. The commitment of the employees in the organizations is also affected due to factors like high job insecurity, stress, job redesign (Dordevic, 2004) etc. This model empirically tests and validates the results

for Indian IT organizations. The study is unique and distinctive as it presents a consolidated viewpoint of employees' perception regarding change initiatives, change levers and relation with the organizational commitment.

5.4 Implications of the study

Managers of organizations must understand that their employees must perceive reasons or pressures for bringing changes in different change levers in right perspective. Proper change initiatives must be taken by them so that there is less resistance for change. If changes are managed effectively by managers there will be high organizational commitment (affective, normative and continuance) of employees. The relevance of the results and conclusions are interpreted focusing the impact of organizational change on relevant organizational commitment. The results indicate that the change initiatives in the organizational change levers have a positive significant impact on the organizational commitment of the employees. The study will help the policy makers of organization to take effective change initiatives for bringing changes in each change lever for better results in organizational commitment.

The organizations undergoing change benefit not only through the implementation of new ideas but also due to increasing commitment among the employees. The change can also be classified into strategic, structural, process oriented and people oriented (Sofat & Kiran, 2014). The classification illustrates the importance of factor which is influencing to implement the change. Managers or change agents should focus on various change activities/ initiatives in the organizations in order to bring change effectively. The focus of the management to make change successful should be towards implementing strategies and managing people by decreasing the resistance forces and increasing the commitment of employees to make it successful. The study suggests the following:

- i. Communicate the need, nature and direction of change effectively to the people within the organization. The people in the organizations must be informed about the actual reasons for bringing change. The nature and direction of the change must be explained properly to the employees. The values of the people must be changed in such a way that people appreciate the change initiatives and their implementation.

- ii. Imparting proper, right, timely education will help to provide the employees with the necessary knowledge to learn new technologies, processes, routines and hence impart behaviour necessary for the success of change (Alvesson,2002); (Schneider, Gunnarson, & Niles-Jolly, 1994); (Bramley, 1989); (Goldstein, 1993); (Carnevale, Grainer, & Villet, 1990). Involvement and participation will help to relate the ideas, help to move in right direction and will help to accept change. The concept of quality circle will be effective. Cross training should be provided for a flexible workforce and for easy reengineering around the change process. It will also facilitate job rotation, willingness to accept change initiatives and learn new skills.
- iii. Managing change by focusing on three R's of Change i.e. Reason Management, Relationship Management and Results Management. The reason management involves building logic and reasons for planned change. The employee cognitions should be dealt with. The relationships of the employees with their emotions, their relationships and what is valued in managing change should be dealt with positively and in a constructive way. The feeling of psychological safety about change, creating positive feeling, emphasizing on benefits of change, focusing on the benefit at the individual level, rewarding employees with positive attitude & involvement and focusing on the employee interest will help to enhance commitment. The result management should focus on clarifying contractual obligations like what the employees should do & in return what are the benefits, emphasizing on action learning to implement change, having transition manager or management to facilitate change process and creating a culture, supportive structures & systems for change implementation. The employees should be considered as partners in the overall change process so as to make the change program effective/successful and increase their commitment.

5.5 Limitations of the Study

The current study has certain limitations associated with it. Some of them were identified as the following:

- i. Limitation due to fewer responses received from the top management: the overall sample of the top management was relatively small. The main reason was unwillingness to participate and respond.
- ii. The sample and focus of the study was only in the Northern part of India. Cross country analysis could have been conducted; it was not done due to scope of the study. The scope needs to be broadened.
- iii. Incomplete response and errors in the response: the survey was based on the perception; the data had few inaccuracies due to incomplete, misinterpretation or predisposition to certain responses. There were 50 incomplete questionnaires received. Although they were not included and but the response rate was slightly reduced.

5.6 Recommendations for Future Research

The present study designed the SEM model to examine the relation of change initiatives in the different change levers and organization commitment in the selected IT organizations. The study can be extended to other sectors. Future study can be conducted to examine organizational change initiatives and their impact on job satisfaction, employee involvement, and performance management system. The study can be extended to study the influence of culture towards change in various sectors. The impact of organizational change initiatives on the organization commitment during the pre and post change initiatives period can also be the scope for future work. Organizations today face main issues like, ‘What do people want?’ and ‘Why do change interventions succeed or fail?’ Sparse literature is available for assessing the outcome of change in IT organizations of India. For managers, the major issue in organizations today is to deal with reasons and factors that initiate organizational change, processes that characterize change initiatives and the steps taken to manage these change initiatives. As a result, an in depth study is required to understand organizational change initiatives while bringing change and its impact on the organizations. Not many studies have been undertaken to examine the impact of change in various sectors like Manufacturing, Telecommunication, Hospitality & tourism and Education in India on the commitment level of employees towards their organizations before and after change have been introduced. Hence, future study should focus on the study of organizational change initiatives and its impact on organizational commitment or job satisfaction, performance management system and

influence of culture towards change in various industries. The impact of organizational change initiatives on the organization commitment post and pre change initiatives can also be studied for future work.

5.7 Summing Up

The current study was done to understand the manner in which the change initiatives are taken with-in the organizational change levers and the organization commitment in detail. The findings from the study state that organization change initiatives in the organizational change levers have a positive association with organization commitment. This empirically tests and validates the studies of earlier researchers (Fedor, Caldwell, & Herold, 2006); (Vakola & Nikolaou, 2005).

The management in the organizations should manage the change initiatives during the change process successfully and take appropriate steps to overcome and manage resistance to change as suggested by earlier literature (Beckhard & Harris, 1987; Recardo, 1995; Sofat & Kiran, 2014). The managers should recognize the type, cause of resistance to change and then act towards managing it. It is important to educate and communicate with employees, make sure they participate & are involved, should facilitate & support, should negotiate and agree with the employees to reduce resistance towards change and make the change program a success (Kotter, 1979). A formula for change has been developed by Beckhard (1969). The formula shows that the combination of organizational dissatisfaction, vision for the future and the possibility of immediate, tactical action need to be stronger than the resistance. This will as a result help in the organization for meaningful change to occur.

The present study focused on the organizational change levers in IT related organizations and examine employees' perception and their commitment towards their organization before and after implementation of change. The study will help to understand how organizations manage change. The study will also help to understand levels and reasons for resistance to change. It will also examine the various organizational change initiatives undertaken in IT organizations, and methods to cope with resistance, and suggest measures to cope with change initiatives, and measures to increase organizational commitment. The study will also help to understand the need for organizational commitment and will help to increase knowledge about most

effective ways of managing change. The change in the organizations effect the employee practices like layoffs, downsizing and mergers and affect the organizational commitments of the employees and how they perceive it (Cohen, 2003). As a result it is important to study the impact of organizational change initiatives on the commitment of the employees.

The present study helped to understand how employees of Indian IT companies perceive management of change within organizations and its effect on their commitment. The focus of present study was on employees' perception regarding change initiatives in the change levers in IT companies under study and to examine its association with the commitment of employees towards their organization. The study also helped to examine the methods to cope with resistance to change and ways to increase organizational commitment. The previous studies on organizational change focus mainly on the process and resistance to change. Whereas the current study addresses the most important issue i.e. the consequence of change on the employees' of organizations. The main concern for managers during downsizing, M&A and turbulent change is maintaining employees' commitment to the organization. The findings of the study are an important contribution to the literature and also for the organizations assessing the outcome of change on the employees'. The research will add value to organizations to understand the importance of organizational change initiatives in eight Change levers and organizational commitment of employees. It has been initial effort to focus on eight Organizational Change levers to understand which change lever is important and has a stronger relation with organizational commitment.

The results support that Organizational change is the most important factor influencing organizational commitment. So the managers should focus on the management of organizational change so that the commitment of employees towards the organization is not affected. The research gap was fulfilled by studying the outcome of change with help of statistical analysis. An in-depth analysis of the organizational change, change levers and its impact on commitment of employees in the Indian IT companies was done to fulfill the research gap. By using Structural Equation Modeling analysis, it was found that there is a positive and significant association between the perception of employees regarding appropriateness of reasons

and manner in which change initiatives were managed within change levers and the organizational commitment in the IT companies under study.

The research gap was bridged through in-depth study of the organizational change and the levers; by examining the various aspects related to the change levers i.e. pressures leading to change, reasons for resistance and steps taken by the IT organizations to overcome resistance to change and analysing the impact of the change initiatives on the employees' commitment. Suggestions were also sought from the employees in the IT organizations to make the change process more effective, successful and meaningful. By using Structural Equation Modeling analysis, it was found that there is a positive and significant association between the perception of employees regarding appropriateness of reasons and manner in which change initiatives were managed within change levers and the organizational commitment in the IT companies under study.

Change is essential for the organizations not only to survive but also to allow employees to learn new skills, explore new opportunities and exercise their creativity. The organizations undergoing change benefit not only through the implementation of new ideas but also due to increasing commitment among the employees. The change can also be classified into strategic, structural, process oriented and people oriented (Sofat & Kiran, 2014). The classification illustrates the importance of various factors which are influencing the organizations to implement the change. Managers or change agents should focus on various change activities/ initiatives in the organizations in order to bring change effectively. It is suggested that the focus of the management to make change successful should be towards implementing strategies and managing people by decreasing the resistance forces and increasing the commitment of employees to make it successful.

REFERENCES

- Aaron, C. (1999). Relationships among five forms of commitment: an empirical assessment. *Journal of Organizational Behavior*, 285-308.
- Abdulla, M. H., & Shaw, J. D. (1999). Personal Factor and organizational commitment: Main and interactive effects in the United Arab. *Journal of Managerial Issues*, Vol.11, 77-93.
- Agarwala, T. (2003). Innovative Human Resource Practices and Organizational Commitment: An Empirical Investigation Innovative Human Resource Practices and Organizational commitment:An empirical investigation. *International Journal of Human Resource Management*, Vol. 14, No. 2, 175 – 197.
- Alexander, K., & Alexander, M. D. (2009). *American public school law (7th ed.)*. Belmont: CA:Wadsworth.Cengage Learning.
- Ali, A. (1996). "Organizational development in the Arab world". *Journal of Management Development*, Vol.15, No. 5, 4-16.
- Allen, N., & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment yo the organization. *Journal of Occupational Psychology*, 1-18.
- Altindis, S. (2011). Job motivation and organizational commitment among the health professionals: A questionnaire survey. *African Journal of Business Management Vol. 5(21)*, 8601-8609.
- Alutto, J. A., Hrebimak, L., & Alonso, R. (1973). On operationahzing the concept of commitment. *Social Forces*, 51. , 448-454.
- Alvesson, M. (2002). *Understanding Organizational Culture*. London: Sage Publications, Ltd.
- Amba-Rao, S., Petrick, J., Gupta, J., & Von der Embse, T. (2000). Comparative performance appraisal practices and management values among foreign and domestic firms in India. *The International Journal of Human Resource Management*, Vol. 11, no.1, 60-89.
- Anderson, A. (2011). *Engaging resistance: How ordinary people successfully champion change*. Palo Alto, CA: Stanford University Press.
- Angle, H. L., & Perry, J. L. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, Vol. 26, No. 1, 1-14.
- Angle, H., & Perry, J. (1983). Organizational commitment:individual and organizational influences. *Work and occupations*, Vol.10, 123-146.
- Ansoff, I. (1990). *Implanting Strategic Management*. London: Prentice Hall International Ltd.
- Apscar, L. M. (1985). Middle Management and Supervisors Resist Moves to More Participatory Management. *The Wall Street Journal*, 25.
- Bakan, İ., Buyukbese, T., & Ersahan, B. (2011). An Investigation of Organizational Commitment and Educational Level among Employees. *International Journal of Emerging Sciences*, Vol.1(3), 231-245.
- Balogun, J., & Hope Hailey, V. (2004). *Exploring Strategic Change, 2nd edn*. London: Prentice Hall.
- Bandyopadhyay, P. (1998). Organizational development (OD) in Indian organizations. *Management & Labour Studies*, Vol.23, No. 4, 479-490.

- Barling, J., Wade, B., & Fullagar, C. (1990). Predicting employee commitment to company and union: divergent models. *Journal of Occupational Psychology*, Vol. 63, 49-61.
- Barrett, J. (2007). Keeping science in cognitive science of religion: Needs of the field. In J. Bulbulia, R. Santa Margarita, Sosis, E. Harris et al. (Eds.) *The evolution of religion: Studies, theories, and critiques*. CA: Collins Foundation Press.
- Bashir, S., & Ismail Ramay, M. (2008). Determinants of Organizational Commitment A Study of Information Technology Professionals in Pakistan. *Institute of Behavioral and Applied Management*, 226-238.
- Beabout, A. A.-C. (2001). Change Agency. 619-631.
- Bechtel, R. L., & Squires, J. K. (2001). Tools and techniques to facilitate change. *Industrial and Commercial Training*, Vol. 33 Iss: 7, 249 - 255.
- Beck, K., & Wilson, C. (2000). Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure. *Journal of Vocational Behavior*, Vol: 56, 114–136.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, Vol. 66, 32-42.
- Beckhard, R. (1969). *Organization Development: Strategies and Models*. Reading: Addison-Wesley.
- Bellou, V. (2007). Psychological contract assessment after a major organizational change: The case of Mergers and acquisitions. *Employee Relations*, Vol. 29, Iss:1, 68-88.
- Belwal, R., S., B., & Al-Jabri, O. (2014). Training Needs Assessment of Fishermen in Oman through Concept Mapping Technique . *European Journal of Training and Development*, Vol.38 Iss:7, 673-688.
- Benette, H., & Durkin, M. (2000). The effect of organizational change on employee psychological attachment: An exploratory Study. *Journal of Managerial Psychology* Vol.15, 126-147.
- Bennis, W. (2000). Leadership of change . In M. Beer, & N. Nohria, *Breaking the code of change* (pp. 113-121). Boston, MA: Harvard Business School Press.
- Beugelsdijk, S., Slangen, A., & Herpen, M. v. (2002). Shapes of organizational change: the case of Heineken Inc. *Journal of Organizational Change Management*, Vol. 15 Iss: 3, 311 – 326.
- Bezboruah, K. (2008). Applying the congruence model of organizational change in explaining the change in the Indian economic policies. *Organizational Change and Social Transformation*, Vol. 5, No. 2, 129-140.
- Bhatnagar, J., Budhwar, P., Srivastava, P., & Saini, D. S. (2010). Organizational change and development in India: A case of strategic organizational change and transformation. *Journal of Organizational Change Management*, Vol. 23 Iss: 5, 485-499.
- Bollen, K. (1989). *Structural Equations with Latent Variables*. New York: John.
- Bovey, W. H., & Hede, A. (2001). Resistance to organizational change: the role of cognitive and affective processes. *Leadership & Organization Development Journal*, Vol.22, Iss:8, 372-382.
- Bramley, P. (1989). *Effective Training*. West Yorkshire: MCB University Press.
- Bridges, W. (2003). *Managing Transitions: Making the Most of Change* . Cambridge: Perseus Publishing Books.
- Brimley, V., & Garfield, R. R. (2009). *Financing education in a climate of change (10th ed.)*. Boston, MA: Allyn & Bacon.

- Brown, A. D. (2005). Narrative, identity and change: a case study of Laskarina Holidays. *Journal of Organizational Change Management*, Aug 2005, Volume 18, 312-326.
- Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), *Testing structural equation models*. Newbury Park: CA: Sage.
- Buchanan, D., & Huczynski, A. (2004). *Organizational Behaviour* (5th edn). Hemel Hempstead: Prentice Hall.
- Burke, W. W. (2002). *Organization change: Theory and practice*. Thousand Oaks: Sage Publications.
- Burnes, B. (1996). No such thing as... a "one best way" to manage organizational change. *Management Decision*, Vol. 34, Iss: 10, 11-18.
- Bushey, B. (1999). *A Model For Organizational Change In The Duluth Fire Department*. Duluth, Minnesota: An applied research project submitted to the National Fire Academy as part of the Executive Fire Officer Program.
- Bushey, B. (1999). *A Model For Organizational Change In The Duluth Fire Department*. Duluth, Minnesota: An applied research project submitted to the National Fire Academy as part of the Executive Fire Officer Program.
- C, H., & C., L. (2000). Moderating effects of organizational based self-esteem on organization uncertainty: Employee response relationships. *Journal of Management*, Vol. 26, 215-232.
- C.A., O. (1993). Resistance: The Repurcussions of Change. *Leadership & Organizational Development Journal*, Vol. 14, No-6, 30-36.
- C.K.Bart. (1988). New Venture Units: Use Them Wisely To Manage Innovation. *Sloan Management Review*, 35-43.
- Caldwell, S., Herold, D., & Fedor, D. (2004). Towards an understanding of the relationships between organizational change, individual differences and changes in person-environment fit: A cross level study. *Journal of Applied Psychology*, Vol. 89, 868-882.
- Cameron, E., & Green, M. (2004). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*. London: Kogen Page.
- Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture*. San Fransisco: Jossey-Bass.
- Carnall, C. (1986). Towards a theory for the evaluation of organizational change. *Human Relations*, Vol. 39 No.8, 745-66.
- Carnall, C. (2003). *Managing Change in Organizations*, 4th edn. Harlow: Prentice Hall.
- Carnevale, A., Grainer, L., & Villet, J. (1990). *Training in America*. San Francisco: Jossey Bass.
- Chapman, J. A. (2002). A framework for transformational change in organisations. *Leadership & Organization Development Journal* Vol. 23 Iss: 1, 16 - 25.
- Charns, M. (1994). *Implementing Organizational change*. HSR&D Newsletter.
- Chen, A. S.-y., Hou, Y.-H., & Fan, K.-T. (2009). The Effect of Organizational Change on Team Creativity, Job Satisfaction, Organizational Commitment and Work Performance. *Proceedings of ASBBS*. Las Vegas.
- Chen, W., Wood, A., & Singh, S. (2013). Organisational change and development of reformed Chinese township and village enterprise. *Journal of Organisational Change Management*, Vol:26, Iss:2, 353 - 369.

- Chittoor, R. (2009). Organizational Heritage, Institutional Changes and Strategic Responses of Firms from Emerging Economics. In M. Kotabe, & K. Helsen, *The SAGE Handbook of International Marketing*. Sage.
- Chittoor, R., Ray, S., Aulakh, P. S., & Sarkar, M. (2008). Strategic responses to institutional changes: 'Indigenous growth model of the Indian pharmaceutical industry. *Journal of International Management*, Vol.14, Iss:3.
- Chow, R. (1994). *Where Have All the Natives Gone? In Mongia,P.(ed). Contemporary postcolonial theory*. London: Arnold.
- Christoph Stadtfeldb, L. Z. (2010). Dynamic organizations. How to measure evolution and change in organizations by analyzing email communication networks. *Procedia Social and Behavioral Sciences* , 14–25.
- Chughtai, A., & Zafar, S. (2006). Antecedents and Consequences of Organizational Commitment among Pakistani University Teachers. *Applied H.R.M. Research*, Vol.11, 39-64.
- Clarke, A., & Manton, S. (1997). A benchmarking tool for change management. *Business Process Management Journal*, Vol. 3 Iss: 3, 248 - 255.
- Cohen, A. (1993). Organizational Commitment and Turnover: A Meta-Analysis. *The Academy of Management Journal*, Vol.36, No.5, 1140-57.
- Cohen, A. (2003). *Multiple Commitments in the Workplace: an Integrative Approach*. London: Lawrence Erlbaum Associates.
- Connor, D. (1992). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. New York: Villard Books.
- Coram, R., & Burnes, B. (2001). Managing organizational change in the public sector:Lessons from the privatisation of the Property Service Agency. *The International Journal of Public Sector Management*, Vol.14,No.2, 94-101.
- Cordell, A. J. (1987). *The uneasy eighties: the transition to an information society*. Canadian Government Publishing Centre.
- Cummings, E., & Huse, E. (1989). *Organizational Development and Change*. New York: New West Publishing Company.
- D'Augustino, S. (2011). *Adaptation, resistance, and access to instructional technologies:Assessing future trends in education*. Hersey, PA: IGI Global.
- Daft, R. L. (2005). Model of Change Sequene of Events. In *Sixth Edition Management* (pp. 375-387). Singapore: Thomson South western.
- Daft, R. L. (2005). Types of Planned Change. In R. L. Daft, *Management Sixth Edition* (p. 387). Chennai: Thoman South Western.
- Darbyshire, J. M. (n.d.). Employee Attitudes to a Changing Organisation:From 1974 to 1997. 251-262.
- Das, R., & Rao, N. (1999). Reoriented Marketing Strategies in the changed environment:some perspectives. *Paradigm*, Vol. 3.
- Denis, J., Lamothe, L., & Langley, A. (2001). The dynamics of collective leadership and strategic change in pluralistic organizations. *Academy of Management Journal*, Vol. 44, 809-837.
- Deschamps, D. L.-B. (1985). Managerial Influence in the Implementation of New Technology. *The Wall Street Journal*, 25.
- Dessler, G. (1999). How to earn your employee's commitment. *Academy of Management Executive*, Vol. 13, No.2 , 58-67.
- Dessler, G. (2000). *"Managing Organizational Renewal"*, Human Resource Management. Prentice Hall International,Inc.

- Detert, J., Schroeder, R., & Mauriel, J. (2000). A Framework for Linking Culture and Improvement Initiatives in Organizations. *Academy of Management Review*, Vol:25, Iss:4, 850-863.
- Dickmeyer, M., & Williams, B. (1995). Gordon Geckoversus versus Tom Sawyer: Catalytic empowerment techniques. *Empowerment in Organizations*, Vol. 3, No.1, 32-39.
- Dodd-McCue, D., & Wright, B. (1996). (1996). Men, women and attitudinal commitment: The effects of workplace experiences and socialization. *Human Relations*, 1065-1089.
- Doorewaard, H., & Benschop, Y. (2003). HRM and organizational change: an emotional endeavor. *Journal of Organizational Change Management*, Vol.16 Iss.3 , 272 – 286.
- Dopson, S., & Neumann, J. (1998). Uncertainty, contrariness and the double-bind: middle managers' reactions to changing contracts. . *British Journal of Management*, Vol. 9, 53-70.
- Dordevic, B. (2004). Employee commitment in Times of Radical Organizational Change. *Economics and Organization*, Vol.2, No. 2, 111-117.
- Duck, J. (1993). *Managing change: The art of balancing*. Harvard Business Review, 71(6).
- Duke, D. L. (2011). *The challenges of school district leadership*. New York, NY: Routledge.
- Durmaz, H. (2007). *Officer attitudes toward organizational change in the Turkish national police*. Texas: Unpublished doctoral thesis, University of North Texas.
- Elias, S. (2009). Employee Commitment in times of change: Assessing the Importance of attitudes towards organizational change. *Journal of Management*, Vol:35, Iss:1, 37-55.
- Eng. (n.d.). *Hatching Schemes*.
- Erez, M., Earley, P., & Hulin, C. (1985). The impact of participation on goal acceptance and performance: A two-step model. . *Academy of Management Journal*, Vol:28, Iss:1, 50-66.
- Erstad, M. (1997). Empowerment and Organizational Change. *International Journal of Contemporary Hospitality Management*, 325-333.
- Fahil, A. (n.d.). *Change Management to achieve maximum*. Retrieved april 11, 2011, fromwww.archive.smartoman.com:http://www.archive.smartoman.com/index 2.php?option=com_content&do_pdf=1&id=2449
- Farndale, E., Ruiten, J. V., Kelliher, C., & Hope-Hailey, V. (2011). The influence of perceived employee voice on organizational commitment: An exchange perspective. *Human Resource Management*, Vol. 50, Iss:1, 113–129.
- Fedor, D. B., Caldwell, S., & Herold, D. M. (2006). The effects of Organizational Changes on Employee Commitment: A Multilevel Investigation. *Personnel Psychology*, Vol.59 Iss: 1, 1-29.
- Fernando, F.-H., & Patricio, D. S. (2012). "Analogical foundation of the scope of organizational change". . *Journal of Organizational Change Management*, Vol. 25 Iss: 1 , 163 – 185.
- Frei, F. X., Hunter, P. T., & Hunter, L. W. (1998). *Innovation in Retail Banking*. Wharton School, Univeristy of Pennsylvania: The Wharton Financial Institutions Center .
- Freund, A., & Drach-Zahavy, A. (2007). Organizational(role structuring) and personal (organizational commitment and job involvement) factors: Do they predict

- interprofessional team effectiveness? *Journal of Interprofessional Care*, Vol. 21(3), 319-334.
- Fullan, M. (2009). *The challenge of change*. Thousand Oaks, CA: Sage.
- Fullan, M. (2011). *The moral imperative of school leadership*. Thousand Oaks, CA: Sage.
- Gallie, D., & White, M. (1993). *Employee Commitment and the Skills Revolution*. London: First Findings from the Employment in Britain Survey, Policy Studies Institute.
- Galpin, T. (1996). *The Human Side Of Change: A Practical Guide To Organization Redesign*. San Francisco: Jossey-Bass.
- Gareth, J. R. (2000). *"Forces and Resistance to Organizational Change", Organizational Theory, 2nd Edn*. Addison Wesley Publishing Company.
- Gingerella, L. F. (1993). Moving from Vision to Reality: The Introduction To Change. *Performance and Instruction*, 1-4.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, Vol. 33, 61-81.
- Goldstein, I. (1993). *Training in Organization: Needs Assessment, Development, and Evaluation*. Belmont: Corporate Audit: Brooks/Cole.
- Goodman, P. S., & Ramanujam, R. (2012). The Relationship Between Change Across Multiple Organizational Domains and the Incidence of Latent Errors. *The Journal of Applied Behavioral Science*.
- Goodman, P. S., & Rousseau, D. M. (2004). Organizational change that produces results: The linkage approach. *Academy of Management Executive*, Vol. 18, 7-19.
- Gray, J., & Starke, F. (1984). *Organizational Behavior: concepts and applications, 3rd edn*. Ohio: Charles E. Merrill Publishing Co.
- Hall, G., Roaenthal, J., & Wade, J. (1993). How to make engineering really work. *Harvard Business Review*, 71(12), 119-131.
- Hambrick, D., Geletkanycz, M., & Frederikson, J. (1993). Top executive commitment to the status quo: some tests of its determinants. *Strategic Management Journal*, Vol. 14, 401-418.
- Hannan, M., & Freeman, J. (1984). Structural inertia and organizational change. *American Sociological Review*, Vol. 49, 149-64.
- Hargreaves, A. (2011). *Second international handbook of educational change*. New York, NY: Springer.
- Harigopal, K. (2006). *Management of Organizational Change, 2nd edition*. New Delhi: Response Books.
- Harrison, J., & Carroll, G. (1991). Keeping the faith :a model of cultural transmission in formal organizayions. *Administrative Science Quartely*, 36, 552-582.
- Harvey, T. (2010). *Resistance to change: A guide to harnessing its positive power*. Lanham, MD: Roman & Littlefield.
- Hawkins, J., & Mihaljek, D. (2000). The banking industry in the emerging market economies: competition, consolidation and systematic stability-an overview. 4.
- Henessey, J. (1998). Reinventing' government: Does Leadership make the difference? *Public Administration Review*, Vol. 58, Iss: 6, 522-532.
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, Vol: 87, 474-487.

- Hiath, J. (n.d.). *changemanagement*. Retrieved April 24, 2011, from www.changemoanagement.com
- Hitt, M., & Ireland, R. (1999). Achieving and maintaining strategic competitiveness in the 21st century: the role of strategic leadership. *The Academy of Management Executive*, Vol. 13, 43-57.
- Hoenig, C. (1985). Skunk Works Secret. In T. P. Austrin, *A Passion for Excellence: The Leadership Difference* (pp. 74-75). New York: Random House.
- Howell, J. M. (2005). The right stuff: Identifying and developing effective champions of innovation. *Academy of Management Executive*, Vol. 19, 108-119.
- Hrebiniak, L., & Alutto, J. (1972). Personel and role related factors in the development of organizational commitment. *Administrative Science Quarterly*, Vol. 17, 555-572.
- Hu, L., & Bentler, P. (1999). Cutoff criteria for fit indexes in covariance structure analysis, conventional criteria versus new alternatives. *Structural Equation Modeling*, Vol. 6, Iss:1, 1-55.
- Hultman, K. (2007). Are Your OD Efforts Change-Driven or Values-Driven? *Values Driven Change: Strategies and Tools for Long-Term Success*.
- Inversion, R., & Roy, P. (1994). A casual model of behavioural commitment: evidence from a study of Australian blue-collar employees. *Journal of Management*, Vol 20, No. 1, 15-41.
- Iqbal, A. (2010). An Empirical Assessment of Demographic Factors, Organizational Ranks and Organizational Commitment. *International Journal of Business and Management*, Vol.5, No. 3, 16-27.
- Iverson, R. (1996). Employee acceptance of organizational change:the role of organizational commitment. *The International Journal of Human Resource Management*, Vol.7, No.1, 122-49.
- Johnson, G., Scholes, K., & Whittington, R. (2005). *Exploring Corporate Strategy:Text and Cases(7th edn)*. Hemel Hempstead:FT: Prentice Hall.
- Jöreskog, K., & Sörbom, D. (1979). *Advances in Factor Analysis and Structural Equation Models*. Cambridge: MA: Abt Books.
- Judge, T., Thoresen, C., Pucik, V., & Welbourne, T. (1999). Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology*, Vol. 84 , 107-122.
- Kang, L. S., & Narang, L. (2011). Human Resource Management Practices and Organizational Commitment. *Prajnan*, Vol.11, Iss: 2 , 87-98.
- Kansal, M., & Joshi, M. (2015). (In Press) Reporting human resources in annual reports: an empirical evidence from top Indian companies. *Asian Review of Accounting* , Vol. 23.
- Khan, F., Salim, R., & Bloch, H. (2015). Non parametric estimates of productivity and efficiency change in Australia Broadacre Agriculture. *Australian Journal of Agriculture and Resource Economics*, Vol. 59, Iss:3, 393-411.
- Kappelman, L., & Richards, T. (1996). Training, empowerment, and creating a culture for change. *Empowerment in Organizations*, Vol. 4, No. 3, 26-29.
- Karen, S., Whelan, B., & Karen A., S. (2010). Linking Change Drivers and the Organizational Change Process: A Review and Synthesis, . *Journal of Change Management*, Vol.10 Iss.2 , 175-193.
- Katz, D., & Kahn, R. (1978). *The Social Psychology of Organizations, 2nd Edn*. New York: Wiley.

- Kendra, K. A., & Taplin, L. J. (2004). Change Agent Competencies for Information Technology Project Managers. *Consulting Psychology Journal: Practice and Research*, Vol 56(1), 20-34.
- Kim, J.-W., & Rowley, C. (2005). Employee Commitment: A Review of the Background, Determinants and Theoretical Perspectives. *Asia Pacific Business Review*, Vol. 11, Iss:1, 105-124.
- Kim, P., Pindur, W., & Reynolds, K. (1995). Creating a new organizational Culture: the key to total quality management in the public sector. *International journal of Public administration*, 18(4), 675-709.
- Kirmizi, A. K., & Deniz, O. (2009). The Organizational Commitment of IT Professionals in Private Banks. *European and Mediterranean Conference of Information Systems*. Izmir.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*. (2nd Ed.). New York: Guilford Press.
- Koch, J., & Steers, R. (1978). Job attachment, satisfaction and turnover among public employees. *Journal of Vocational Behavior*, Vol.12, 119-128.
- Kool, M., & Dierendonek, D. V. (2012). Servant leadership and commitment to change, the mediating role of justice and optimism. *Journal of Organizational Change Management*, Vol. 25, Iss: 3, 422-433.
- Kotter, J. (1995). *Leading Change*. Boston: Harvard Business School Press.
- Kotter, J. (1996). *Leading Change*. Boston, MA: Harvard Business School Press.
- Kotter, J. a. (1979). Choosing strategies for change. *Harvard Business Review*, 102-121.
- Kotter, J., & Schlesinger, L. (1979). Choosing strategies for change. *Harvard Business Review*, Vol. 57, March- April, 106-114.
- Kubler-Ross, E. (1969). *On Death and Dying*. Routledge.
- Kumar, K., & Bakshi, A. (2010). The Five Factor Model Of Personality and Organization Commitment: is there any relationship? *Humanity and Social Sciences Journal* 5(1), ISSN 1818-4960, 25-34.
- Kyle, N. (1993). Staying with the flow of change. *Journal of Quality and Participation*, Vol.16, No.4, 34-42.
- Lal, R. M., Sharma, S. K., & Ahmed, N. (2007). Inherent barriers for mass media impact on Indian society. *International Journal of Business Research*, Vol. 7, Iss:6.
- Lamsa, A.-M., & Savolainen, T. (2000). The nature of managerial commitment to strategic Change. *Leadership and Organization Development Journal*, Vol. 21, Iss:6, 297-306.
- Lau, C., & Woodman, R. (1995). Understanding organizational change: a schematic perspective. *Academy of Management Journal*, Vol.38, 537-54.
- Lau, C.-M., Tse, D. K., & Zhou, N. (2002). Institutional Forces and Organizational Culture in China: Effects on Change Schemas, Firm Commitment and Job Satisfaction. *Journal of International Business Studies*, Vol. 33, No. 3, 533-550.
- Lawrence, P. (1969). How to Deal with Resistance to Change. *Harvard Business Review*, Vol. 47, No.1, 4.
- Lewin, K. (1947). *Lewin's Change Management Model: Understanding The Three Stages Of Change*. Retrieved April 23, 2011, from Lewin's Change Management Model: <http://www.consultpivotal.com/lewin's.htm>
- Lewin, K. (1951). *Field Theory in Social Science: Selected Theoretical Papers*. New York: Harper & Brothers.

- Lippitt, R., Watson, J., & Westley, B. (1958). *The Dynamics of Planned Change*. New York: Harcourt, Brace and World, .
- Lloyd, G. (1996). Fostering an environment of employee contribution to increase commitment and motivation. *Empowerment in Organizations, Vol. 4, No. 1*, 25-28.
- Lo, M. C., Mohamad, A. A., Ramayah, T., & Wang, Y. C. (2015). Examining the effects of leadership, market orientation and leader member exchange (LMX) on organizational performance. . *Inzinerine Ekonomika-Engineering Economics. (SSCI ISI Impact Factor: 0.871)*.
- Lorsch, J., & Khurana, R. (1999). Changing leaders. *Harvard Business Review, May-June*, 97-105.
- Lunenburg, F. C. (2010). Forces for and Resistance to Organizational Change. *National Forum of Education Administration and Supervision Journal, Vol. 27* , No. 4, 1-10.
- Luthans, F., McCaul, H. S., & Dodd, N. G. (1985). Organizational commitment: a comparison of American, Japanese and Korean employees. *Academy of Management Journal, Vol. 28, Issue 2*, 213-19.
- Malhotra, M. (2004). Organizational Change- A study of few selected electronics companies.
- Malhotra, M., & Kaur, G. (2007). A Study Of Organizational Change and its Impact on Employee Job Satisfaction and Customer Satisfaction in a Few Selected Public Sector Banks in and around Chandigarh. Chandigarh, India: Panjab University.
- Martin, H. (1975). How we shall overcome resistance. *Training and Development Journal, Vol.29, Iss:9*, 32-34.
- Mathieu, J., & Zajac, D. (1990). A review and meta analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin, Vol. 108(2)*, 171-194.
- Matin, H. Z., Jandaghi, G., Karimi, F. H., & Hamidizadeh, A. (2010). Relationship between Interpersonal Communication Skills and Organizational Commitment (Case Study: Jahad Keshavarzi and University of Qom, Iran). *European Journal of Social Sciences, Vol: 13, Number 3*.
- McGuire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in calls centres; the mediating role of employee well being. *Team Performance Management, Vol. 15*, 35.
- McWilliam, C. L. (2006). Implementing Organizational change in healthand social service. *Journal of Organizational Change Management, Volume 19, Issue 2*, 119-135.
- Meyer, J. P., Hecht b, T. D., Gill, H., & Toplonysky, L. (2010). Person–organization (culture) fit and employee commitment under conditions of organizational change: A longitudinal study. *Journal of Vocational Behavior, Vol. 76*, 458–473.
- Meyer, J. P., Srinivas, E. S., & Lal, J. B. (2007). Employee commitment and support for an organizational change: Test of the three-component model in two cultures. *Journal of Occupational and Organizational Psychology, Vol.80*, 185-211.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior, Vol: 61*, 20–52.

- Meyer, J., & Allen, N. (1984). Testing the 'side-bet' theory of organizational commitment: some methodological considerations. *Journal of Applied Psychology, Vol.63,Iss:3*, 372-378.
- Meyer, J., & Allen, N. (1991). 'A three-component conceptualisation of organizational commitment'. *Human Resources Management Review*, 61-89.
- Meyer, J., & Allen, N. (1997). *Commitment in the workplace: Theory, Research and Application*. California: Sage Publications.
- Michalak, J. M. (2010). Cultural Catalysts and Barriers of Organizational Change Management: a Preliminary Overview. *Journal of Intercultural Management Vol. 2*, 26-36.
- Mikaelsson, J. (2002). Managing change in product development organization: learning from Volvo Car Corporation. *Leadership & Organization Development Journal, Vol. 23 Iss: 6*, 301 - 313.
- Miller. (2003). 'Values, attitudes and job satisfaction' In Robbins, S.P., Odendaal A. & Roodt, G. (eds), *Organisational Behaviour: Global and Southern African Perspectives*. Cape Town: Pearson Education South Africa.
- Miller, D., & Lee, J. (2001). The People Make the Process: Commitment to Employees, Decision Making, and Performance. *Journal of Management, 27(2)*, , 163 - 190 .
- Molineux, J. (2012). Enabling organizational cultural change using systemic strategic human resource management – a longitudinal case study. *The International Journal of Human Resource Management*.
- Mora, J., & Brightman, B. K. (2001). 'Leading organizational change. *Career Development International, Vol.6, Iss:2*, 111-118.
- Morris, M., Lydka, H., & O'Creevy, M. (1993). "Can commitment be managed? A Longitudinal analysis of employee commitment and human resource policies". *Human Resource Management Journal, Vol.3 No.3*, 21-42.
- Morrow, P. (1993). *The theory and measurement of work commitment*. Greenwich: CT JAL.
- Mowdar, R., Porter, L., & Steers, R. (1982). *Employee organization Linkage; The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Mowday, R. T. (1996). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review Volume 8, Issue 4*, 387-401.
- Mowday, R., Porter, L., & Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Mukherjee, A. (2014). HR : A major issue in technology driven financial sector joint venture. ,*Research and Sustainable Business (Ed), IIT, Roorkey*.
- Nadler, D., & Tushman, M. (1990). Beyond the charismatic leader: leadership and organizational change. *California Management Review, 77-97*.
- Nadler, M. T. (1986). Organizing For Innovation. *California Management Review 28*, 74-92.
- Nag, G., Ganesh, G., & Pathak, R. D. (2008). Case Studies of Technological Change and Organisational Culture. *Journal of Transnational Management Development, Vol. 6, Iss: 3*.
- Nelson, K. M., Buche, M., & Nelson, H. (2001). Structural Change And Change Advocacy: A Study In Becoming A Software Engineering Organization.

- Proceedings of the 34th Hawaii International Conference on System Sciences.*
Hawaii, USA.
- Neubert, M., & Cady, S. H. (2001). Program commitment: A multi-study longitudinal field investigation of its impact and antecedents. *Personnel Psychology, Vol. 54*, 421-448.
- Newstrom, J. (2007). *Organizational Behaviour-Human Behaviour at work(12th ed)*. New York: McGraw Hill International Edition.
- Nguyen, T. N., Mai, K. N., & Nguyen, P. V. (2014). Factors Affecting Employees' Organizational Commitment—A Study of Banking Staff in Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science, Vol.2, No.1*.
- Nijhof, W., De Jong, M., & Beukhof, G. (1998). Employee commitment in changing Organization: An exploration. *Journal Of European Industrial Training, Vol 22*, 243-248.
- Nilakant, V., & Ramnarayan, S. (2007). *Managing Organizational Change*. New Delhi: Response Books: Sage Publications.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory (3rd ed.)*. New York: McGrawHill.
- Nykodym, N., Simonetti, J., Nielsen, W., & Welling, B. (1994). Employee empowerment . *Empowerment in Organizations, Vol. 2 No. 3*, 45-55.
- O'Leary-Kelly, S., & Vokurka, R. (1998). The empirical assessment of construct validity . *Journal of Operations Management, Vol. 16*, 387-405.
- Oakland, J. S., & Tanner, S. (2007). Successful change management. *Total quality management, 18*.
- O'Conoor, C. A. (1993). Resistance: The Repurcussions of Change. *Leadership & Organizational Development Journal, Vol. 14, No-6*, 30-36.
- Ogba, I. E. (2008). Commitment in the Workplace: The impact of income and age on employee commitment in Nigerian Banking Sector. *Management Research News, Vol.13, Iss. 11*, 867-878.
- Olson, P. D. (1992). Organizational Structural Changes:Life-cycle Stage Influences and Managers and Interventionists Challenges". *Journal of Organizational Change Management, Dec 1992, Volume 5*.
- O'Reilly, C. (1989). Corporations,culture and commitment:Motivation and social control in organizations. *California Management Review,Vol.31(4)*, 9-25.
- Parish, J. T., Wallender, S. C., & Bush, P. (2008). Want to, Need to, Ought to: employee commitment to organizational change. *Journal of Organizational Change Management, Vol. 21, Iss:1*, 322-352.
- Paul, J., & Gupta, P. (2013). Process and intensity of internationalization of IT firms – Evidence from India. *International Business Review, Vol. 23, Iss:3*, 594-603.
- Perryer, C., & Jordan, C. (2008). Differences in Organisational Commitment Between Baby Boomer and Generation X employees in an Australian Public Sector Organisation. *Asian Forum on Business Education Conference*. Kuala Lumpur: SEGI College.
- Pettigrew, A., Woodman, R., & Cameron, K. (2001). Studying Organizational Change and Development: Challenges for Future Research. *Academy of Management Journal, Vol. 44, No.4*, 697-713.
- Pettit, T., Donohue, R., & Cieri De, H. (2004). Career stage, organizational commitment and organizational citizenship behavior. *Department of management working paper series ISSN 1327-5216*, 1-9.
- Pfeffer, J. (1994). *Competitive advantage through People:Unleashing the Power of the work force*. Boston: Harvard Business School Press.

- Porras, J., & Hoffer, S. (1996). Common behaviour changes in successful organization development efforts. *Journal of Applied Behavioral Science, Vol.22, Iss:4*, 477-494.
- Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology, Vol.59*, 603-609.
- Prochaska, J. O., & Norcross, J. C. (2001). Stages of change. *Psychotherapy*, 443-448.
- Quick, J. C., & Gavin, J. H. (2000). The next frontier: Edgar Schein on organizational therapy. *Academy of Management Executive, Vol. 14*, 31-32.
- Quinn, R. E. (1988). *Beyond rational management: Mastering the paradoxes and competing demands of high performance*. San Francisco: Jossey-Bass.
- Qureshi, S., & Davis, A. (2007). Managing Resistance to Organizational Change: How GSS Can Reveal Role Related Resistance Behaviors. *Proceedings of the 40th Hawaii International Conference on System Sciences(HICSS'07)* (pp. 1-11). The Computer City.
- Rafiei, M., Amini, M. T., & Foroozandeh, N. (2014). Studying the impact of the sorganizational commitment on the job performance. *Management Science Letters*.
- Raman, R., Chadee, D., Roxas, B., & Michailova, S. (2013). Effects of partnership quality, talent management, and global mindset on performance of offshore IT service providers in India. *Journal of International Management, Vol. 6 Iss:4*, 333-346.
- Rao, T., & Vijayalakshmi, M. (2000). Organization development in India. *Organizational Development Journal, Vol. 18, No.1*, 51-63.
- Rastogi, I., & Rastogi, S. (2011). Role of HR in Change Management. *Asian Journal of Management Research*, 98-113.
- Raukko, M. (2009). Organizational Commitment during Organizational Change: A Longitudinal case study on acquired key employees. *Baltic Journal of Management, Vol. 4, Iss:3*, 331-352.
- Recardo, R. J. (1991). The what, why and how of change management. *Manufacturing Systems, 9, Manufacturing Systems, Vol. 9*, 52-58.
- Recep, B., Mahmut, D., & Murat, D. (2010). Organizational Commitment And Case Study On The Union Of Municipalities of Marmara. *Regional and Sectoral Economic Studies, Vol 10*, 29-57.
- Rieley, J., & Clarkson, I. (. (2001). The impact of change on performance. *Journal of Change management, Vol. 2, Iss:2*, 160-172.
- Robbin, S., & Langton, N. (2001). *Organizational Behavior: Concepts, Controversies and Applications, 2nd ed*. Toranto: Prentice Hall Inc.
- Rodrigues, C. (1994). Employee participation and empowerment programs: problems of definition and implementation. *Empowerment in Organizations, Vol. 2, No. 2*, 29-40.
- Rungtusanatham, M. (1994). A Theory of Quality Management Underlying The Deming Management Method. *The Academy of Management Review, Vol. 19, No. 3*, 472-509.
- Rye, C. (2001). *Change Management-the 5 step action-kit*. London: Kogan Page Ltd,120 Pentoville Road.
- Sadler, P. (1995). *Managing Change*. London: Clays Ltd, St Ives plc.
- Sagie, A., & Koslowsky, M. (1994). Organizational attitudes and behaviors as a function of participation in strategic and tactical change decisions: An

- application of path goal theory. *Journal of Organizational Behavior*, Vol. 15, 37-47.
- Sahni, P., & Vayunandan, E. (2009). *Administrative theory*. New Delhi: PHI Learning Pvt. Ltd.
- Salami, S. O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. *Anthropologist*, Vol.10, 31-38.
- Salem, & Philip. (2008). The Seven Communication Reasons Organizations Do Not Change. *Corporate Communication: An International Journal Volume. 13 No.3*, 333-348.
- Sandberg, J. (2005). Deciders suffer alone; nondeciders make everyone else suffer. *The Wall Street Journal*.
- Savery, L. K., Soutar, G. N., & Weaver, J. R. (1991). Organizational commitment and the West Australian police force. . *The Police Journal*, Vol: 64, 168–177.
- Schein, E. H. (1980). *Organizational Psychology (copyright 1965)*. Englewood Cliffs: NJ: Prentice Hall.
- Schein, E. H. (1985). *Organizational Culture and Leadership: A Dynamic View*. San Francisco: Jossey-Bass Publishers.
- Schein, E. H. (1992). *Organizational Culture and Leadership (copyright 1985)*. San Francisco: Jossey-Bass Publishers.
- Schein, E. H. (1999). *The Corporate Culture Survival Guide: Sense and Nonsense about Cultural Change*. San Francisco: Jossey-Bass Publishers.
- Schlesinger, J. a. (March - April 1979). Choosing Strategies For Change. *Harward Business Review* 57, 106-114.
- Schneider, B., Gunnarson, S., & Niles-Jolly, K. (Organization Dynamics, Vol.23). 1994. *Creating the Climate and Culture of success*, 17-29.
- Schrieshein, C., & Tsui, A. (1980). Dual commitment to company and Union: facts or fiction. *Paper presented at Annual Meeting of the Academy of Management*. Detroit.
- Scott, S. (2013, April 08). www.qualtrics.com/blog/determining-sample-size. Retrieved 2013, from Determining sample size: How to ensure you get the correct sample size.: <https://www.qualtrics.com/blog/determining-sample-size>
- Sekaran, U. (2004). *Organisational Behavior*. Tata Mc Graw Hill Publishing Company Limited.
- Sharma, R. R. (2008). *Change Management: Concepts and Applications*. Tata McGraw-Hill.
- Sharma, R. R., & Sharma, B. R. (2003). Organizational Commitment And Motivational Among Managerial Staff. *Productivity*, Vol. 44, Number 2, July September, 251-257.
- Shere, P., & Marishima, M. (1989). Roads and roadblocks to dual commitment:similar and dissimilar antecedants of union and company commitment. *Journal of Labor Research*, Vol.10, 311-330.
- Shirbagi, N. (June 2007). Exploring Organizational Commitment and Leadership Frames within Indian and Iranian Higher Education Institutions . *Bulletin of Education & Research*, Vol. 29, No. 1, 17-32.
- Sin, A. B., Zailani, S., Iranmanesh, M., & Ramayah, T. (2015). Structural equation modelling on knowledge creation in Six Sigma DMAIC project and its impact on organizational performance. *International Journal of Production Economics*, Vol. 168 (SSCI ISI Impact Factor: 2.752), 105–117.

- Singh, K. (2001). Organizational Commitment: An Index of Organization Culture. *Sankalpa, Vol. 9, No. 2.*
- Singh, K. (2007). Predicting Organization Commitment through Organization Culture: A Study of Automobile Industry in India. *Journal of Business Economics and Management, Volume 8, No.1, .*
- Singh, P. a. (1990). *Corporate success and Transformational Leadership.* New Delhi: Wiley Eastern.
- Singh, P., & Bhandarker, A. (2002). *Winning the Corporate Olympiad: The Renaissance Paradigm.* New Delhi: Vikas Publishing House.
- Sliwka, D. (2007). Managerial turnover and strategic change. *Management Science, 53(11), 1675-1687.*
- Smith, M. (January 2002). Success rates for different types of Organizational Change. *Performance Improvement Volume 44, No.1.*
- Sofat, K., & Kiran, R. (2014). Theoretical Framework To Understand The Impact Of Organizational Change on The Organizational Commitment. *Journal of Social Sciences Research, Vol. 5 No.1, 618-624.*
- Soumyaja, D., Kamalanabham, T., & Bhattacharyya, S. (2011). Employee Commitment to Organizational Change: Test of the Three-Component Model in Indian Context. *Journal of Transnational Management, Volume 16, Issue 4, 239-251.*
- Spector, B. (2011). *Implementing organizational change: Theory into practice – international edition.* Upper Saddle River, NJ: Prentice Hall.
- Spreitzer, G., & Quinn, R. (1996). Empowering middle managers to be transformational leaders. *Journal of Applied Behavioural Science, Vol. 32, No. 3, 237-261.*
- Sripirabaa, B., & Krishnaveni, R. (2008). Capacity building as a tool for assessing training and development activity: an Indian case study. *International Journal of Training & Development, Vol. 12, No. 2, 121-34.*
- Stanleigh, M. (. (2008). Effecting successful change management initiatives. . *Industrial and Commercial Training, Vol.40, Iss:1, 34-37.*
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly, Vol. 22, 46-56.*
- Stuart, R. (1996). The trauma of organizational change. *Journal of European Industrial Training, Vol.20, No.2, 11-16.*
- Sungmin, P., Henkin, A. B., & Robert, E. (2005). Teacher Team Commitment, Teamwork And Trust: Exploring Associations. *Journal of Educational Administrations, Vol. 43, Issue 5, October, 462-479.*
- Suri, G. (2005). Organizational Culture in ICT implementation & Knowledge Management in Spanish and Indian Universities: A conceptual Model. *Computer Society of India.*
- Sutano, E. (1999). The relationship between employee commitment and job performance . <http://puslit.petra.ac.id/journals/management/management01-01-99-5.htm>.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics (6th Edition).* Boston: Pearson/Allyn & Bacon.
- Tanky, J. W., & Cohen, D. J. (2001). The Relationship Between Organizational Support, Employee Development And Orgn Empirical Study. *Human Resource Development Quarterly, Vol 12, Issue 3, Autumn(fall), 285-300.*

- Tannenbaum, & Hanna. (2009). In R. A. Swanson, & E. F. Holton, *Foundations of Human Resource Development* (p. 320). San Francisco: Berett-Koehler Publishers. Inc.
- Taylor-Bianco, A., & Schermerhorn Jr, J. (2006). Self-regulation, strategic leadership and paradox in organizational change. *Journal of Organizational Change Management, Vol. 19 Iss: 4*, 457 – 470.
- Tilaye, K. (2005). Level of Organizational Commitment: Its Correlates and Predictors. *Indian Journal of Industrial Relations, Vol.41, No. 1, July*.
- Trice, H., & Beyer, J. (1991). Cultural leadership in organizations. *Organization Science, Vol.2, Iss:(2)*, 149-169.
- Tripsas, M., & Gavetti, G. (2000). Capabilities, Cognition, and Inertia: Evidence from Digital Imaging. *Strategic Management Journal, Vol:21*, 1147-1161.
- Tucker, & Lewis, C. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika, Vol. 38 Iss:1*, 1–10.
- Tulgan, B. (2000). *Managing Generation X: How to Bring Out the Best in Young Talent*. W. W. Norton & Company.
- Tushman, M., & Romanelli, E. (1985). Organizational evolution: a metamorphosis model of convergence and reorientation. *Research in Organizational Behavior, Vol. 7*, 171-222.
- Vadi, R. A. (2006). Impact Of Organizational Culture on Organizational Learning and Attitudes Concerning Change from an Institutional Perspective. *Int. J. Strategic Change Management, Vol. 1, Nos. 1/2*, 155-170.
- Vakola, M., & Nikolaou, I. (2005). Attitudes towards organizational change: What is the role of employees' stress and commitment? *Employee Relations, Vol. 27, Iss: 2*, 160 - 174.
- Vollman, T. (1996). *The Transformation Imperative: Achieving Market Dominance through Radical Change*. Boston: Harvard Business Press.
- Wallace, R. E. (2006). Developing employees' attitudes is a must. *Birmingham Business Journal*.
- Walsh, K., & Taylor, M. (2002). *Reframing organizational commitment within a contemporary careers framework*. . New York: Cornell University.
- Wan, W. W.-&. (2005). Customer's adoption of banking channels in Hong Kong. *International Journal Of Banking Marketing May 2005 Volume : 23*, 255-272.
- Weiner, Y., & Vardi, Y. (1980). Relationship between job, organization and career commitment and work outcomes- an integrative approach. *Organization Behavior and Human Performance*, 81-96.
- Weisbord, M. (1976). Organizational Diagnosis: Six Places to look for Trouble With or Without a Theory. . *Group and Organizational Studies*, 430-447.
- Whelan-Berry, K., & Alexander, P. (2005). Creating a culture of excellent service: a scholar and practitioner explore a case of successful change. *Academy of Management*.
- Whelan-Berry, K., Gordon, J., & Hinings, C. (2003). Strengthening organizational change process: recommendations and implications from a multilevel analysis. *The Journal of Applied Behavioral Science, Vol. 39, Issue: 2*, 186-201.
- Wilson, C. (1991). *The influence of police specialisation on job satisfaction: A comparison of general duties officers and detectives (Report No. 109)*. National Police Research Unit: Adelaide, South Australia.
- Wilson, C., & Beck, K. (1995). *The impact of the redesign of the job of general duties patrol on the motivation, job satisfaction and organisational commitment of*

- patrol officers (Report No. 109.1)*. Adelaide, South Australia: National Police Research Unit.
- Wilson, P. (1999). On the evidence. *Managingchange. Health Service Journal*, 34-35.
- Wim J., N. M., & Gijs, B. (1998). Employee commitment in changing organizations:an exploration. *Journal of European Industrial Training, Vol.22 Iss:6*, 243-248.
- Wishart, N. A. (1996). Redrawing the potrait of a learning organization : Inside Knight-Ridder, Inc. *Academy of Management Executive*, 7-20.
- Worley, C., & Lawler, E. (2006). Designing organization that are built to change, . *MIT Sloan Management Review*, 48(1), 19-23.
- Wright M., P., & Kehoe R., R. (2007). HR Practices and Organizational Commitment:A Deeper Examination. *CAHS Working Paper Series*, 1-22.
- Yetton, P. W., D., J. K., & Craig, J. F. (1994). Computer-aided architects: A case study of IT and strategic change. *Sloan Management Review, Summer 35(4)*, 57-67.
- Yousef, D. A. (2000). "Organizational commitment and job satisfaction as predictors of attitudes towards organizational change in a non-western setting". *Personnel Review, Vol 29, No.5*, 567-592.

ANNEXURE 1

Table 1 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
F1	<---	F8	1.221	.069	17.817	***	
F2	<---	F8	1.000				
F3	<---	F8	1.270	.068	18.655	***	
F4	<---	F8	1.253	.067	18.698	***	
F5	<---	F8	1.168	.064	18.140	***	
F6	<---	F8	1.260	.063	19.872	***	
F7	<---	F8	1.244	.069	17.971	***	
F9	<---	F8	1.000				
ST	<---	F1	1.000				
RT	<---	F1	.781	.059	13.243	***	
PT	<---	F1	.836	.057	14.769	***	
RM	<---	F2	1.000				
SM	<---	F2	1.074	.068	15.813	***	
PM	<---	F2	1.191	.068	17.435	***	
SQ	<---	F3	1.000				
RQ	<---	F3	.931	.055	16.797	***	
PQ	<---	F3	.794	.051	15.555	***	
SC	<---	F4	1.000				
RC	<---	F4	.912	.055	16.649	***	
PC	<---	F4	.903	.050	18.152	***	
SSTG	<---	F5	1.000				
RSTG	<---	F5	1.119	.061	18.219	***	
PSTG	<---	F5	.933	.057	16.312	***	
SSTR	<---	F6	1.000				
RSTR	<---	F6	1.038	.052	20.004	***	
PSTR	<---	F6	.935	.046	20.171	***	
SMGP	<---	F7	1.000				
RMGP	<---	F7	1.019	.060	17.106	***	
PMGP	<---	F7	.995	.053	18.858	***	
ACM	<---	F9	1.000				
NCM	<---	F9	.852	.042	20.432	***	
CCM	<---	F9	.379	.043	8.887	***	
PRSS	<---	F8	1.102	.066	16.778	***	

Table 2 CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	50	1353.910	275	.000	4.923<3
Saturated model	325	.000	0		
Independence model	25	8454.575	300	.000	28.182

Table 3 RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.027	.772(.9)	.731	.653
Saturated model	.000	1.000		
Independence model	.216	.126	.053	.116

Table 4 Baseline Comparisons between saturated and default model

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.840	.825	.868	.856	.868
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Table 5 RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.097	.092	.102	.000
Independence model	.254	.250	.259	.000

Table 6 Post hoc Tukey HSD analysis for reasons for bringing about the change initiatives

Level/ Reasons	Level	RC1:To increase the effectiveness of the organization	RC2:To ensure the survival of the organization	RC3:To cut cost	RC4:To change the image of the organization	RC5:Overco ming fierce competition
Senior	Middle	.133	.672	1.000	1.000	1.000
	Junior	.037*	.031*	.311	1.000	1.000
Middle	Senior	.133	.672	1.000	1.000	1.000
	Junior	1.000	.205	.026*	1.000	1.000
Junior	Senior	.037*	.031*	.311	1.000	1.000
	Middle	1.000	.205	.026*	1.000	1.000

***p < 0.001; ** p < 0.01; *p < 0.05

Table 7 Post hoc Tukey HSD analysis for method used to implement and manage change initiatives

Levels/ methods	Level	M1:Prov iding Educatio n and training	M2:Leaders hip support and encouragem ent	M3:Encou raging risk taking and support	M4:Prov iding Motivati on for change	M5:Develo ping new competenci es and skills in people	M6:Involv ement & participati on of people
Senior	Middle	1.000	.171	1.000	1.000	1.000	1.000
	Junior	.125	1.000	.110	.092	.410	.463
Middle	Senior	1.000	.171	1.000	1.000	1.000	1.000
	Junior	.044*	.136	.003*	.050*	.108	.043*
Junior	Senior	.125	1.000	.110	.092	.410	.463
	Middle	.044*	.136	.003**	.050*	.108	.043*

***p < 0.001; ** p < 0.01; *p < 0.05

Table 8 Post Hoc Test analysis of steps used by the management for bringing organizational change IT organization under study

Levels/Steps		SC1:Assemble a change management team	SC2:Establish a new direction for organization	SC3:Prepare the organization for change	SC4:Set up change teams to implement change	SC5:Align structure, systems & resources to support change	SC6:Identify & remove road blocks to change	SC7:Absorb changes into culture of organization
Senior	Middle	1.000	1.000	1.000	1.000	1.000	1.000	1.000
	Junior	.215	.276	.321	1.000	.486	.802	.989
Middle	Senior	1.000	1.000	1.000	1.000	1.000	1.000	1.000
	Junior	.385	.366	.066	1.000	.207	.249	.277
Junior	Senior	.215	.276	.321	1.000	.486	.802	.989
	Middle	.385	.366	.066	1.000	.207	.249	.277

***p< 0.001; ** p< 0.01; *p< 0.05

Table Post 9 Hoc Test analysis for pressures behind change initiatives in change levers

Level /Pressures		P1:Globalization & liberalization	P2:Overcoming fierce competition	P3:Emergence of new IT Companies	P4:New Technology	P5:Legal Pressure
Technology						
Senior	Middle	1.000	1.000	.250	1.000	0.023*
	Junior	0.964	1.000	1.000	0.578	0.540
Middle	Junior	0.983	1.000	.009***	1.000	0.659
Marketing						
Senior	Middle	1.000	1.000	0.253	0.240	0.050*
	Junior	1.000	1.000	0.759	0.31*	0.126
Middle	Junior	1.000	1.000	1.000	0.628	1.000
Quality						
Senior	Middle	1.000	1.000	0.253	0.240	0.050*
	Junior	1.000	1.000	0.759	0.31	0.126
Middle	Junior	1.000	1.000	1.000	0.628	1.000
Structure						
Senior	Middle	0.466	0.102	0.304	0.502	0.045*
	Junior	0.208	0.094	0.084	0.063	0.006*
Middle	Junior	1.000	1.000	1.000	0.544	0.727
Managing People						
Senior	Middle	0.306	0.244	0.972	0.296	0.50*
	Junior	0.623	0.277	0.625	0.044*	0.160
Middle	Junior	1.000	1.000	1.000	0.680	1.000
Leadership						
Senior	Middle	0.428	0.047*	0.109	0.058	0.001**
	Junior	0.463	0.007*	0.964	0.002**	0.001**
Middle	Junior	1.000	0.745	0.895	0.293	1.000

***p< 0.001; ** p< 0.01; *p< 0.05

Table 10 Post Hoc Test analysis for Reasons for ‘Resistance to change’ towards change initiatives in change levers

Groups/Reasons		R1:Culture and strategy of company	R2:Lack of Times and resources	R3:Attitude of employees	R4:Lack of Skills
L1: Technology					
Senior	Middle	1.000	1.000	0.278	1.000
	Junior	1.000	1.000	0.002*	0.318
Middle	Junior	1.000	1.000	0.050	0.952
L2: Marketing					
Senior	Middle	0.049**	1.000	1.000	0.169
	Junior	0.588	1.000	1.000	0.005**
Middle	Junior	0.999	1.000	1.000	0.232
L3: Quality					
Senior	Middle	0.247	1.000	0.51	0.50
	Junior	1.000	1.000	0.003**	0.010**
Middle	Junior	0.624	1.000	0.431	0.145
L4: Cost					
Senior	Middle	0.763	0.047*	0.034*	0.059
	Junior	1.000	0.094	0.029*	0.001**
Middle	Junior	0.525	1.000	1.000	0.112
L5: Strategy					
Senior	Middle	0.247	1.000	0.051	0.050*
	Junior	1.000	1.000	0.003***	0.010**
Middle	Junior	0.624	1.000	0.431	0.904
L6: Structure					
Senior	Middle	1.000	0.081	0.181	0.088
	Junior	0.342	0.021*	0.002**	0.001**
Middle	Junior	1.000	1.000	0.108	0.093
L7:Managing People					
Senior	Middle	1.000	1.000	0.099	0.001**
	Junior	1.000	0.315	0.063	0.000***
Middle	Junior	1.000	0.899	0.050*	0.264

***p< 0.001; ** p< 0.01; *p< 0.05

Table 11 Post Hoc Test analysis for steps taken by the management to remove resistance towards the change initiatives in change levers

Groups/Steps		S1:Incentives & rewards	S2:Facilitation & Support	S3:Education & Training	S4:Leadership	S5:Participation & involvement of people	S6:Negotiation	S7:Coercion
L1:Technology								
Senior	Middle	0.793	1.000	1.000	1.000	1.000	1.000	0.684
	Junior	0.526	1.000	1.000	1.000	1.000	1.000	0.056
Middle	Junior	1.000	1.000	0.882	1.000	1.000	1.000	0.344
L2: Marketing								
Senior	Middle	0.377	0.082	1.000	0.509	1.000	0.782	0.792
	Junior	0.419	0.049*	1.000	0.577	1.000	0.791	0.501
Middle	Junior	1.000	1.000	0.676	1.000	1.000	1.000	1.000
L3: Quality								
Senior	Middle	0.009**	0.498	0.722	0.223	1.000	1.000	0.272
	Junior	0.145	0.602	1.000	0.469	1.000	1.000	0.389

Middle	Junior	1.000	1.000	0.963	1.000	1.000	1.000	1.000
L4: Cost								
Senior	Middle	0.005**	0.008**	0.293	0.019*	0.817	0.441	1.000
	Junior	0.002**	0.001**	0.840	0.054	0.135	0.047*	0.072
Middle	Junior	1.000	0.815	1.000	1.000	0.613	0.468	0.192
L5: Strategy								
Senior	Middle	0.115	0.079	1.000	0.938	1.000	0.395	0.504
	Junior	0.015*	0.042*	0.322	1.000	0.032*	0.027*	0.068
Middle	Junior	0.679	1.000	0.790	1.000	0.098	0.344	0.575
L6: Structure								
Senior	Middle	0.348	0.057*	0.174	0.739	1.000	1.000	0.836
	Junior	0.069	0.344	0.061	0.183	0.956	0.330	0.466
Middle	Junior	0.827	1.000	1.000	0.890	0.391	0.182	1.000
L7: Managing People								
Senior	Middle	0.113	0.415	0.568	0.130	1.000	0.021*	0.014*
	Junior	0.020*	0.009**	0.089	0.054*	1.000	0.017**	0.019*
Middle	Junior	0.823	0.123	0.636	1.000	1.000	1.000	1.000

***p < 0.001; ** p < 0.01; *p < 0.05

Table 12 Post Hoc Test analysis for impact of change initiatives in change levers

Groups/Impact		IC1:Improved results in overall services	IC2:Improve d employee commitment	IC3:Improved employee job satisfaction	IC4:Incre ased profits	IC5:Enhance Customer satisfaction
L1: Technology						
Senior	Middle	0.748	0.852	0.237	1.000	1.000
	Junior	1.000	0.656	0.288	1.000	1.000
Middle	Junior	1.000	1.000	1.000	1.000	1.000
L2: Marketing						
Senior	Middle	1.000	0.272	0.287	0.766	0.703
	Junior	1.000	0.555	0.162	0.819	1.000
Middle	Junior	1.000	1.000	1.000	1.000	1.000
L3: Quality						
Senior	Middle	1.000	1.000	1.000	0.144	0.540
	Junior	1.000	0.674	1.000	0.945	1.000
Middle	Junior	1.000	1.000	0.892	1.000	0.369
L4:Cost						
Higher	Middle	0.138	0.140	0.069	0.244	0.197
	Junior	0.083	0.008**	0.049*	0.313	0.323
Middle	Junior	1.000	0.364	1.000	1.000	1.000
L5: Strategy						
Higher	Middle	0.757	0.384	1.000	0.194	0.545
	Junior	0.954	0.091	0.516	0.131	1.000
Middle	Junior	1.000	0.939	0.991	1.000	1.000
L6: Structure						
Senior	Middle	0.072	0.250	0.041*	1.000	0.047*
	Junior	0.227	0.210	0.016**	0.587	0.016**
Middle	Junior	1.000	1.000	1.000	0.724	1.000
L7: Managing People						
Senior	Middle	0.099	0.976	1.000	0.272	1.000
	Junior	0.033*	0.352	1.000	0.050*	1.000

Middle	Junior	1.000	1.000	1.000	0.800	1.000
--------	--------	-------	-------	-------	-------	-------

***p< 0.001; ** p< 0.01; *p< 0.05

Table 13 Multi-Collinearity Diagnostics

Collinearity Diagnostics												
Mo del	Di me nsi on	Eige nval ue	Condit ion Index	Variance Proportions								
				(Con stant)	Techn ology	mark eting	qualit y	Cost	Strat egy	Stru ctur e	Manag ing People	Le aders hip
1	1	8.935	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.021	20.730	.84	.00	.00	.00	.01	.00	.01	.01	.02
	3	.011	28.186	.06	.07	.09	.07	.05	.00	.01	.05	.28
	4	.009	32.057	.03	.16	.07	.01	.48	.07	.00	.01	.06
	5	.006	37.310	.01	.26	.00	.46	.01	.08	.08	.00	.13
	6	.006	38.996	.00	.25	.06	.06	.40	.22	.07	.00	.11
	7	.005	41.927	.00	.03	.31	.15	.02	.00	.01	.46	.26
	8	.004	47.625	.02	.22	.41	.19	.04	.17	.00	.42	.11
	9	.003	52.025	.03	.00	.06	.06	.00	.46	.82	.05	.03

a Dependent Variable: COMMITMENT

Collinearity Diagnostics												
Mo del	Di me nsi on	Eige nval ue	Condit ion Index	Variance Proportions								
				(Con stant)	Techn ology	mark eting	qualit y	Cost	Strat egy	Stru ctur e	Manag ing People	Le aders hip
1.	1	8.935	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.021	20.730	.84	.00	.00	.00	.01	.00	.01	.01	.02
	3	.011	28.186	.06	.07	.09	.07	.05	.00	.01	.05	.28
	4	.009	32.057	.03	.16	.07	.01	.48	.07	.00	.01	.06
	5	.006	37.310	.01	.26	.00	.46	.01	.08	.08	.00	.13
	6	.006	38.996	.00	.25	.06	.06	.40	.22	.07	.00	.11
	7	.005	41.927	.00	.03	.31	.15	.02	.00	.01	.46	.26
	8	.004	47.625	.02	.22	.41	.19	.04	.17	.00	.42	.11
	9	.003	52.025	.03	.00	.06	.06	.00	.46	.82	.05	.03

a Dependent Variable: AC

Collinearity Diagnostics												
Mo del	Di me nsi on	Eige nval ue	Condit ion Index	Variance Proportions								
				(Con stant)	Techn ology	mark eting	qualit y	Cost	Strat egy	Stru ctur e	Manag ing People	Le aders hip
1	1	8.935	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.021	20.730	.84	.00	.00	.00	.01	.00	.01	.01	.02
	3	.011	28.186	.06	.07	.09	.07	.05	.00	.01	.05	.28
	4	.009	32.057	.03	.16	.07	.01	.48	.07	.00	.01	.06
	5	.006	37.310	.01	.26	.00	.46	.01	.08	.08	.00	.13
	6	.006	38.996	.00	.25	.06	.06	.40	.22	.07	.00	.11
	7	.005	41.927	.00	.03	.31	.15	.02	.00	.01	.46	.26
	8	.004	47.625	.02	.22	.41	.19	.04	.17	.00	.42	.11
	9	.003	52.025	.03	.00	.06	.06	.00	.46	.82	.05	.03

a Dependent Variable: NC

Collinearity Diagnostics												
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions								
				(Constant)	Technology	marketing	quality	Cost	Strategy	Structure	Managing People	Leadership
1	1	8.935	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.021	20.730	.84	.00	.00	.00	.01	.00	.01	.01	.02
	3	.011	28.186	.06	.07	.09	.07	.05	.00	.01	.05	.28
	4	.009	32.057	.03	.16	.07	.01	.48	.07	.00	.01	.06
	5	.006	37.310	.01	.26	.00	.46	.01	.08	.08	.00	.13
	6	.006	38.996	.00	.25	.06	.06	.40	.22	.07	.00	.11
	7	.005	41.927	.00	.03	.31	.15	.02	.00	.01	.46	.26
	8	.004	47.625	.02	.22	.41	.19	.04	.17	.00	.42	.11
	9	.003	52.025	.03	.00	.06	.06	.00	.46	.82	.05	.03

a Dependent Variable: CC(S)

Collinearity Diagnostics												
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions								
				(Constant)	Technology	marketing	quality	Cost	Strategy	Structure	Managing People	Leadership
1	1	8.935	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.021	20.730	.84	.00	.00	.00	.01	.00	.01	.01	.02
	3	.011	28.186	.06	.07	.09	.07	.05	.00	.01	.05	.28
	4	.009	32.057	.03	.16	.07	.01	.48	.07	.00	.01	.06
	5	.006	37.310	.01	.26	.00	.46	.01	.08	.08	.00	.13
	6	.006	38.996	.00	.25	.06	.06	.40	.22	.07	.00	.11
	7	.005	41.927	.00	.03	.31	.15	.02	.00	.01	.46	.26
	8	.004	47.625	.02	.22	.41	.19	.04	.17	.00	.42	.11
	9	.003	52.025	.03	.00	.06	.06	.00	.46	.82	.05	.03

a Dependent Variable: CC(L)

ANNEXURE 2

Questionnaire

Dear Sir/Madam

I am currently pursuing PhD course from Thapar University, Patiala on the topic “STUDY OF ORGANIZATION CHANGE AND ITS IMPACT ON ORGANIZATION COMMITMENT IN FEW SELECTED IT ORGANIZATIONS IN NORTHERN INDIA.” I would be extremely thankful, if you could spare few minutes of your precious time in filling all the questions in this questionnaire. The findings of this study would be kept confidential and would be used for academic purposes only. Your gesture will be genuinely appreciated.

* *The questionnaire will take approximately 10 minutes.*

* *It is hoped that you will give your full cooperation and will respond genuinely.*

1. Name:
2. Gender: 1)Male 2) Female
3. Marital Status: 1) single 2) married 3) divorced/separated
4. Age(In completed years) Please mark.
5. Socio-Economic Background: 1) Rural 2)Urban 3)Semi-urban
6. Qualifications: 1)Graduate 2)Post Graduate 3)Professional(please specify)
7. Name of the organization:
8. Dept/SBU/vertical & Designation:
9. Level of managerial Hierarchy: 1)Top Level 2)senior level 3)middle level 4)Junior level
10. Gross Salary(per month)
11. Date of joining the present job:
12. No. of years you have been in this organization:
13. Total number of jobs changed:
14. Total Work Experience(approx):

No.	Statements	1	2	3	4	5
1.	Change is inevitable for the survival of any organization					
2.	Your organization has witnessed some changes in the last couple of years since you have joined the organization/SBU/Vertical					
3.	The areas in which changes have been brought about in your organization/vertical/SBU are:- a)Technology b)Marketing c)Quality d)Costs e) Strategy f)Structure g)Managing people h)Leadership					
4.	Please mention the reasons for bringing about the above written organization changes in your organization/vertical/SBU.					
	a)To increase the effectiveness of your organization					
	b)To ensure the survival of your organization					

	c) To cut the cost						
	d) To change the image of your organization						
	e) Overcoming fierce competition						
5.	To what extend do you agree to the statement that the following methods were used by the management to implement & manage these changes initiatives in your organization/vertical/SBU						
	a)Providing Education and training						
	b)Leadership support and encouragement						
	c) Encouraging risk taking and support						
	d) Providing Motivation for change						
	e) Developing new competencies and skills in people						
	f) Involvement & participation of people						
6.	To what extend do you agree to the statement that the following methods were used by the management to manage change in your organization/SBU/vertical						
	a)Assemble a change management team						
	b) Establish a new direction for organization						
	c) Prepare the organization for change						
	d) Set up change teams to implement change						
	e) Align structure, systems & resources to support change						
	f) Identify & remove road blocks to change						
	g) Absorb changes into culture of organization						
CHANGE LEVERS							
Technology							
1.	Pressures leading to change initiatives in “Technology” in your organization/SBU were:						
	a)Globalization and liberalization						
	b) Overcoming fierce competition						
	c) Cost reduction						
	d) New technology						
	e) Legal Pressures						
2.	In case ‘Resistance to change’ in technology was noticed it was due to						
	a)Culture and strategy of organization/SBU/vertical						
	b) Lack of time and resources						
	c) Attitude of employees						
	d) Lack of skills						
3.	Steps taken to remove resistance towards changes initiatives in “Technology” were						
	a) Incentives and rewards						
	b) Facilitation and support						
	c) Education and training						
	d) Leadership						
	e) Participation & involvement of people						

	f) Negotiation						
	g) Coercion						
4.	Impact of change initiatives in “Technology” on your organization/SBU/vertical						
	a) Improved results in the overall services						
	b) Improved employee commitment						
	c) Improved employee job satisfaction						
	d) Increased profits						
	e) Enhance customer satisfaction						
Marketing Lever							
1.	Pressures leading to change initiatives in “Marketing” in your organization/SBU were:						
	a) Globalization and liberalization						
	b) Overcoming fierce competition						
	c) Cost reduction						
	d) New technology						
	e) Legal Pressures						
2.	In case ‘Resistance to change’ in Marketing was noticed it was due to						
	a) Culture and strategy of organization/SBU/vertical						
	b) Lack of time and resources						
	c) Attitude of employees						
	d) Lack of skills						
3.	Steps taken to remove resistance towards changes initiatives in “Marketing” were						
	a) Incentives and rewards						
	b) Facilitation and support						
	c) Education and training						
	d) Leadership						
	e) Participation & involvement of people						
	f) Negotiation						
	g) Coercion						
4.	Impact of change initiatives in “Marketing” on your organization/SBU/vertical						
	a) Improved results in the overall services						
	b) Improved employee commitment						
	c) Improved employee job satisfaction						
	d) Increased profits						
	e) Enhance customer satisfaction						
Quality							
1.	Pressures leading to change initiatives in “Quality” in your organization/SBU were:						
	a) Globalization and liberalization						
	b) Overcoming fierce competition						
	c) Cost reduction						
	d) New technology						
	e) Legal Pressures						
2.	In case ‘Resistance to change’ in Quality was noticed it was						

	due to								
	a) Culture and strategy of organization/SBU/vertical								
	b) Lack of time and resources								
	c) Attitude of employees								
	d) Lack of skills								
3.	Steps taken to remove resistance towards changes initiatives in “Quality” were								
	a) Incentives and rewards								
	b) Facilitation and support								
	c) Education and training								
	d) Leadership								
	e) Participation & involvement of people								
	f) Negotiation								
	g) Coercion								
4.	Impact of change initiatives in “Quality” on your organization/SBU/vertical								
	a) Improved results in the overall services								
	b) Improved employee commitment								
	c) Improved employee job satisfaction								
	d) Increased profits								
	e) Enhance customer satisfaction								
Cost									
1.	Pressures leading to change initiatives in “Cost” in your organization/SBU were:								
	a) Globalization and liberalization								
	b) Overcoming fierce competition								
	c) Cost reduction								
	d) New technology								
	e) Legal Pressures								
2.	In case ‘Resistance to change’ in Cost was noticed it was due to								
	a) Culture and strategy of organization/SBU/vertical								
	b) Lack of time and resources								
	c) Attitude of employees								
	d) Lack of skills								
3.	Steps taken to remove resistance towards changes initiatives in “Quality” were								
	a) Incentives and rewards								
	b) Facilitation and support								
	c) Education and training								
	d) Leadership								
	e) Participation & involvement of people								
	f) Negotiation								
	g) Coercion								
4.	Impact of change initiatives in “Cost” on your organization/SBU/vertical								
	a) Improved results in the overall services								
	b) Improved employee commitment								

	c) Improved employee job satisfaction					
	d) Increased profits					
	e) Enhance customer satisfaction					
Strategy						
1.	Pressures leading to change initiatives in “Strategy” in your organization/SBU were:					
	a) Globalization and liberalization					
	b) Overcoming fierce competition					
	c) Cost reduction					
	d) New technology					
	e) Legal Pressures					
2.	In case ‘Resistance to change’ in Strategy was noticed it was due to					
	a) Culture and strategy of organization/SBU/vertical					
	b) Lack of time and resources					
	c) Attitude of employees					
	d) Lack of skills					
3.	Steps taken to remove resistance towards changes initiatives in “Strategy” were					
	a) Incentives and rewards					
	b) Facilitation and support					
	c) Education and training					
	d) Leadership					
	e) Participation & involvement of people					
	f) Negotiation					
	g) Coercion					
4.	Impact of change initiatives in “Strategy” on your organization/SBU/vertical					
	a) Improved results in the overall services					
	b) Improved employee commitment					
	c) Improved employee job satisfaction					
	d) Increased profits					
	e) Enhance customer satisfaction					
Structure						
1.	Pressures leading to change initiatives in “Structure” in your organization/SBU were:					
	a) Globalization and liberalization					
	b) Overcoming fierce competition					
	c) Cost reduction					
	d) New technology					
	e) Legal Pressures					
2.	In case ‘Resistance to change’ in Structure was noticed it was due to					
	a) Culture and strategy of organization/SBU/vertical					
	b) Lack of time and resources					
	c) Attitude of employees					
	d) Lack of skills					
3.	Steps taken to remove resistance towards changes initiatives in “Structure” were					

	a) Incentives and rewards					
	b) Facilitation and support					
	c) Education and training					
	d) Leadership					
	e) Participation & involvement of people					
	f) Negotiation					
	g) Coercion					
4.	Impact of change initiatives in “Structure” on your organization/SBU/vertical					
	a) Improved results in the overall services					
	b) Improved employee commitment					
	c) Improved employee job satisfaction					
	d) Increased profits					
	e) Enhance customer satisfaction					
Managing People						
1.	Pressures leading to change initiatives in “Managing People” in your organization/SBU were:					
	a) Globalization and liberalization					
	b) Overcoming fierce competition					
	c) Cost reduction					
	d) New technology					
	e) Legal Pressures					
2.	In case ‘Resistance to change’ in Managing People was noticed it was due to					
	a) Culture and strategy of organization/SBU/vertical					
	b) Lack of time and resources					
	c) Attitude of employees					
	d) Lack of skills					
3.	Steps taken to remove resistance towards changes initiatives in “Technology” were					
	a) Incentives and rewards					
	b) Facilitation and support					
	c) Education and training					
	d) Leadership					
	e) Participation & involvement of people					
	f) Negotiation					
	g) Coercion					
4.	Impact of change initiatives in “Managing People” on your organization/SBU/vertical					
	a) Improved results in the overall services					
	b) Improved employee commitment					
	c) Improved employee job satisfaction					
	d) Increased profits					
	e) Enhance customer satisfaction					
Leadership						
1.	Pressures leading to change initiatives in “Leadership” in your organization/SBU were:					
	a) Globalization and liberalization					

	b) Overcoming fierce competition					
	c) Cost reduction					
	d) New technology					
	e) Legal Pressures					
2.	Impact of change initiatives in “Leadership” on your organization/SBU/vertical					
	a) Improved results in the overall services					
	b) Improved employee commitment					
	c) Improved employee job satisfaction					
	d) Increased profits					
	e) Enhance customer satisfaction					

Organizational Commitment

This questionnaire is framed to get your view about Organization Commitment. Below some statements are listed that represent the different aspects of your commitment towards the organization. You have to answer each statement by indicating one of the best suited statements i.e. ‘strongly disagree’ to ‘strongly agree’. If you agree with the statement a lot then please tick ‘strongly agree’ and if you do not agree with any statement then please tick ‘extremely dissatisfied’. Please read the following questions and respond each statement without hesitation. The information given by you will be kept strictly confidential.

*it is hoped that you will give your full cooperation and will respond genuinely

1.	I would be very happy to spend the rest of my career with this organization					
2.	I enjoy discussing my organization with people outside of it					
3.	I really feel as if the organizations problems are my own					
4.	I think that I could easily become as attached to another organization as im to this one					
5.	I do not feel like "Part of the family" at my organization					
6.	I do not feel "emotionally attached" to this organization					
7.	this organization has a great deal of personal meaning for me					
8.	I do not feel a strong sense of belonging to my organization					
9.	I think that people these days move from company to company too often					
10.	I do not believe that a person must always be loyal to his/her organization					
11.	Jumping from organization to organization does not seem at all unethical to me					
12.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain					
13.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization					
14.	I was taught to believe in the value of remaining loyal to one organization					
15.	Things were better in the days when people stayed with one organization for most of their careers					
16.	I do not think that wanting to be a "Company man" or "Company woman" is sensible anymore					

17.	I do not feel any obligation to remain with my current employer					
18.	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
19.	I would feel guilty if I left my organization now					
20.	This organization deserves my loyalty					
21.	I would not leave my organization right now because I have a sense of obligation to people in it					
22.	I owe a great deal in this organization					
23.	I am not afraid of what might happen if I quit my job without having another one lined up					
24.	It would be very hard for me to leave my organization right now even if I wanted to					
25.	Too much in my life would be disrupted if I decided I wanted to leave my organization now					
26.	It wouldn't be too costly for me to leave my organization right now.					
27.	Right now staying with my organization is a matter of necessity as much as desire					
28.	I feel I have too few options to consider leaving this organization					
29.	One of the few serious consequences of leaving this organization would be the scarcity available of alternatives.					
30.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits that I have here.					

1= strongly Disagree, 2= Disagree, 3= Moderately Agree, 4= Agree, 5= Strongly Agree

LIST OF PUBLICATIONS

S. No.	Title of the Paper	Journal Name & Vol.No. Status	Journal Indexed/Listed/abstracted in:	Authors Name	Journal Other Details
1	Organizational Change and Organizational Commitment: An Empirical Study of it Organizations in India	Global Journals Inc. (US) GJMBR-A Volume 15 Issue 6 Version 1.0, is launched on, 29 June 15	<ul style="list-style-type: none"> •Gale • ProQuest • EBSCO • EconLit • Cabells • Scirus • ERA 2012 Journal List (Excellence in Research for Australia [ERA] by the Australian Research Council) • Biblioteca • IndexCopernicus Journals Master List • Libraries Resource Directory (Listed under Information Research Organizations category) • Google Scholars • Globethics • Questia • Standard Periodical Directory • Ulrich's International Periodicals Directory 	KanikaSofat, Prof.RaviKiran &Prof.SanjayKashishik	<p>ISSN: 1947-5667 (Online), Journal Launch Date: 2009, Language: English, Review Process: Double Blind , Publisher: Universal Publishers - Boca Raton, Florida, USA Journal Performance (Updated: June, 2014)</p> <p>Journal h-index: 6 Journal g-index: 11 Average citations per paper: 2.42 Publication Frequency: Quarterly (with cite-ahead publication)</p>
2	Management of Organizational Change and its Impact on Commitment: A study of Select Indian IT Companies	Global Business and Management Research: An International Journal	<ul style="list-style-type: none"> •Gale • ProQuest • EBSCO • EconLit • Cabells • Scirus • ERA 2012 Journal List (Excellence in Research for Australia [ERA] by the Australian Research Council) • Biblioteca • IndexCopernicus Journals Master List • Libraries Resource Directory (Listed under Information Research Organizations category) • Google Scholars • Globethics • Questia • Standard Periodical Directory • Ulrich's International Periodicals Directory 	KanikaSofat, Prof.RaviKiran &Prof.SanjayKashishik	<p>ISSN: 1947-5667 (Online), Journal Launch Date: 2009, Language: English, Review Process: Double Blind , Publisher: Universal Publishers - Boca Raton, Florida, USA Journal Performance (Updated: June, 2014)</p> <p>Journal h-index: 6 Journal g-index: 11 Average citations per paper: 2.42 Publication Frequency: Quarterly (with cite-ahead publication)</p>