

A STUDY ON CHANGE MANGEMENT IN FLYJAC LOGISTICS PVT LTD

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410182



**DEPARTMENT OF BUSINESS ADMINITRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **LOKESH.R (41410182)** who carried out the project entitled "**A STUDY ON CHANGE MANGEMENT IN FLYJAC LOGISTICS PVT LTD**" under my supervision from January 2023 to may 2023

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I **LOKESH.R (41410182)** hereby declare that the Project Report entitled” **A STUDY ON CHANGE MANGEMENT IN FLYJAC LOGISTICS PVT LTD**” done by me under the guidance of MR. HAMMEN KHAN is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:05.05.2023

PLACE: Chennai

A handwritten signature in black ink, appearing to be 'Lokesh.R', with a long horizontal stroke extending to the right.

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I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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LOKESH.R

A STUDY ON CHANGE MANGEMENT IN FLYJAC LOGISTICS PVT LTD

ABSTRACT

This study reveals the factors of feelings of employees, and this report is useful to the management of the company to know the satisfactory levels of employees and above to take right measures to increase productivity and to maintain good inter-personal relationship in the organization.

The primary objective of this project is to study the employee conflict towards organizational change in Flyjac Logistics Pvt Ltd. The secondary objectives are to study the satisfaction level of the employees towards change management system; to study how the employees were impacted to this change management system, to study the operational performance of the organization existed through this change management system and to enhance the performance of the organization as well as the employees

The sample was confirmed to 120 respondents. So this study cannot be regards 'full proof' one. To adapt to the new technologies, tools and techniques. To remain competitive to the other rival firms.

Multiple choice questions have been chosen to collect the responses from 120 employees. Convenience sampling method has used in the research work. The data collected has been analyzed. Numerous new findings has been derived from this research has helped to provide few suggestions to the company to reduce its employee conflict towards organizational change.

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CHAPTER 1- INTRODUCTION

1.1 INTRODUCTION

CHANGE MANAGEMENT:

Change management is a structured approach to shifting/transitioning individuals, teams and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment. In project management, change management refers to a project management process where changes to a project are formally introduced and approved.

Definition of Change Management:

According to Nickols, change management has at least three basic definitions, which are as follows: The task of change management, which refers to the task of managing change in a planned and managed fashion. An area of professional practice where many consultants internationally, profess to specialize in managing change on behalf of clients.

A body of knowledge, which consists of models, methods and techniques, tools, skills and other forms of knowledge that goes into making up a practice.

Hiatt and Creasy, state that change management evolved as a result of the convergence of two predominant fields of thought, namely:

An engineer's approach to improving business performance

A psychologist's approach to managing the human side of change

McKee provides an interesting insight into change management by reflecting on the difference between change and transition. He states that changes are successfully made by organizations, but they fail in the process of transition.

Change is physical, like moving from point A to point B, but transition is a psychological process that people need to go through to come to terms with the new situation and this takes time.

Transition starts with an ending. For people to successfully make a change, they must leave the past. Transition, as an inward psychological process, happens much more slowly than the outward physical change. McKee states that unless

transition takes place, change will not work. Given the definitions of change management, research with hundreds of project teams, however, has shown that a one-size-fits-all approach to change management is not sufficient.

To be effective at leading change, companies will need to customize and scale their change management efforts, based on the unique characteristics of the change and the attributes of the impacted organization.

Change Phases:

By breaking change down into discrete time periods or phases, change leaders can adapt their strategies and techniques based on the unique attributes of that phase. This article deals with the four stages in the process that forms the foundation of successful change management, namely:

1. Creating a sense of urgency:

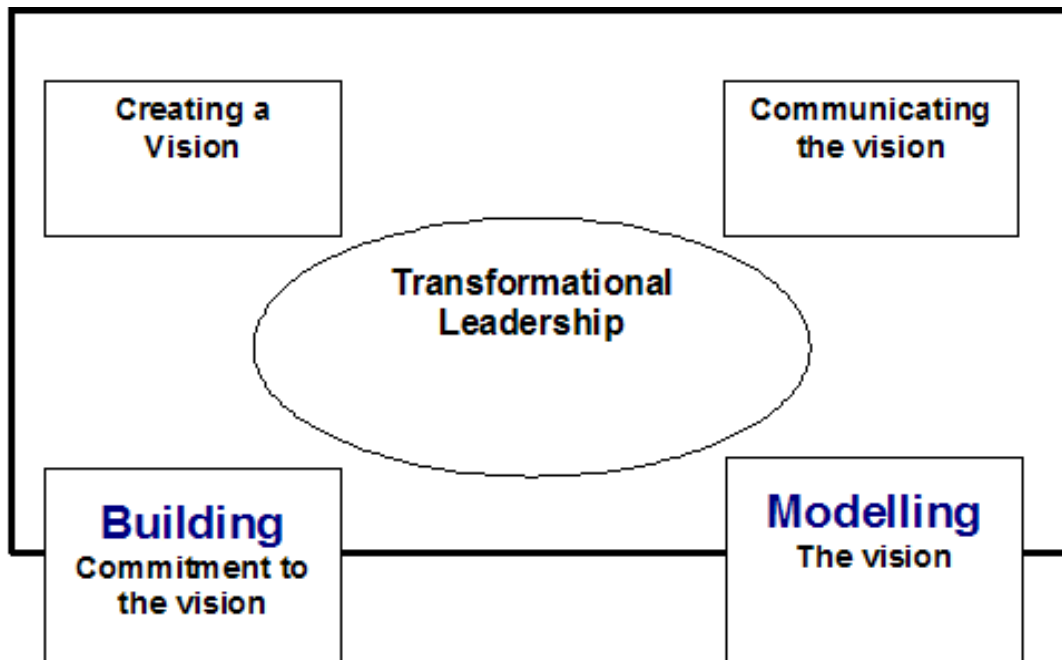
Change in an organization does not happen in a vacuum. If nothing happened to disturb organizational life, change would be very slow and perhaps, merely accidental. Establishing a sense of urgency is crucial to gaining the co-operation to bring about change.

Employees at all levels within the organization need to be aware of the forces driving change, and need to be motivated to undertake change that will impact on their personal and working environment.

2. Building a strong guiding coalition:

Because major change is so difficult to accomplish, a powerful force is required to sustain the process. A strong guiding coalition is always needed - one with the right composition, level of trust and shared objectives. The kind of leadership that needs to be present with major change efforts is transformational leadership.

Transformational leadership is where leaders are agents of change. These leaders develop a vision for the organization, inspire and collectively bond the employees to that vision and gives them a "can do" attitude that makes the vision achievable. Transformational leaders energize and direct employees to a new set of corporate values and behaviors. The elements of transformational leadership are provided below.



3. Formulating a Vision and Strategy:

"Without a compelling purpose, we live life as a fairly haphazard experience, being easily swayed by the latest fad, temporary pressure or the most recent advice on what others think we ought to be doing. A clear vision and purpose pulls us toward the future.

" According to Nickols, at the heart of change management lies the change problem. That is, for some future state to be realized some current state needs to be left behind and some structured, organized process for getting from one to the other needs to exist. Change has three distinct stages as shown below:

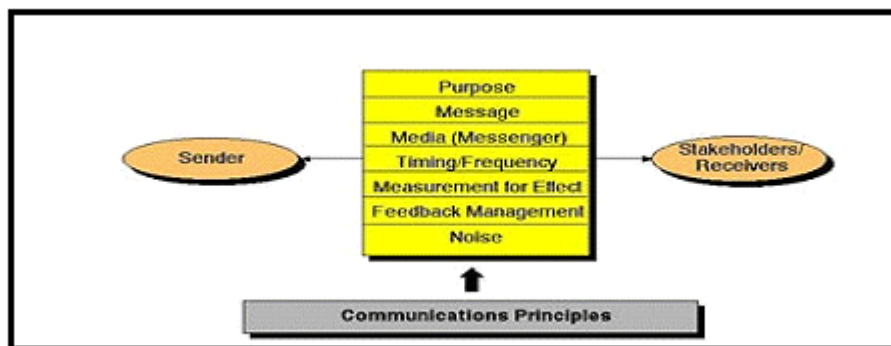


The vision is the bridge between the current and future states and is the force behind transformations. The vision should include the rationale, benefits and personal ramifications of the suggested change.

4. Implementing the Change:

Communicating the vision - Managers must be clear in their communications and a formal communications plan is very helpful during a change initiative. Communication competes with “share of mind” with many other communications. Weak communications exist, when senior and middle managers do not confer with supervisors or employees about the intended changes.

Communication needs to be assessed by looking at the why, what, how, and when of communicating during the planning and implementation phases of change. Many change interventions fail because companies fail to plan and manage communications, which means that the change program doesn’t gain the awareness, support, involvement and commitment needed to succeed. Kendall Consulting proposes the use of a Communications Planning Model as shown:



The In summary, change needs to be associated with a sense of urgency and must be propelled by various driving forces that need to be stronger than the restraining forces. Employees need to be motivated to undertake the change by believing that the benefits of the change will outweigh the cost of the change, There exists some practical first steps that make the change more “real” to employees. Having a powerful force behind the change involves having a senior management team, which supports and drives the change. The implementation of change needs constant and effective communication. It should be based on a formal communications plan, which motivates employees to undertake the change and which is repeated to enforce the need for change in the minds of employees. The communications plan needs to build a foundation for change.

Change Management Procedure:

change management plan is a definition of the formal process for making changes to the project’s original scope. It generally involves redefining existing objectives and deliverables or specifying new project objectives and deliverables.

The procedure for changes is as follows:

Change requests should initially be awarded a change priority classification code based on a set of standards. These can be either simply alphanumerical, or descriptive such as Critical, High Importance, Medium Importance et cetera.

Following the change request evaluation, the project manager should schedule a change decision meeting. Participants in this meeting should include the project sponsors, the change review committee, the project manager, the originator of the request, as well as any other interested and affected stakeholders.

The project manager will present the proposed change and the results of the evaluation, including a copy of the proposed project plan illustrating the impact of the change. The requestor may choose to speak on behalf of the change and the evaluators may also choose to defend their evaluation, if necessary. The project manager should only become significantly involved if the evaluation indicates that the proposed change would have a significant effect on the overall project in terms of finance, scheduling, or the eventual effect on the project's service or product.

Implementation of Change in Projects:

In all but very minor cases, the later that a project change is made, the more difficult it will be to implement without significant repercussions. The ramifications of the change will also vary proportionally with the size of the change. It may be that minor adjustments here and there may have a negligible effect, but a significant change in scope may set a long project back several weeks, months, or even years.

In short, a change management procedure for any given project should include, but not necessarily be limited to the following:

- Identifying the need for change.
- Change recommendation.
- Analysis of the feasibility of change.
- Steering committee approval.
- Project sponsor approval.
- Implementing the change.
- Continue constant review.

The final task is to communicate the revised change management plan to all project team members and stakeholders, explaining the rationale where resistance is encountered.

It is also important at this point to ensure that the minutes of meetings, decisions reached and agreements made are documented and retained.

Change should be expected in any given project, but, as discussed in this article, is very much a manageable issue. In change management, it is important to understand the mechanisms for managing change and to prioritize the requested amendment.

EXAMPLES OF ORGANIZATIONAL CHANGE:

1. Missionary changes
2. Strategic changes
3. Operational changes (including Structural changes)
4. Technological changes
5. Changing the attitudes and behaviors of personnel

As a multidisciplinary practice that has evolved as a result of scholarly research, Organizational Change Management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a Change Management plan.

Change Management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. Organizational Change Management aligns group's expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects.

THE TOP 10 PRINCIPLES FOR LEADING CHANGE:

Most change efforts fall far short of their potential. Usually that's because leaders fail to address the deep behavioral changes they are seeking. The following management principles are at the heart of any successful change effort:

1. Keep performance results the primary objective of behavior and skill change.
2. continually increase the number of individuals taking responsibility for their own change.

3. Make sure that each person always knows why his or her performance and change matters to the purpose and results of the whole organization.
4. Put people in a position to learn by doing and provide them with the information and support they need just in time to perform.
5. Embrace improvisation as the best path to both performance and change.
6. Use team performance to drive change whenever demanded.
7. Concentrate organizational designs on the work that people do, not on the decision-making authority they have.
8. Create and focus energy and meaningful language because these are the scarcest resources during periods of change.
9. Stimulate and sustain behavior-driven change by harmonizing initiatives throughout the organization.
10. Practice leadership based on the courage to live the change you wish to bring about.

OVERVIEW OF CHANGE MANAGEMENT:

The field of change management can be confusing and sometimes complicated to research and study, especially for new practitioners. Change management is the application of many different ideas from the engineering, business and psychology fields. As changes in organizations have become more frequent and a necessity for survival, the body of knowledge known as “change management” has also grown to encompass more skills and knowledge from each of these fields of study.

While this may be a good trend overall, the result for many change leaders is growing confusion about what change management really means. To bring this into focus and to make your change management work successful, this tutorial is designed to help explain the history and evolution of change management, and discuss why it is a required competency for today's business operations.

STATEMENT OF THE PROBLEM

To the study the extent to which the respondents need to have training programs on change management.

To study the reaction of respondents to the existing changed work environment.

To find out the factors affecting implementation of change projects in the organization.

To suggest the ways for the improvement of application of change management system.

1.2 INDUSTRY PROFILE

Introduction

Logistics is essential for the economy of a country. It pertains to the general method of controlling how resources are obtained, housed and delivered to their ultimate location. Determining the efficiency and accessibility of potential distributors and suppliers is part of logistics management. It is a differentiating sector that can largely affect any country's exports, thereby adding a significant competitive edge, with the underlying assumption of a robust logistics sector. The logistics industry comprises all supply chain activities, mainly transportation, inventory management, flow of information and customer service.

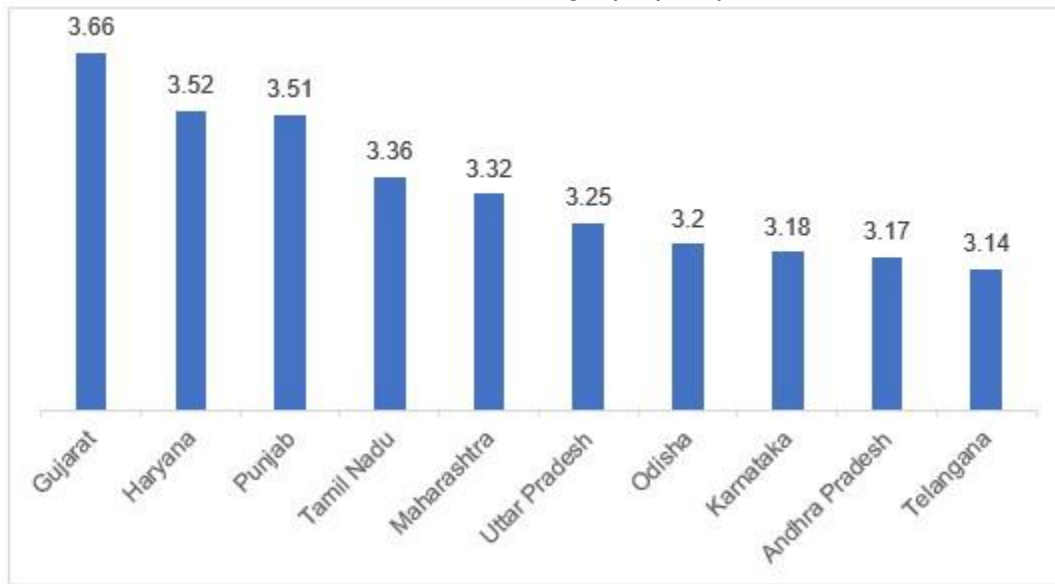
It determines the success of not only the country's supply chain but also influences it on a global scale. The effectiveness of logistics helps to determine the degree of ability that enterprises can keep up with demand. Overview of India's Logistics Sector India's logistics are estimated to account for about 14.4% of GDP. More than 22 million people rely on it for their income.

The Department of Commerce's logistics division for India was established on 7th July 2017 and was given the responsibility of the Integrated Development of Logistics Sector. The Special Secretary to the Government of India is at the helm of the division and has been assigned the responsibility for the development of an action plan to facilitate the overall development of the logistics sector through policy changes, procedure improvements, identification of bottlenecks and gaps, and adoption of technology. Overall, India's logistics sector consists of 37 export promotion councils, 40 Participating Government Agencies (PGAs), 20 government agencies, 10,000 commodities and 500 certifications.

In 2019, the Indian logistics sector was valued at Rs. 15.1 lakh crore (US\$ 190 billion). The unorganised sector amounts to 99% of the logistics sector that includes owners of less than five trucks, brokers or transport companies' affiliates, small-scale warehouse owners, customs brokers and freight forwarders, among others.

The global indices reflect the progress and developments in trade-related logistics over the years. The development of the logistics sector is also reflected by the fact that India scored 90.3% in the United UNESCAP's Global Survey on Digital and Sustainable Trade Facilitation conducted in 2021, which is an exceptional improvement from the score it secured in 2019 of 78.5%, brought about by gains in the scores of five important indicators. The score has shown a consistent improvement, with scores of 63.4% and 67.7% secured in 2015 and 2017, respectively.

LEADS 2021 Overall State-wise Rankings (Top 10)



Source: Ministry of Commerce and Industry

Government's Role To wards the Development of the Logistics Sector
The government has initiated various steps to boost the logistics sector, such as follows:

National Logistics Policy:

The government has planned to release the National Logistics Policy. The planning of the strategy involved detailed conversations on the supply and demand sides with all central ministries and takes a broad view of the sectors defining precise action points. The proposed policy's objective is to boost the nation's economy and corporate competitiveness by establishing an integrated, seamless, effective, dependable, green, sustainable and cost-efficient logistics network that makes use of best-in-class tools, procedures and qualified personnel. The policy aims to reduce the logistics cost, which stands at 14% of GDP to 9-10%.

The strategy will establish a single-window e-logistics market and emphasize developing skills, competitiveness and employment for MSMEs.

National Logistics Law: A national logistics law has been drafted and is under consultation. Through a unified legal framework for the paradigm of One Nation, One Contract, it would support the One Nation, One Market objective and provide a flexible regulatory environment (single bill of lading across modes).

The law's provisions will make it possible to assign a distinct logistics account number in place of cumbersome registration processes.

Logistics Master Plan:

This initiative is in the works which takes a geographical strategy as opposed to an industry approach. Several projects and activities will be integrated into the plan to expand the mix of intermodal and/or multimodal transportation. Coordinated construction of relevant infrastructure (gas and utility pipelines, optical fibre cable networks) is planned to prevent problems in the future. An Inter-Ministerial Committee will be used to supervise the master plan's execution. The state and local logistics strategies will be created in coordination and cooperation with the federal plans.

National Multimodal Facilities and Warehousing: In order to promote intermodal and Multimodal Logistics Parks (MMLPs) as a separate class of infrastructure and to encourage efforts with a national registry of multimodal facilities to enable price discovery, ensure optimal utilisation, and support planned development, the National Grid of Logistics Parks and Terminals is being planned. Furthermore, the government has begun to devise certain standards and guidelines that will be implemented for the development of warehousing.

The government plans to optimise procedures for obtaining clearances that make the procedure of establishing warehouses more efficient, along with setting up a system for rating and certifying those warehouses for excellence. The Logistics division has designed a digitisation initiative to provide an integrated IT foundation that would boost productivity, reduce wasteful travel and provide a slick user experience.

The standards for the National Logistics Platform (iLOG) are currently being finalised in conjunction with the Ministry of Electronics and Information Technology (MeitY). The iLOG will work to integrate a single platform for the various IT solutions that have been developed by various stakeholders, including logistics service providers, purchasers, and central and state government agencies such as customs, Directorate General of Foreign Trade (DGFT), railways, ports, airports, inland waterways and coastal shipping.

National Logistics Workforce Strategy: For the integrated skill development of professionals in the logistics sector, the government is developing a national logistics workforce strategy. Building on the framework of skill development centres already in place, which are currently based on modes of transportation, it is planned to enable cross-sectoral exchange of ideas and best practices as well as create a workforce of professionals who will be the primary force behind the development of logistics in the nation.

The approaches include a coordinated effort to analyse and address present and future skill needs, mainstreaming logistics education and training in regular formal education from school through post-graduate level, and introduction of a Certified

Logistics Professional (CLP) scheme, and to incentivise the engagement of such professionals.

The Driver Employment and Empowerment Programme is one of the strategies, and it aims to lower logistics costs by making truck driving a desired career due to the severe scarcity of truck drivers.

RoadAhead:

The initiatives taken by the government will lead to the progress of the logistics sector. The integration in the form of a multi modal network of transport and warehousing will lead to increased efficiency in the transportation and storage of goods throughout the country. By focusing on the digital aspect, the government's aim is to upgrade the existing system that will lead to faster, better communication with fewer errors that will benefit the sector significantly.

The plan has a strong monitor system with periodic audits in order to check the implementation of policies and application of required corrective measures. With the aforementioned initiatives, India intends to raise its ranking in the Logistics Performance Index to 25 and cut bring down the logistics cost from 13% to 8% of GDP, leading to a reduction of approximately 40%, within the next five years. These goals were set by the National Logistics Policy. This would guarantee the logistics industry acts as a growth engine and a major factor in upgrading India to a US\$ 5 trillion economy.

industrial & logistics sector has attracted about usd 144 million of investment across greenfield and brownfield assets led by global investors, with a major share of 63% followed by domestic players during january -september 2022, according to a report by cbre .with india's rising importance in the global value chain, it is estimated that the i&l stock would double by 2030 to cross 700 million sq ft as occupiers continue to expand across segments such as e-commerce, 3pl, and engineering and manufacturing.

the share of grade a developments in i&l stock is also expected to rise from 35% (as of q32022) to more than 50% by 2030, driven predominantly by occupier focus on flight to quality.it is estimated that more than usd 20 billion in investment would be required to develop additional i&l spaces by 2030.i&l segment leasing activity picked up by 40% in q3 over q22022 and recorded 9.2 mn. sq. ft. absorption, up 18 % y-o-y in q3 2022. during the january- september period, leasing remained stable, with 22 mn sq ft of leasing activity recorded during this period. third-party logistics players (3pl) led the leasing activity with50 %. total supply addition in the same period stood at 13 million sq ft.

1.3 COMPANY PROFILE

Flyjac was founded in 1990 with a vision to provide Total Integrated Logistics Service Solution by upholding philosophical values of Customer Delight, Self Development & Social Welfare. It has perfected the art of Global Delivery System on International Freight Forwarding and Warehousing Management. Flyjac covers all gateways in the country having offices in 27 strategic locations and also warehousing facilities in 17 locations all over India. With presence in 60 countries, spread across all continents and with own offices & agents network, we ensure global reach of service to our customers in India. Flyjac has merged with Hitachi Transport System Ltd., in 2010, to become one of the largest Integrated Logistics Service Providers.

Flyjac delivers a wide array of integrated logistics solutions to enterprises both large and small in key areas such as freight transportation, warehousing, distribution, 3PL, reverse logistics and end-to-end supply chain management only to name a few. What differentiates us as a logistics solutions provider from other companies.

Time-tested and proven track record: In business since 1990 and as a member of the Hitachi group of companies, the wealth of highly focused experience that Flyjac Logistics brings to the table is unmatched.

Global Reach: Flyjac commands an industry-wide leadership position owing to its vast network of agents, partners and service providers located on all major airports and seaports around the world. This relationship has been further cemented by our association with Hitachi Transport System Ltd. With which we merged in 2010. The merger has not only resulted in accelerated growth for Flyjac but has also provided us with seamless access to one of the world's largest logistics solutions network and infrastructure represented on all continents.

State-of-the-art IT Solutions: Process automation, remote monitoring and server implementation in the cloud are no longer buzz words at Flyjac Logistics. They reflect how we conduct business and deliver top-flight service to our customers as a matter of routine. Dedicated and customized IT solutions drive our operations and monitor processes in real time leaving no room for errors and omissions at Flyjac.

1.4 SCOPE OF THE STUDY:

This study reveals the factors of feelings of employees, and this report is useful to the management of the company to know the satisfactory levels of employees and above to take right measures to increase productivity and to maintain good inter-personal relationship in the organization.

1.5 objectives of the study:

- to understand various change management.
- to analyze the impact of organizational change on employee career.
- to measure employee perception to wards change management.

1.6 need for the study

organizational conflict result in poor performance of organization as well as employee. this study aims at improving conflict management standard with the help of charge management. the outcome of the study may be helpful in improving production, operational performance, advanced tools & techniques and competitive advantage.

CHAPTER – 2

RESEARCH METHODOLOGY

2.1 Research design:

The research design is the basic framework or blue print for conducting the research. It provides the guidelines of the research process. The research design specifies the method for data collection and analyzes the results. The research design will be descriptive in nature for the primary data collection.

2.2 Data collection:

The data relevant to problem identified is available in two forms.

1. Primary data
2. Secondary data

Primary data:

Primary data is of first hand data in nature and it does not exist anywhere. It has to be collected rich as far as the problem chosen. Observation method is employed to collect the primary data from the selected respondents. For this purpose direct face to face interview method is employed to collect the data from the respondents. The data thus collected from the primary sources of information will arrange systematically and sequentially to form simple tables.

Secondary data:

Secondary data is that type of data, which already write, and has gone through some statistical analysis. Secondary can be collected for various data bases, internet downloads, business articles, business periodicals etc. apart from this data, the leading journals and magazines relating human resource, organization development are also plan to refer for this study.

2.3 Tools for data collection:

Questionnaire was the main tool used to collect the data from the sample respondents. For this purpose, a well structured questionnaire is planning to prepare to collect data from the sample respondents in the study area.

2.4 CONSTRUCTION OF QUESTIONNAIRE:

The key aspect of the present research study was identified through the interviews. The questionnaire is circulated among the research experts and it is plan to redraft in the light of their commitments and their suggestions along with the instructions given by experts.

2.5 PRETEST:

After the construction of questionnaire it is plan to pre test with more than 120 respondents. After pre-test, necessary modifications will be update with the questionnaire.

2.6 Sampling plan:

The researcher can able to collect the information from the respondents according to the convenience of the researcher. In this study area total numbers of respondents are about 1200. From the total population 120 respondents are selected on the basis of convenience sampling technique at 10 percent each.

2.7 Statistical Tools:

For analysis: Percentage method

For hypothesis testing: Chi-square test method

2.8 Limitation of the study

The research was conducted within a limited duration so a detailed and comprehensive study could not be made. The sample was confirmed to 120 responds.

So this study cannot be regards 'full proof' one Some respondents hesitated to give the actual situation; they feared that management would take any action against them. The findings and conclusions are based on knowledge and experience of the respondents sometimes may subject to bias

CHAPTER- 3

REVIEW OF LITERATUR

3.1 REVIEW OF LITERATURE ON CHANGE MANAGEMENT

The literature concerning organizational change tends to fall into one of two main categories, one that emphasizes organizational efficiency and the other which emphasizes social change. Within these two groupings a desired outcome is emphasized rather than creating a clear understanding of the dynamics of organizational change. I speculate this is due to market forces which has made improving organizational efficiency a lucrative enterprise. Another less dominate but significant market is interested in achieving social change generating a need for this type of literature. In reviewing this literature I believe that an over emphasis is being placed on selling books and services.

The literature which emphasizes achieving organizational efficiency bases its assumptions on the work of Kurt Lewin. Kurt Lewin proposed a "force field" analysis model to understand organizational change. Force field analysis proposes that an organization is typically in a state of equilibrium. There are two forces which maintain organizational stability: driving forces and restraining forces. The driving forces are those elements of the organization which support a desired organizational change. Keeping the organization in equilibrium are the restraining forces. If the two forces are equal, the organization will remain static. Change occurs when one of these two forces becomes stronger than the other (disequilibrium). Once the change has occurred, the organization reverts to a new state of equilibrium which reflects the desired change.

Followed to a logical conclusion, Lewin's model predicts that an intervention which strengthens the driving forces or weakens the restraining forces will result in the desired change. Intervention strategies differ from author to author but they contain similar elements. The following are the basic elements of a formula based organizational change strategy.

1. Determining the need to change
2. Development of a vision
3. Consensus building
4. Identify barriers to implementation
5. Walk the talk

6. Creating an overall change strategy

7. Implementation and Evaluation

According to Gateway Information Services, a New York consulting firm, and 70% of all change programs fail due to employee resistance. Given the poor success record of various interventions strategies, it is reasonable to seriously question their validity as it relates to understanding the dynamics of organizational change. If intervention strategies are suspect, it is also reasonable to question the organizational change theory which supports these interventions. Lewin's model of organizational change consists of two basic concepts. The first that an organization's natural state is static or unchanging. Lewin describes this state as being "frozen". When the organization is in a state of change it is malleable or it "thaws" then reverts to a static or "frozen" state. The second is an organization can be successfully divided into two groups. One that seeks change and one that opposes change. I have grave doubts that either concept has much basis in actual organizations.

The second grouping of literature concerning organizational change focuses on social change. In contrast to Lewin based interventions, this body of literature does not require the support of an organization's management. In fact it often assumes that change agents can expect the active opposition of those "in power".

This view of an organization is more complete and offer a better insight as to how an organization functions with respect to change. An organization needs the elements of power, leadership, management, authority, social control, cultural change and vision in order to function effectively. The priority of each of these elements depends heavily on the organization's overall mission. It is important to realize that the priority of each of these elements is not static but shift as the need arises. Change occurs through the action of a visionary. The visionary by nature, or definition, holds views different from the organization as a whole.

Based on work done by Roseabeth Kanter, it seems that no matter where a person is in the organization they feel, at least to some degree, that they are powerless to change the organization. This, of course, is a matter of perspective. The people at the bottom certainly don't see the people at the top as being powerless. Yet the people at the top acknowledge all the trappings associated with power but don't experience the power to substantially influence the organization. The people who are in the middle share the view of power from both the top and the bottom simultaneously. I feel it is reasonable to conclude that a realistic understanding of organizational change recognize all of these viewpoints as an aspect of reality.

A few studies only have been conducted on various aspects of conflict management in different parts of the countries. However, the purpose of this chapter is

mainly to record various facts and findings of Previous research investigations in the field of human behaviour under conflict management. The Researchers in the area of conflict management in an organization under conflict management resolution have been also undertaken a by few researchers.

It has been attempted in this chapter to throw light on these studies which are relevant to the present Study some of the reviews of karl marx (1818 – 1883) was a german theorist who wrote about and extensively criticized modern materialistic society during the industrial revolution.

He is also called for origins and father of conflict theory. He argued there are always two groups in any given society constantly conflicting with one another, the working class and the ruling class. The ruling class struggles to exploit or manipulate the working class to function and behave in their favour, while the working Class struggles to maximize their own personal benefit by seeking emancipation from the ruling class.

Societies Have changed greatly since marx's time, especially with the rise of the middle class. However, each class continues to struggle for more benefits and comfort. Reading about marx and his theories on society will give you a better sense of conflict theory, its origins, and how things have changed in light of today's world.

The problem of conflict and conflict management in the workplace has become an issue Of great concern to both the government and private sectors especially in developing Countries of the world including nigeria. This is because, despite the operation of the Existing machinery (e.g. collective bargaining and statutory machinery) for conflict Management in nigeria, the incidence of industrial conflict is consistently and Persistently on the increase.

The incidence of industrial conflict in nigeria has become so devastating that the socio-economic and technological Development of the nation has been hampered. the inability of the available conflict resolution machinery to nip in the bud the menace of industrial conflict has prompted some industrial relations experts to advocate for better alternative options such as social dialogue, peace education, unesco's peace culture, and a host of others.

Mary parker follett (1926/1940) found that conflict was managed by individuals in three main ways: Domination, compromise, and integration. She also found other ways of handling conflict that was employed by Organizations, such as avoidance and suppression.

Blake and mouton (1964) observed that the first to present a conceptual scheme for classifying the modes (styles) For handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and Problem-solving. This study reveals the factors of feelings of employees, and this report is useful to the

Management of the company to know the satisfactory levels of employees and above to take right measures to Increase productivity and to maintain good inter-personal relationship in the organization.

Information sharing practices such as vendor-managed inventory (vmi) give manufacturers access to more Accurate demand information. Småros et al. (2003) used discrete-event simulation to examine how a manufacturer Can combine traditional order data available from non-vmi customers with sales data available from vmi Customers in its production and inventory control and what impact this has on the manufacturer's operational Efficiency.

The key finding was that even for products with stable demand a partial improvement of demand visibility Could improve production and inventory control efficiency. Other finding was that the value of visibility greatly Depends on the target products' replenishment frequencies and the production planning cycle employed by the Manufacturer.

Based on work done by roseabeth kanter, it seems that no mater were a person is in the organization they feel, at Least to some degree, that they are powerless to change the organization. This, of course, is a matter of perspective. The people at the bottom certainly don't see the people at the top as being powerless. Yet the people at the top Acknowledge all the trappings associated with power but don't experience the power to substantially influence the Organization.

The people who are in the middle share the view of power from both the top and the bottom Simultaneously. I feel it is reasonable to conclude that a realistic understanding of organizational change recognize All of these viewpoints as an aspect of reality

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CHAPTER- 4

DATA ANALYSIS AND INTERPETATION

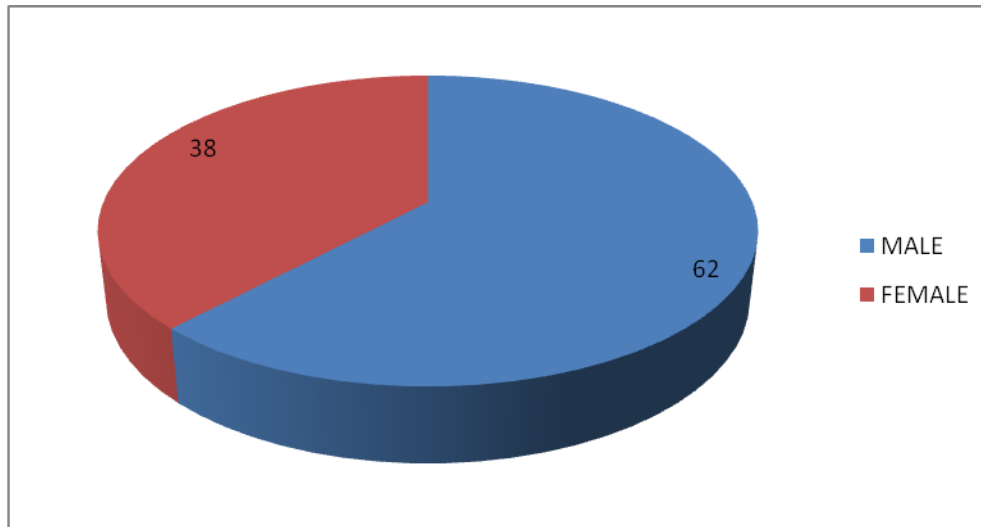
TABULATION AND DATA ANALYSIS DATA INTERPRETATION AND ANALYSIS

Analysis for demographic variables

4.1TABLE 1: GENDER

Particulars	Respondents	Percentage
MALE	74	62
FEMALE	46	38
Total	120	100

CHART 1: GENDER



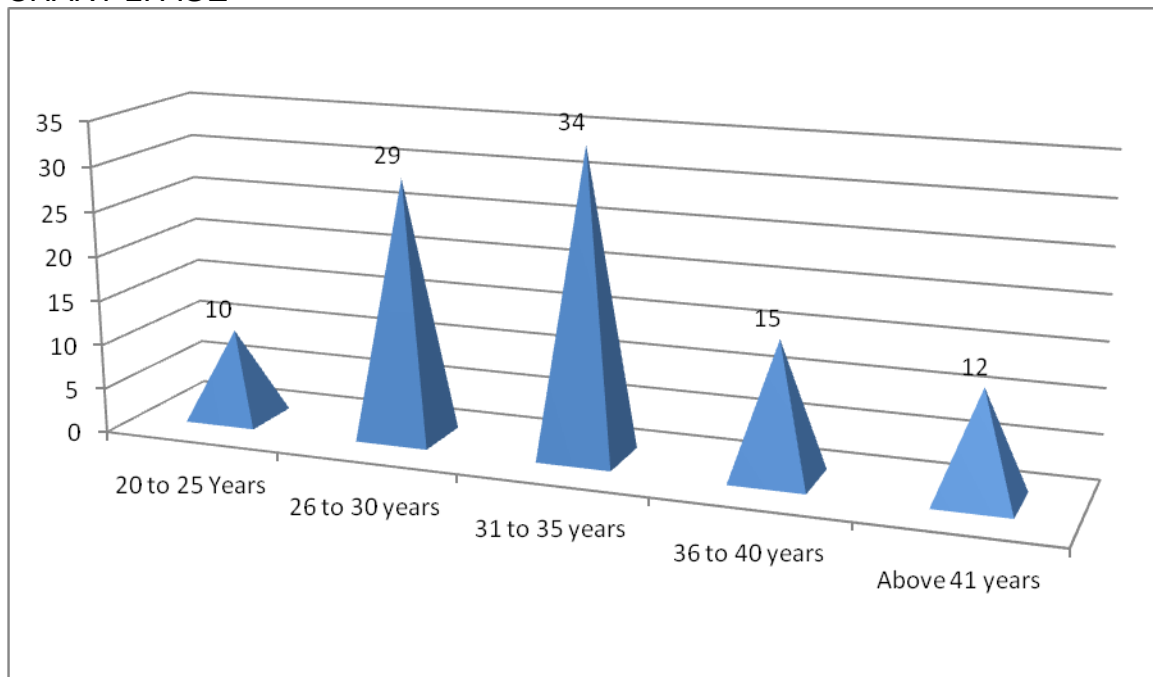
INFERENCE

From the above table, it can be inferred that 62% of the respondents are male and 38% of the respondents are female. Most of the respondents are male.

4.2 TABLE 2: AGE

PARTICULARS	RESPONDENTS	PERCENTAGE
20 to 25 Years	12	10
26 to 30 years	35	29
31 to 35 years	41	34
36 to 40 years	18	15
Above 41 years	14	12
TOTAL	120	100

CHART 2: AGE



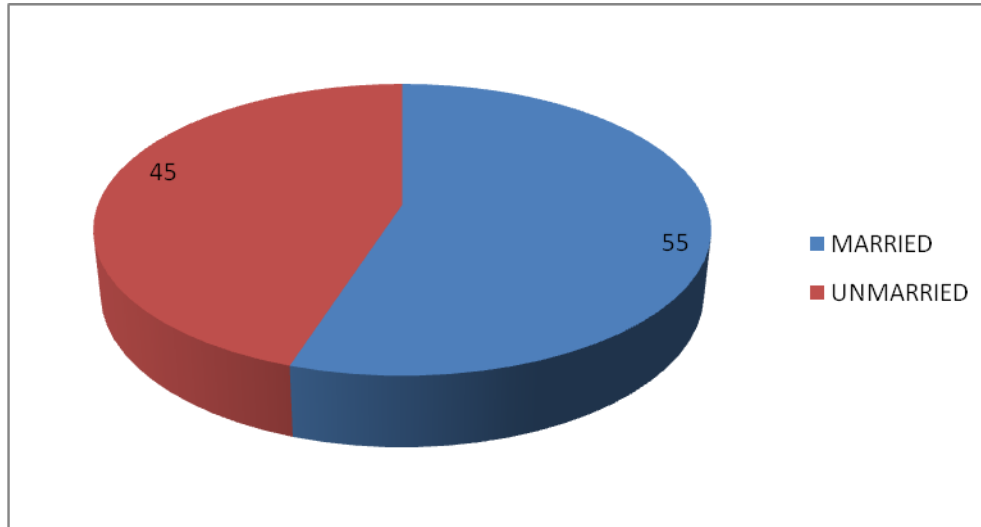
INFERENCE

From the above table, it can be inferred that 34% of the respondents are in the age group of 31 to 35 years and 29% of the respondents 26 to 30 years. Most of the respondents are in the age group of 31 to 35 years.

4.3 TABLE 3: MARITAL STATUS

Particulars	Respondents	Percentage
MARRIED	66	55
UNMARRIED	54	45
Total	120	100

CHART 3: MARITAL STATUS



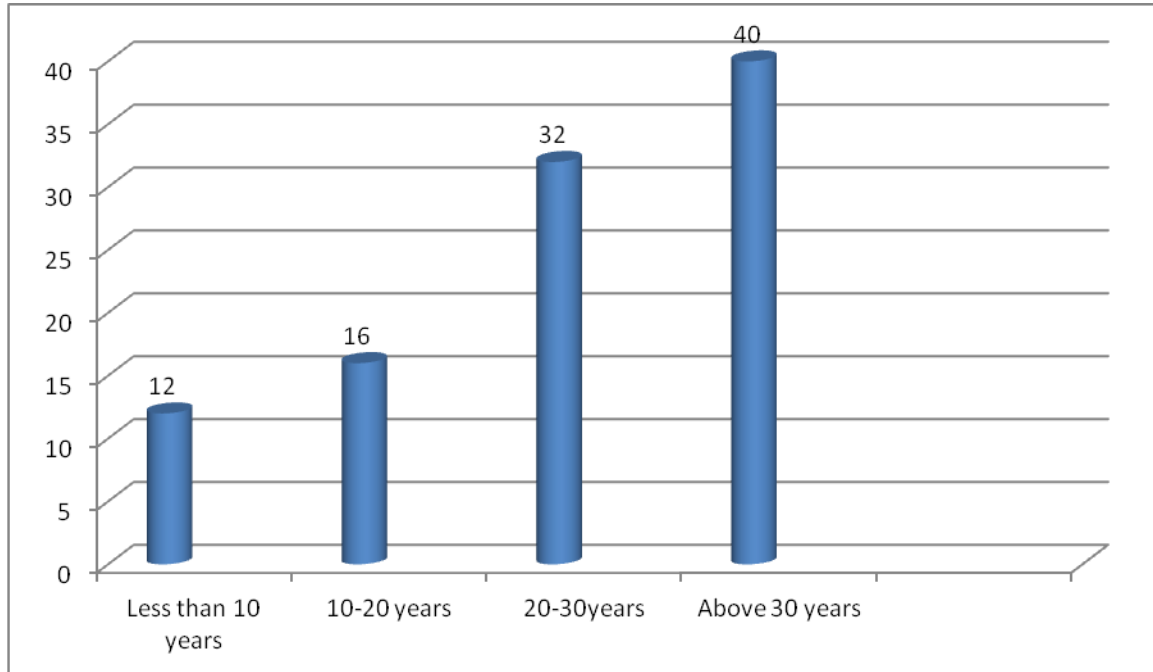
INFERENCE

From the above table, it can be inferred that 55% of the respondents are married and 45% of the respondents are unmarried. Most of the respondents are married.

4.4 TABLE 4: YEAR OF SERVICE

PARTICULARS	RESPONDENTS	PERCENTAGE
LESS THAN 10 YEARS	15	12
10-20 YEARS	19	16
20-30YEARS	38	32
ABOVE 30 YEARS	48	40
TOTAL	120	100

CHART 4: YEAR OF SERVICE



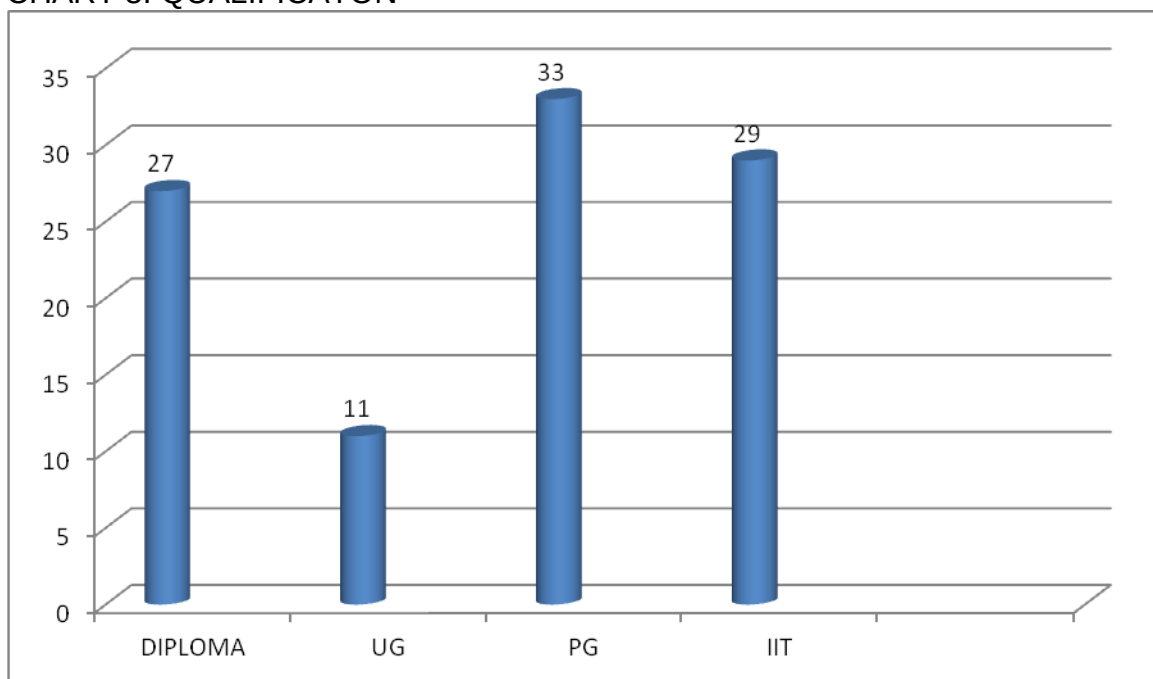
INFERENCE

From the above table, it can be inferred that 40% of the respondents are above 30 years of service and 32% of the respondents are between 20 -30 years. Most of the respondents are above 30 years of service.

4.5 TABLE 5: QUALIFICATION

PARTICULARS	RESPONDENTS	PERCENTAGE
DIPLOMA	32	27
UG	13	11
PG	40	33
IIT	35	29
TOTAL	120	100

CHART 5: QUALIFICATION



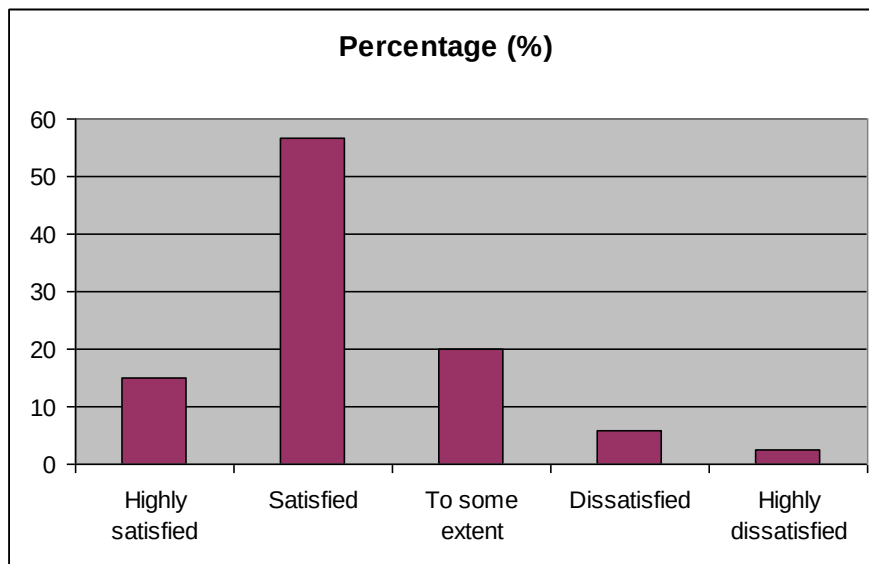
INFERENCE

From the above table, it can be inferred that 33% of the employees are post graduate and 29% of the employees are IIT. Most of the employees are post graduate.

4.6 Satisfied with the changes

6. Analysis for Organizational Change Satisfied with the changes made in the organization

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	18	15%
2	Satisfied	68	56.67%
3	To Some Extent	24	20%
4	Dissatisfied	7	5.83%
5	Highly dissatisfied	3	2.5%
	Total	120	100%

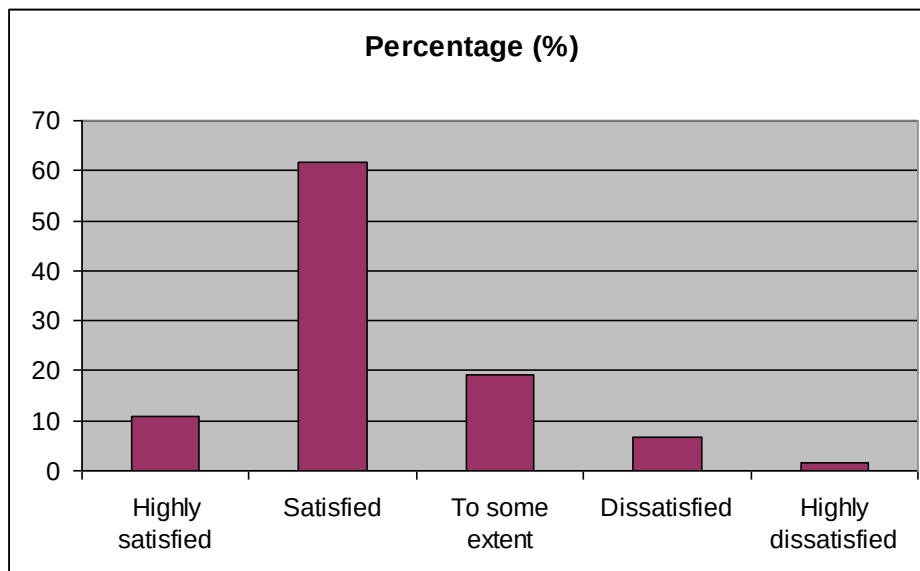


Inference: - From the above table it is inferred that 56.67% of employees are satisfied with the changes made in the organization, 20% employees are satisfied to some extent, 15% employees are highly satisfied, 5.83% employees are dissatisfied and 2.5% employees are highly dissatisfied regarding the changes made in the organization. Finally it is concluded that majority of employees are satisfied towards the changes made in the organization.

4.7 changed rules

7. Satisfied with the changed rules and regulations of the organization

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	13	10.83%
2	Satisfied	74	61.66%
3	To Some Extent	23	19.17%
4	Dissatisfied	8	6.67%
5	Highly dissatisfied	2	1.67%
	Total	120	100%

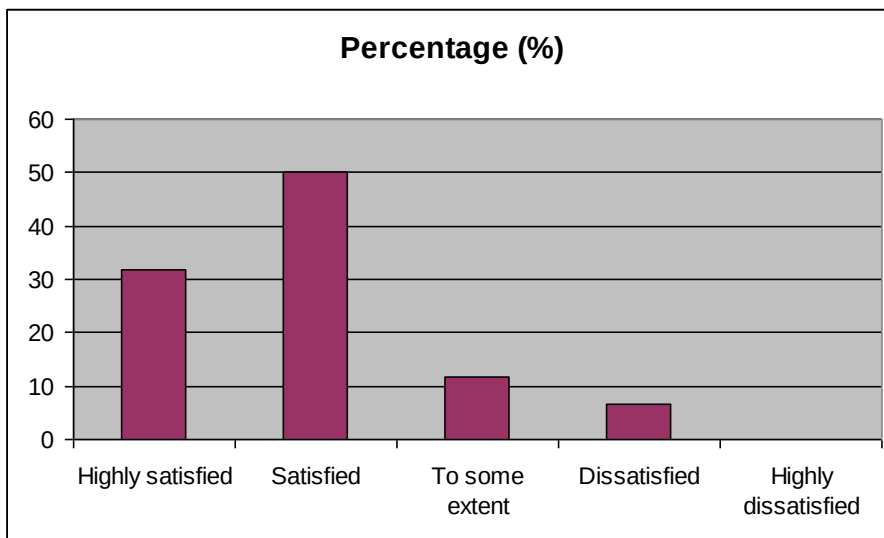


Inference: - From the above table it is inferred that 61.66% of employees are satisfied with the changed rules and regulations of the organization, 19.17% employees are satisfied to some extent, 10.83% employees are highly satisfied, 6.67% employees are dissatisfied and 1.67% employees are highly dissatisfied regarding the changed rules and regulations of the organization. Finally it is concluded that majority of employees are satisfied towards the changed rules and regulations of the organization.

4.8 Top management's participation

8. Satisfied with the top management's participation in the change project

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	38	31.66%
2	Satisfied	60	50%
3	To Some Extent	14	11.67%
4	Dissatisfied	8	6.67%
5	Highly dissatisfied	0	0
	Total	120	100%

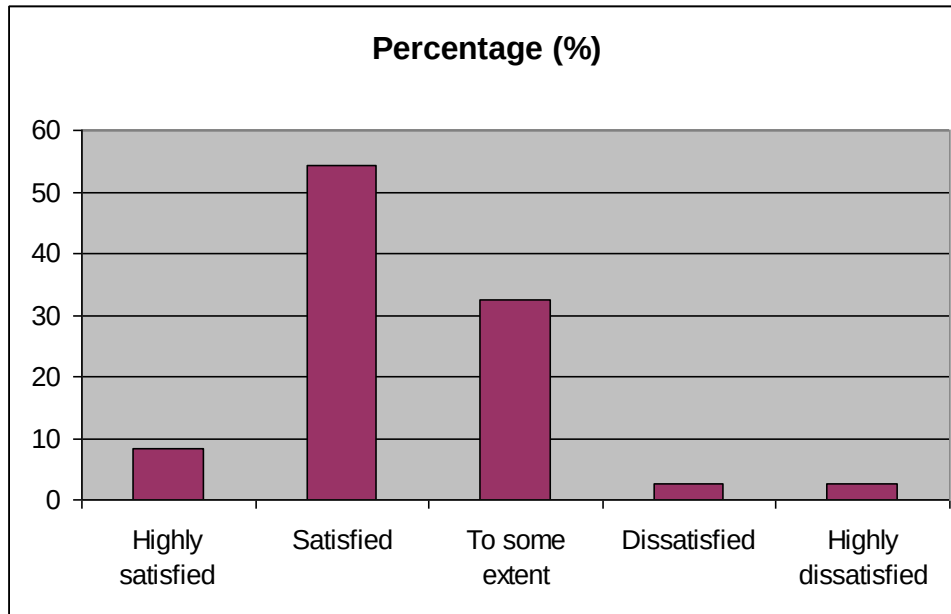


Inference: - From the above table it is inferred that 50% of employees are satisfied with the top management's participation in the change project, 31.66% employees are highly satisfied, 11.67% employees are satisfied to some extent and 6.67% employees are dissatisfied regarding the top management's participation in the change project. Finally it is concluded that majority of employees are satisfied towards the top management's participation in the change project.

4.9 change procedures implemented

9. Satisfied with the change procedures implemented

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	10	8.33%
2	Satisfied	65	54.17%
3	To Some Extent	39	32.5%
4	Dissatisfied	3	2.5%
5	Highly dissatisfied	3	2.5%
	Total	120	100%

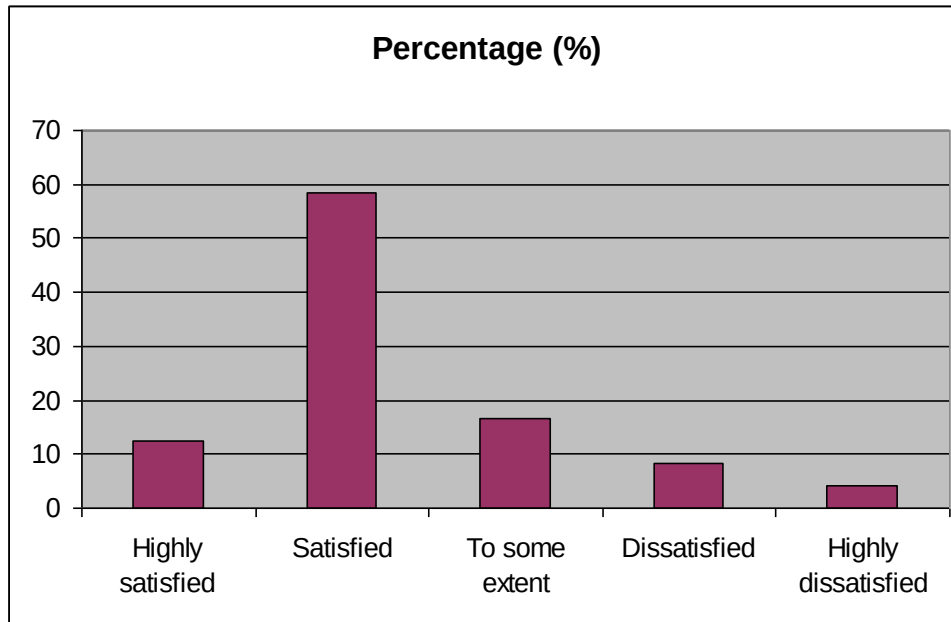


Inference: - From the above table it is inferred that 54.17% of employees are satisfied with the change procedures implemented in the organization, 32.5% employees are satisfied to some extent, 8.33% employees are highly satisfied, 2.5% employees are dissatisfied and 2.5% employees are highly dissatisfied regarding the change procedures implemented in the organization. Finally it is concluded that majority of employees are satisfied towards the change procedures implemented in the organization.

4.10 changed working conditions in organization

10. Satisfied with the changed working conditions in the organization

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	15	12.5%
2	Satisfied	70	58.33%
3	To Some Extent	20	16.67%
4	Dissatisfied	10	8.33%
5	Highly dissatisfied	5	4.17%
	Total	120	100%

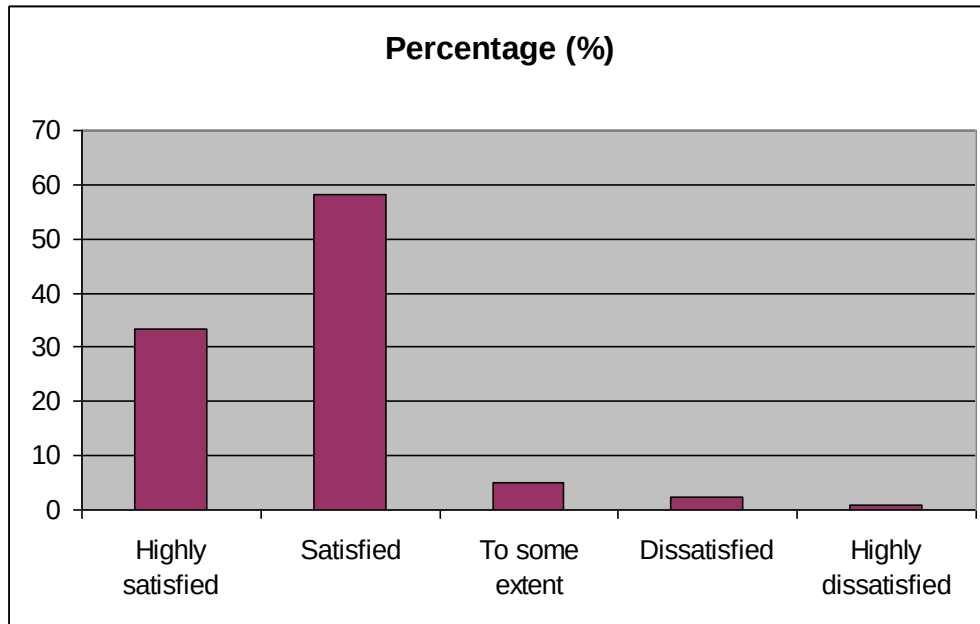


Inference: - From the above table it is inferred that 58.33% of employees are satisfied with the changed working conditions in the organization, 16.67% employees are satisfied to some extent, 12.5% employees are highly satisfied, 8.33% employees are dissatisfied and 4.17% employees are highly dissatisfied regarding the changed working conditions in the organization. Finally it is concluded that majority of employees are satisfied towards the changed working conditions in the organization.

4.11 Tools & techniques used the technological

11. Satisfied with the tools & techniques used for the technological change management system

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	40	33.33%
2	Satisfied	70	58.34%
3	To Some Extent	6	5%
4	Dissatisfied	3	2.5%
5	Highly dissatisfied	1	0.83%
	Total	120	100%

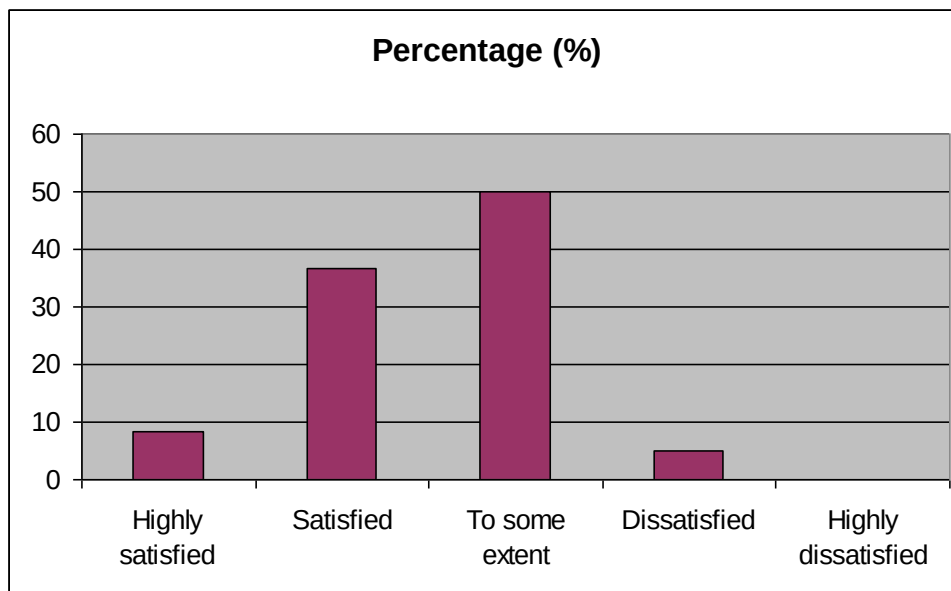


Inference: - From the above table it is inferred that 58.34% of employees are satisfied with the tools and techniques used for the technological change management system, 33.33% employees are highly satisfied, 5% employees are satisfied to some extent, 2.5% employees are dissatisfied and 0.83% employees are highly dissatisfied regarding the tools and techniques used for the technological change management system. Finally it is concluded that majority of employees are satisfied with the tools and techniques used for the technological change management system.

4.12 The employee & customer perspective

12. Changes satisfied the employee & customer perspective

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	10	8.3%
2	Satisfied	44	36.7%
3	To Some Extent	60	50%
4	Dissatisfied	6	5%
5	Highly dissatisfied	0	0%
	Total	120	100%

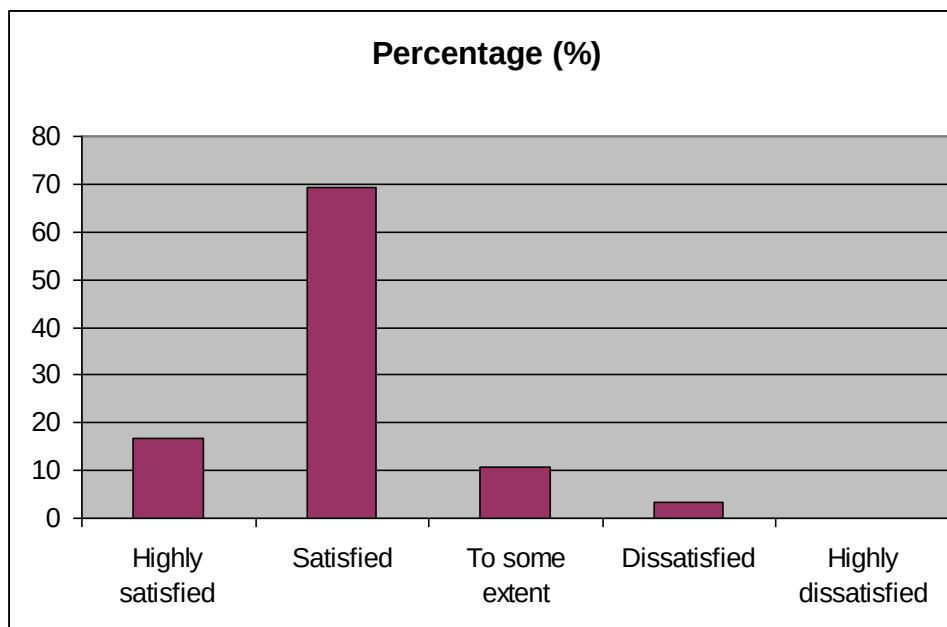


Inference: - From the above table it is inferred that 50% of employees are satisfied to some extent with the changes made according to employee & customer perspective, 36.7% employees are satisfied, 8.3% employees are highly satisfied, and 5% employees are dissatisfied with the changes made according to employee & customer perspective. Finally it is concluded that majority of employees are satisfied to some extent with the changes made according to employee & customer perspective.

4.13 Training program conducted by organization

13. Satisfied with the training program conducted by the organization for the change project

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	20	16.67%
2	Satisfied	83	69.17%
3	To Some Extent	13	10.83%
4	Dissatisfied	4	3.33%
5	Highly dissatisfied	0	0%
	Total	120	100%

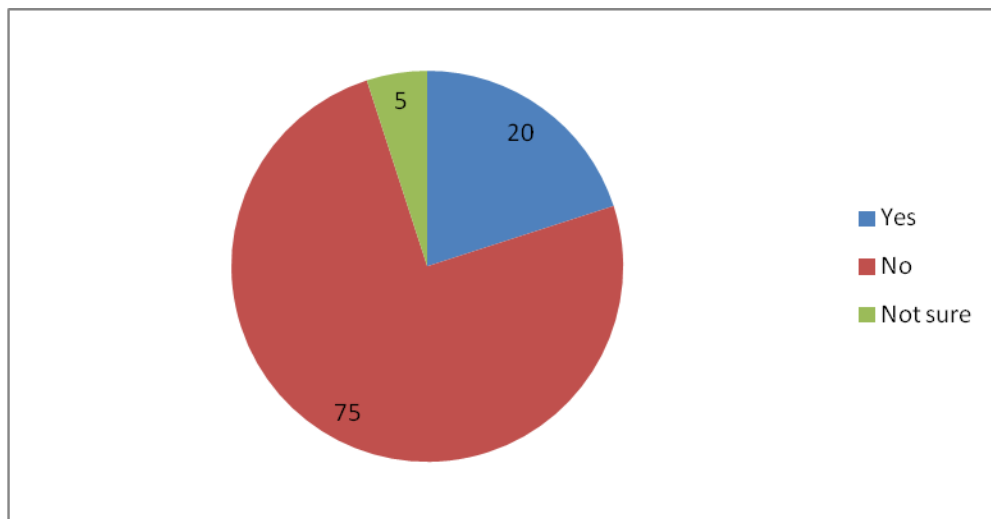


Inference: - From the above table it is inferred that 69.17% of employees are satisfied with the training program conducted for the technological change management system, 16.67% employees are highly satisfied, 10.33% employees are satisfied to some extent and 3.3% employees are dissatisfied regarding the training program conducted for the technological change management system. Finally it is concluded that majority of employees are satisfied with the training program conducted for the technological change management system.

4.14 kind of impact do these changes tend to have

Table 14. There is any kind of impact do these changes tend to have

Opinion	No. of respondents	Percentage (%)
Yes	24	20
No	90	75
Not sure	6	5
Total	120	100

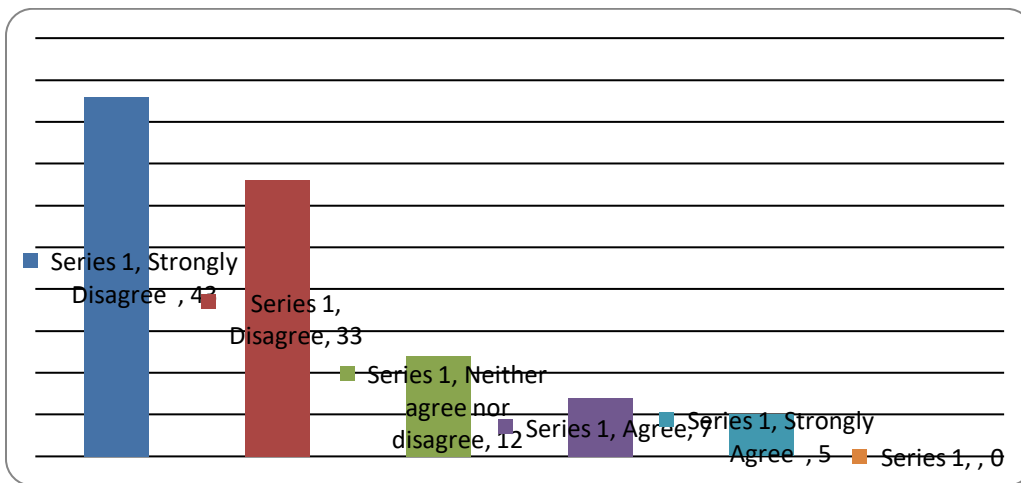


Inference: -From the above table it is inferred that 75% of employees say that no changes tend to have an impact and remaining 20% of employees say that need to changes tend to have an impact and remaining. Finally it is concluded that majority of employees say that no changes tend to have an impact and remaining.

4.15 change approval easily obtained

table 15: change approval easily obtained

S. No	Parameters	Respond-ents	Percentage (%)
1	Strongly Disa- gree	52	43
2	Disagree	40	33
3	Neither agree nor disagree	14	12
4	Agree	8	7
5	Strongly Agree	6	5
	Total	120	100%

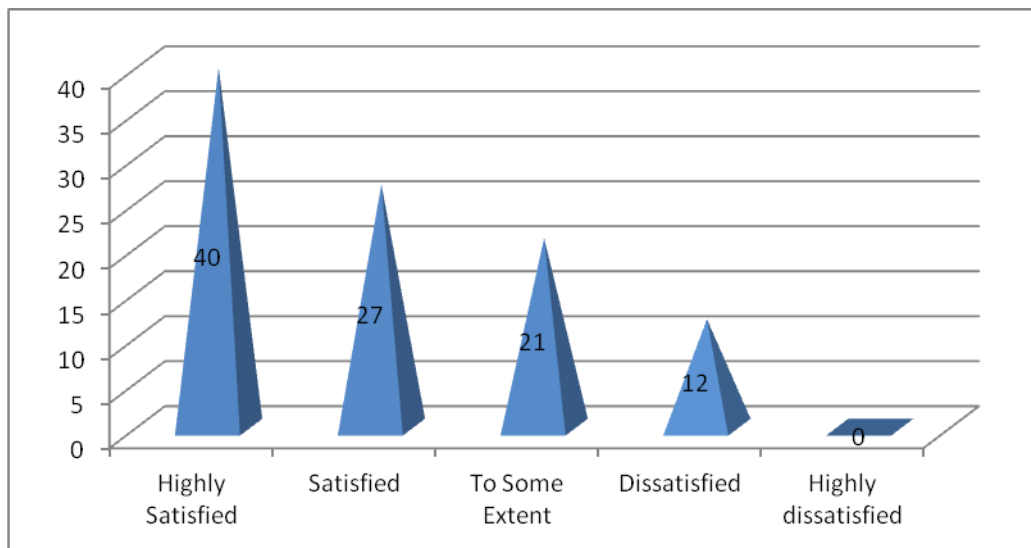


Inference: -From the above table it is inferred that 43% employees strongly disagree that change approval easily obtained and 33% employees disagree that change approval easily obtained. Finally it is concluded that majority of employees strongly disagreed that the change approval easily obtained.

4.16 change done for a permanent time period

Table 16: change done for a permanent time period

S. No	Parameters	Respond- ents	Percentage (%)
1	Highly Satisfied	48	40
2	Satisfied	32	27
3	To Some Extent	25	21
4	Dissatisfied	15	12
5	Highly dissatisfied	0	0
	Total	120	100%

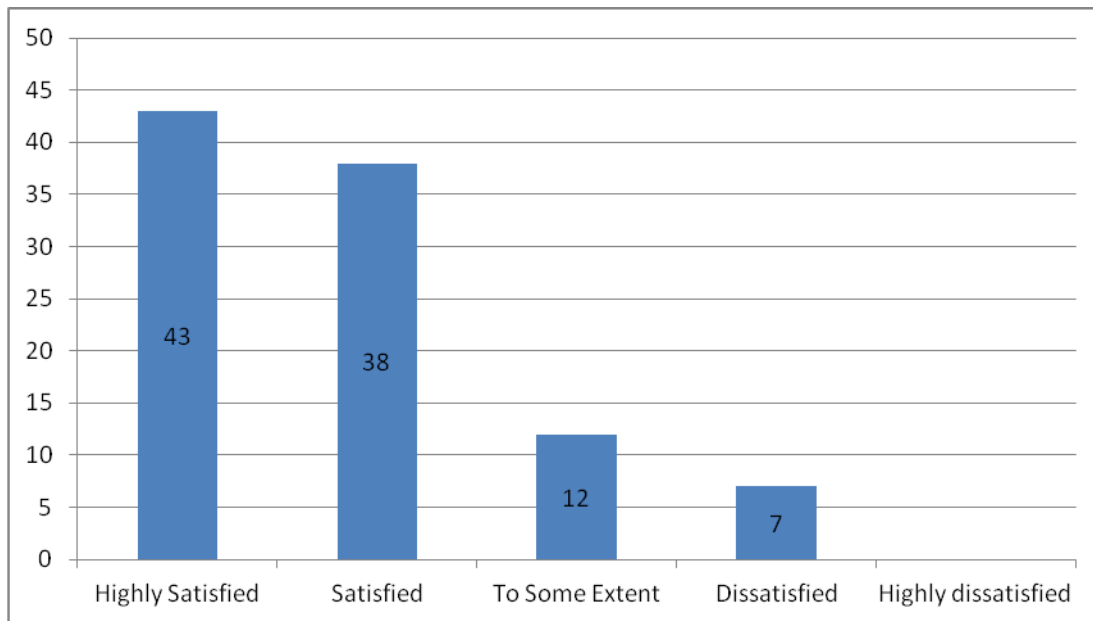


Inference: -From the above table it is inferred that 40% employees highly satisfied with that the change done for a permanent period of time and 27% employees satisfied with that the change done for a permanent period of time. Finally it is concluded that majority of employees highly satisfied with that the change done for a permanent period of time.

4.17 the technological change management procedure

Table 17: satisfied with any situations that interfere with the technological change management procedure

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly Satisfied	52	43
2	Satisfied	46	38
3	To Some Extent	14	12
4	Dissatisfied	8	7
5	Highly dissatisfied	0	0
	Total	120	100%



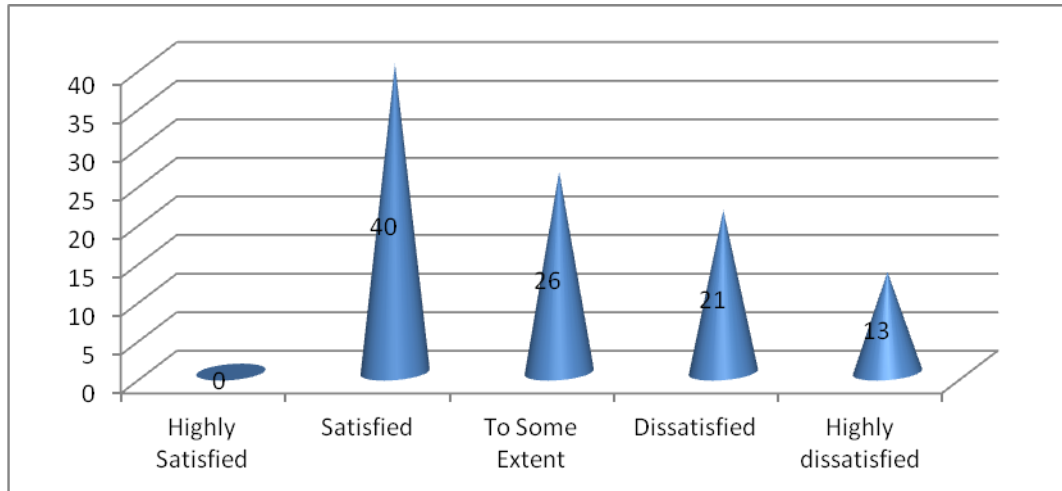
Inference: -From the above table it is inferred that 43% employees highly satisfied that the situations that interfere with technological change management procedure and 38% employees satisfied that the situations that interfere with technological change management procedure. Finally it is concluded that majority of employees highly satisfied that the situations that interfere with technological change management procedure.

4.18 organizational change is experienced by the employees

Table 18: satisfied with the organizational change is experienced by the employees

S. No	Parameters	Respond- ents	Percentage (%)
1	Highly satisfied	0	0
2	Satisfied	48	40
3	To some extent	32	26
4	Dissatisfied	25	21
5	Highly dissatisfied	15	13
	Total	120	100%

Chart 18: satisfied with the organizational change is experienced by the employees?



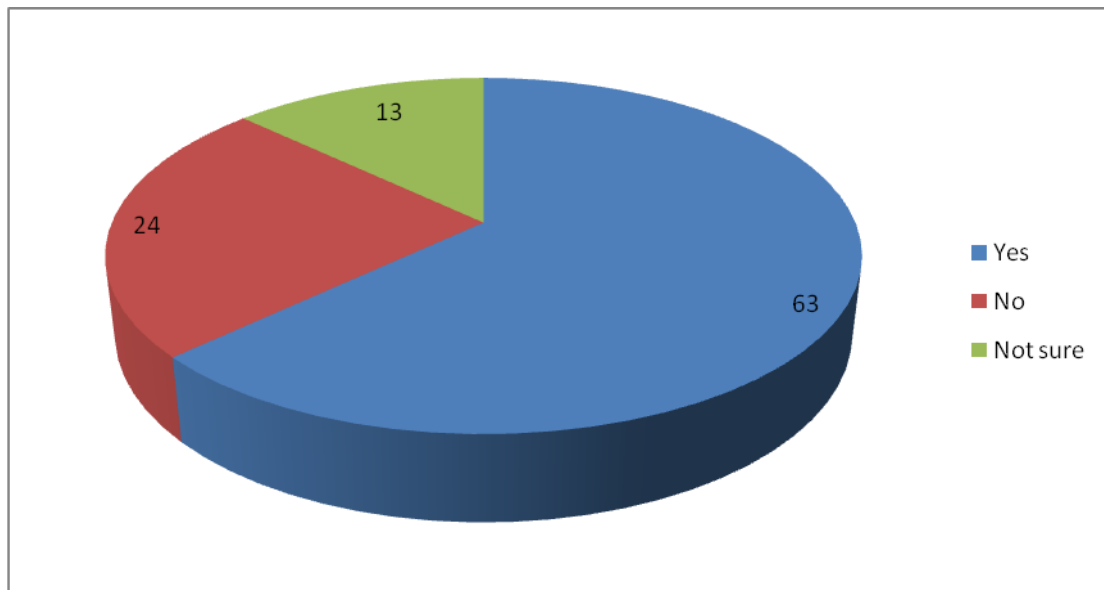
Inference: -from the above table it is inferred that 40% employees satisfied with the organizational change is experienced by the employees and 26% of employees to some extent with the organizational change is experienced by the employees. Finally it is concluded that majority of employees satisfied with the organizational change is experienced by the employees.

4.19 the level of employees in the organization

Table 19: change benefited all the level of employees in the organization

Chart 19: change benefited all the level of employees in the organization?

Opinion	No. Of respondents	Percentage (%)
Yes	76	63
No	29	24
Not sure	15	13
Total	120	100



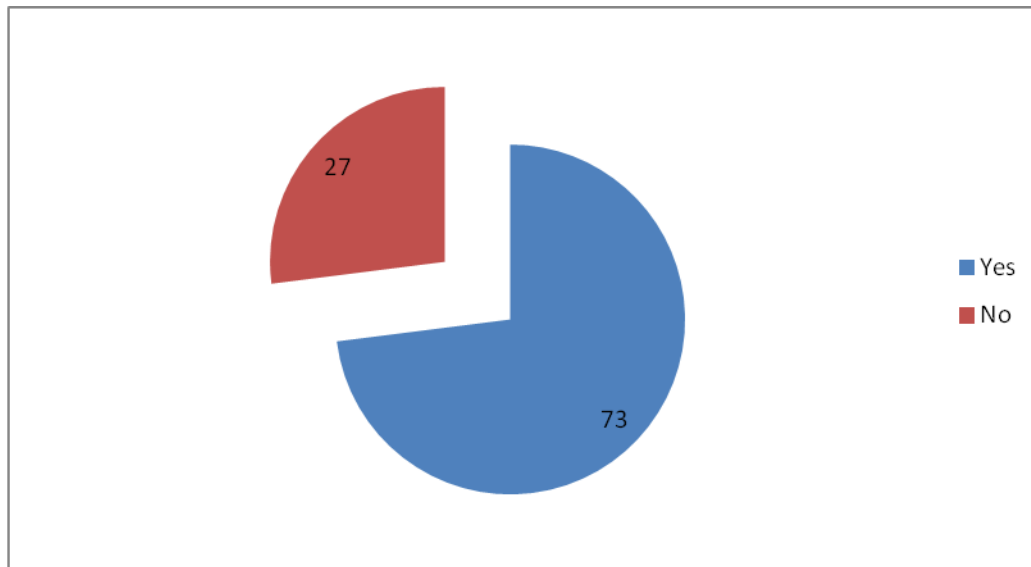
Inference: -from the above table it is inferred that 63% employees have said that the change benefited all the employees in the organization and 24% of employees does not change with this. Finally it is concluded that majority of employees have said that the change benefited all the employees in the organization.

4.20 change benefited the organization

table 20 : change benefited the organization?

Factors	No of respondents	Percentage
Yes	88	73
No	32	27
Total	120	100

Chart 20: change benefited the organization?



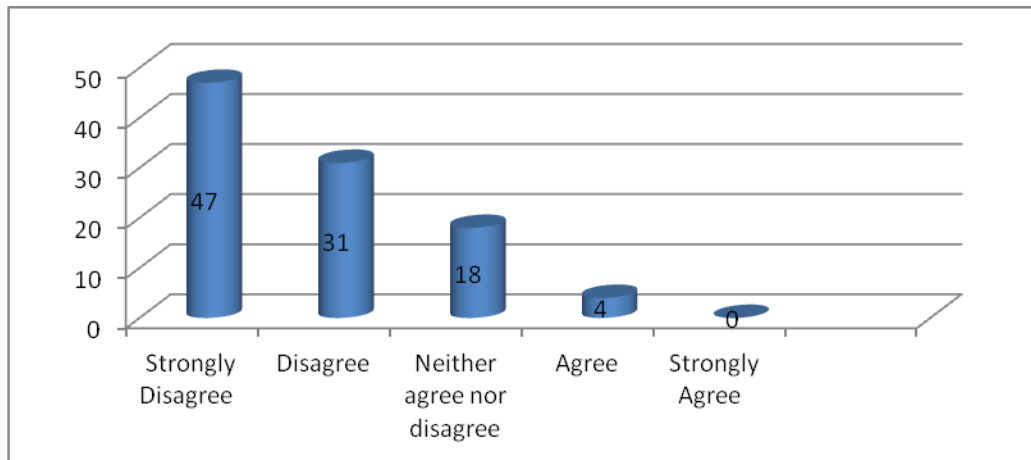
Inference: -from the above table it is inferred that 73% employees have said that change benefited the organization and 27% of employees does not change with this. Finally it is concluded that majority of employees have said that the change benefited the organization.

4.21 technological change management

Table 21: satisfied with the technological change management tasks are monitored

S. No	Parameters	Respond- ents	Percentage (%)
1	Strongly disa- gree	56	47
2	Disagree	37	31
3	Neither agree nor disagree	22	18
4	Agree	5	4
5	Strongly agree	0	0
	Total	120	100%

Chart 21: satisfied with the technological change management tasks are monitored?



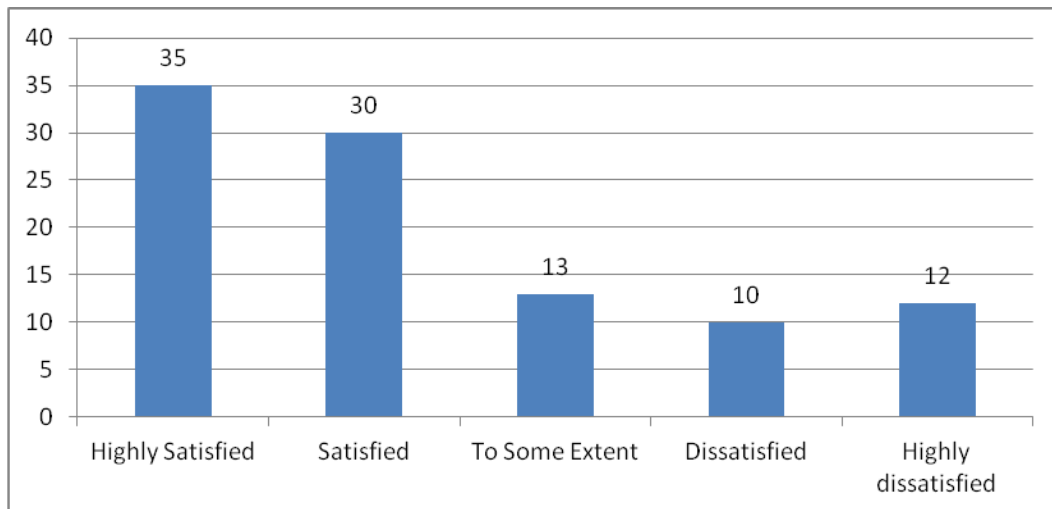
Inference: -from the above table it is inferred that 47% employees strongly disagree that the technological change management tasks are monitored and 31% of employees disagree with this. Finally it is concluded that majority of employees strongly disagree that the technological change management tasks are monitored.

4.22 sole responsibility to monitor the impact of change

Table 22: a dedicated team of members that are having the sole responsibility to monitor the impact of change

S. No	Parameters	Respond- ents	Percentage (%)
1	Highly satisfied	42	35
2	Satisfied	36	30
3	To some extent	15	13
4	Dissatisfied	12	10
5	Highly dissatisfied	15	12
	Total	120	100%

Chart 22: a dedicated team of members that are having the sole responsibility to monitor the impact of change



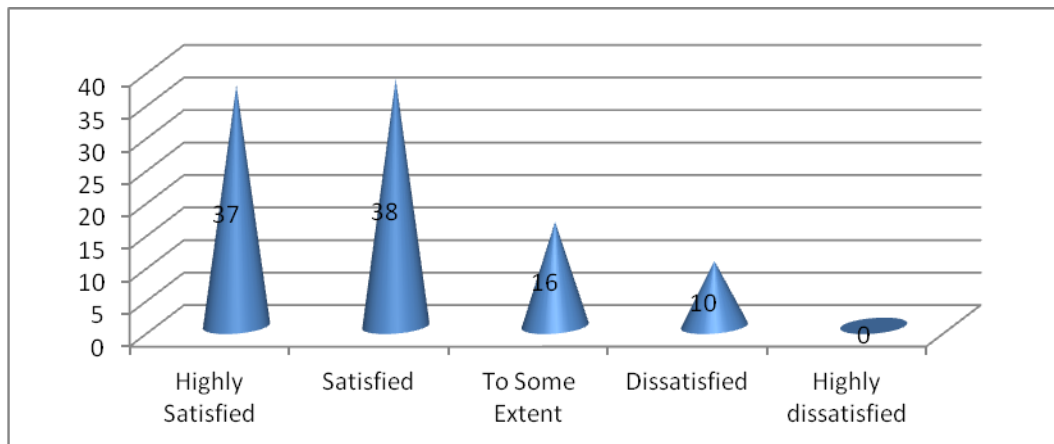
Inference: -from the above table it is inferred that 35% employees highly satisfied with that there are sole responsibility teams to monitor the impact of change and 30% of satisfied with that there are sole responsibility teams to monitor the impact of change. Finally it is concluded that majority of employees highly satisfied with that there are sole responsibility teams to monitor the impact of change.

4.23 the technological change management system

Table 23 : satisfied with the motivated towards the technological change management system

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly satisfied	44	37
2	Satisfied	45	38
3	To some extent	19	16
4	Dissatisfied	12	10
5	Highly dissatisfied	0	0
	Total	120	100%

Chart 23 : satisfied with the motivated towards the technological change management system



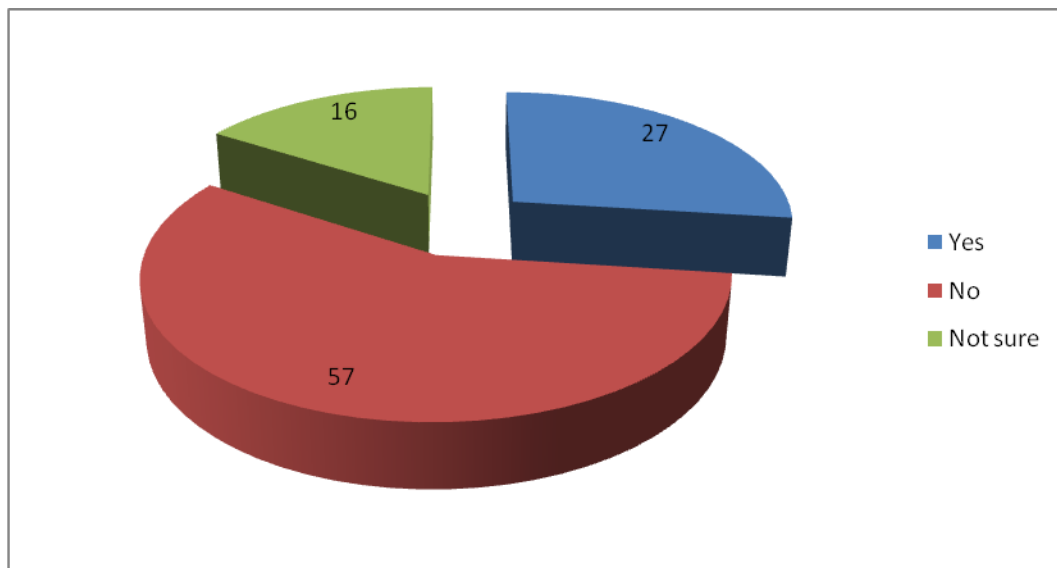
Inference: -from the above table it is inferred that 38% employees satisfied that they were motivated towards the change project and 37% of employees highly satisfied with this. Finally it is concluded that majority of employees satisfied that they were motivated towards the change project.

4.24 technological change management system

Table 24: any alterations that need to be made to the technological change management system

Opinion	No. Of respondents	Percentage (%)
Yes	32	27
No	68	57
Not sure	20	16
Total	120	100

Chart 24: any alterations that need to be made to the technological change management system



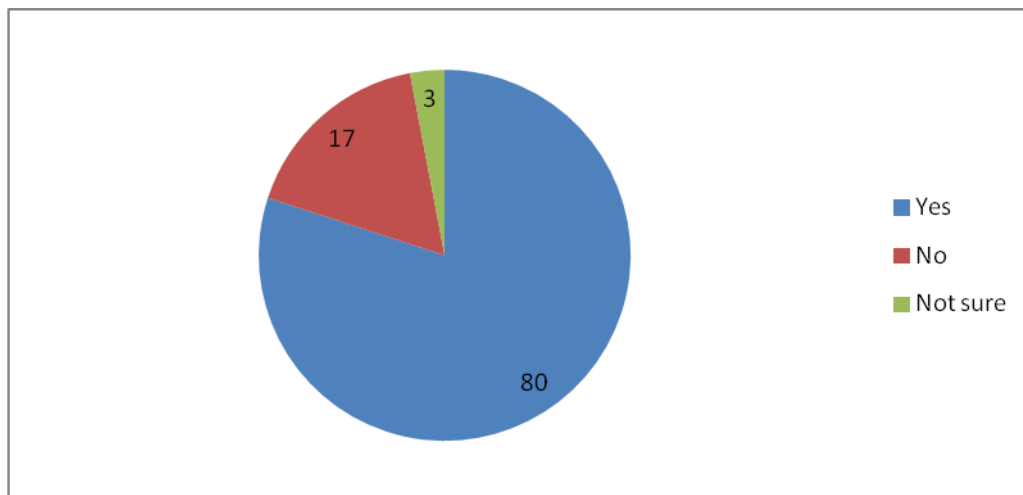
Inference: -from the above table it is inferred that 57% employees does not agree that the alterations need to be made to the technological change management system and 27% of employees said that the alterations need to be made to the technological change management system. Finally it is concluded that majority of employees does not agree that the alterations need to be made to the technological change management system.

4.25 level of employees

Table 25: any level of employees who are affected by this technological change management system

Opinion	No. Of respondents	Percentage (%)
Yes	96	80
No	20	17
Not sure	4	3
Total	120	100

Chart 25: any level of employees who are affected by this technological change management system



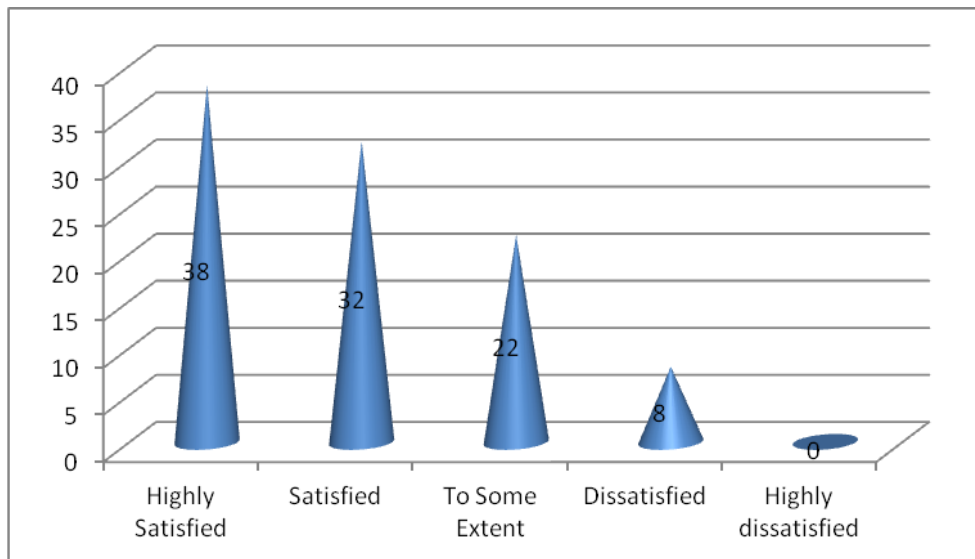
Inference: -from the above table it is inferred that 80% employees said that the level of employees were affected by this technological change management system and 17% of employees does not agree with this. Finally it is concluded that majority of employees said that the level of employees were affected by this technological change management system.

4.26 change management system as effective one

Table 26: consider the technological change management system as an effective one

S. No	Parameters	Respond-ents	Percentage (%)
1	Highly satisfied	46	38
2	Satisfied	38	32
3	To some extent	27	22
4	Dissatisfied	9	8
5	Highly dissatisfied	0	0
	Total	120	100%

Chart 26: consider the technological change management system as an effective one



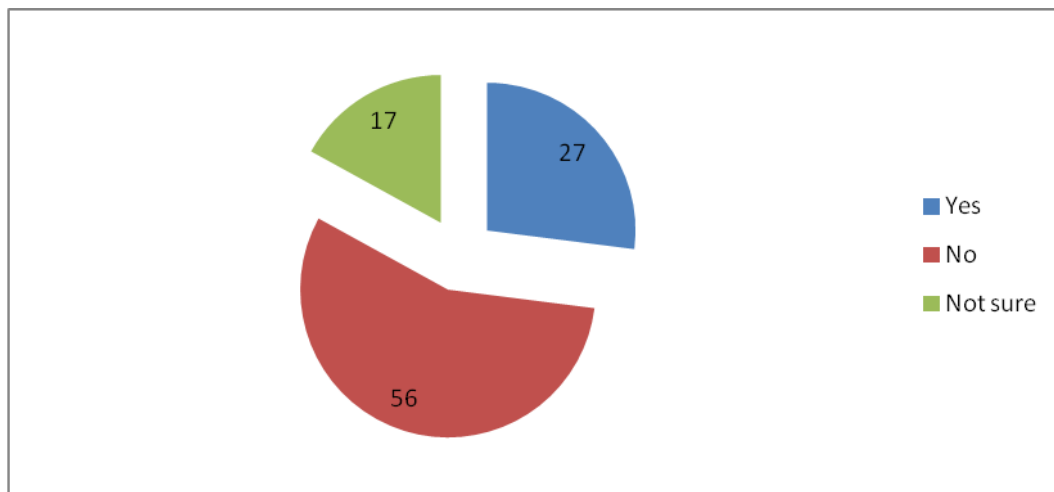
Inference: -from the above table it is inferred that 38% employees highly satisfied with the technological change management system as an effective one and 32% of employees satisfied with the technological change management system as an effective one. finally it is concluded that majority of employees highly satisfied with the technological change management system as an effective one.

4.27 skill level of the employees affected

Table 27: skill level of the employees affected competencies of the technological change management system

Opinion	No. Of respondents	Percentage (%)
Yes	32	27
No	68	56
Not sure	20	17
Total	120	100

Chart 27: skill level of the employees affected competencies of the technological change management system



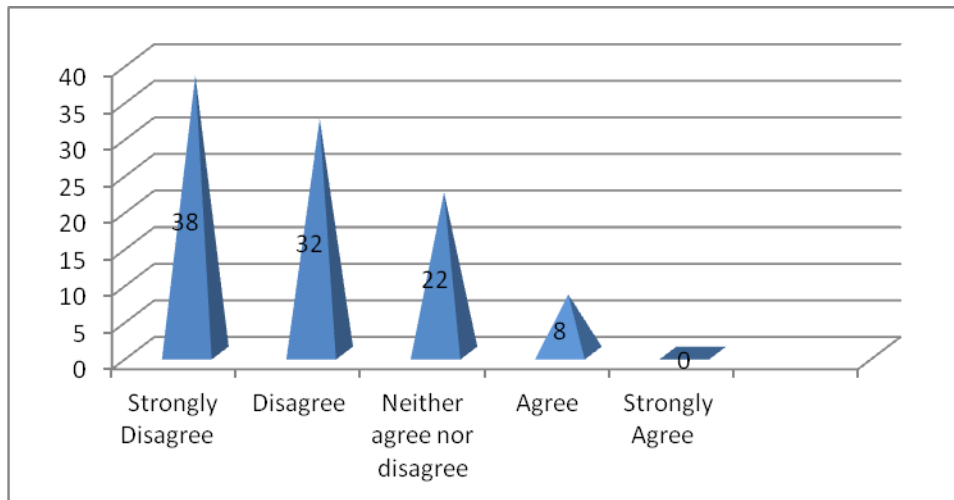
Inference: -from the above table it is inferred that 56% employees said that the skill level of the employees did not affect competencies of the technological change management system and 27% of employees said that the skill level of the employees affect competencies of the technological change management system. Finally it is concluded that majority of employees said that the skill level of the employees did not affect competencies of the technological change management system.

4.28 system improve the career of employees

Table 28: technological change management system improve the career of employees

S. No	Parameters	Respond-ents	Percentage (%)
1	Strongly disagree	46	38
2	Disagree	38	32
3	Neither agree nor disagree	27	22
4	Agree	9	8
5	Strongly agree	0	0
	Total	120	100%

Chart 28: technological change management system improve the career of employees



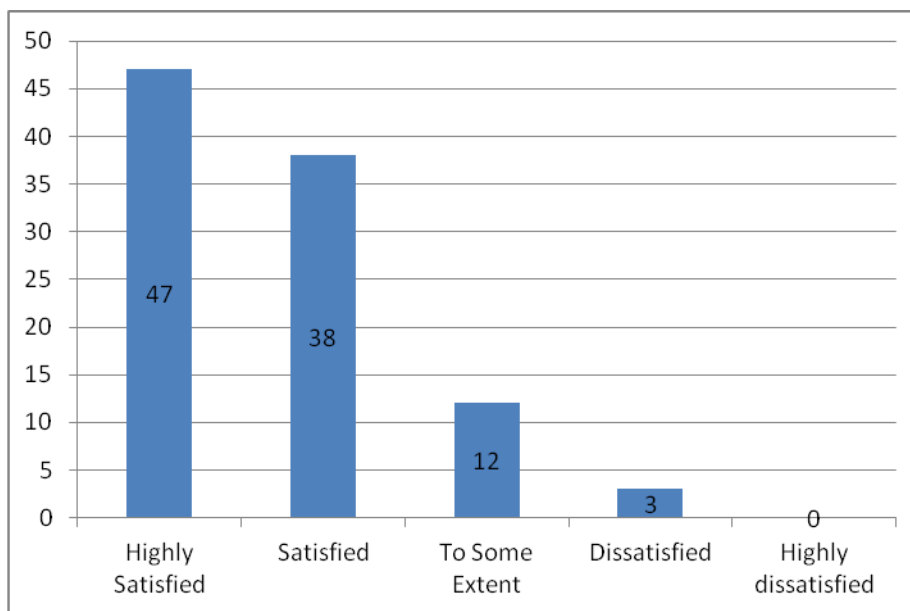
Inference: -from the above table it is inferred that 38% employees strongly disagree that the technological change management system will improve the career of the employees and 32% of employees disagree with this. Finally it is concluded that majority of employees strongly disagree that the technological change management system will improve the career of the employees.

4.29 adapted to the change project

Table 29: adapted to the change project

S. No	Parameters	Respond- ents	Percentage (%)
1	Highly satisfied	56	47
2	Satisfied	45	38
3	To some extent	15	12
4	Dissatisfied	4	3
5	Highly dissatisfied	0	0
	Total	120	100%

Chart 29: adapted to the change project



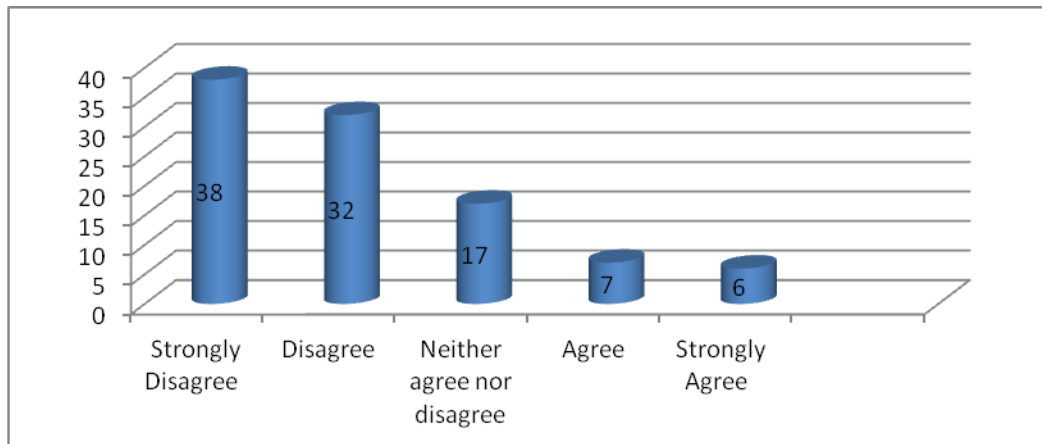
Inference: -from the above table it is inferred that 47% employees highly satisfied that they were adapted to the change project and 38% of employees satisfied with this. Finally it is concluded that majority of employees highly satisfied that they were adapted to the change project.

4.30 necessary one to the organization

Table 30: believe technological change management system as a necessary one to the organization

S. No	Parameters	Respond- ents	Percentage (%)
1	Strongly disa- gree	45	38
2	Disagree	38	32
3	Neither agree nor disagree	20	17
4	Agree	10	7
5	Strongly agree	7	6
	Total	120	100%

Chart 30: believe technological change management system as a necessary one to the organization



Inference: -from the above table it is inferred that 38% employees strongly disagree that the technological change management system as a necessary one to the organization and 32% of employees disagree with this. Finally it is concluded that majority of employees strongly disagree that the technological change management system as a necessary one to the organization.

STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is no significance relationship between organization change and employee career

Alternate hypothesis (H_1):

There is significance relationship between organization changed and employee career

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
THETOOLS&TECHNIQUESUSEDTHECHANGEMANAGEMENTSYSTEM * THEYEAROFSERVICEWORKING	120	100.0%	0	.0%	120	100.0%

THE TOOLS & TECHNIQUES USED THE CHANGE MANAGEMENT SYSTEM * THE YEAR OF SERVICE-
WORKING Cross tabulation

			THE TOOLS & TECHNIQUES USED THE CHANGE MANAGEMENT SYSTEM					Total
			Highly Satis-fied	Satis-fied	To Some Extent	Dissatis-fied	Highly dissatis-fied	
THE TOOLS & TECHNIQUES USED THE CHANGE MANAGEMENT SYSTEM	Highly Satisfied	Count	13	5	0	0	0	18
		%	72.2%	27.8%	.0%	.0%	.0%	100.0%
		within THE TOOL S & TECHNIQUES USED THE CHANGE MANAGEMENT SYSTEM						
		% within THE YEAR OF SERVICE- WORKING						
		% of Total	100.0%	6.8%	.0%	.0%	.0%	15.0%
Satisfied			Count	0	68	0	0	0
								68

	% within THE-TOOL S&TE CHNIQUES USED THEC HANG EM-ANAG EMEN TSYS TEM	.0%	100.0%	.0%	.0%	.0%	100.0%
	% within THEY EARO FSER VICE-WOR KING	.0%	91.9%	.0%	.0%	.0%	56.7%
	% of Total	.0%	56.7%	.0%	.0%	.0%	56.7%
To Some Extent	Count	0	1	23	0	0	24
	% within THE-TOOL S&TE CHNIQUES USED THEC HANG EM-ANAG EMEN TSYS TEM	.0%	4.2%	95.8%	.0%	.0%	100.0%

	% within THEY EARO FSER VICE-WOR KING	.0%	1.4%	100.0%	.0%	.0%	20.0%
	% of Total	.0%	.8%	19.2%	.0%	.0%	20.0%
Dissatisfied	Count	0	0	0	7	0	7
	% within THE-TOOL S&TE CHNI QUES USED THEC HANG EM-ANAG EMEN TSYS TEM	.0%	.0%	.0%	100.0%	.0%	100.0%
	% within THEY EARO FSER VICE-WOR KING	.0%	.0%	.0%	87.5%	.0%	5.8%
	% of Total	.0%	.0%	.0%	5.8%	.0%	5.8%
	Count	0	0	0	1	2	3

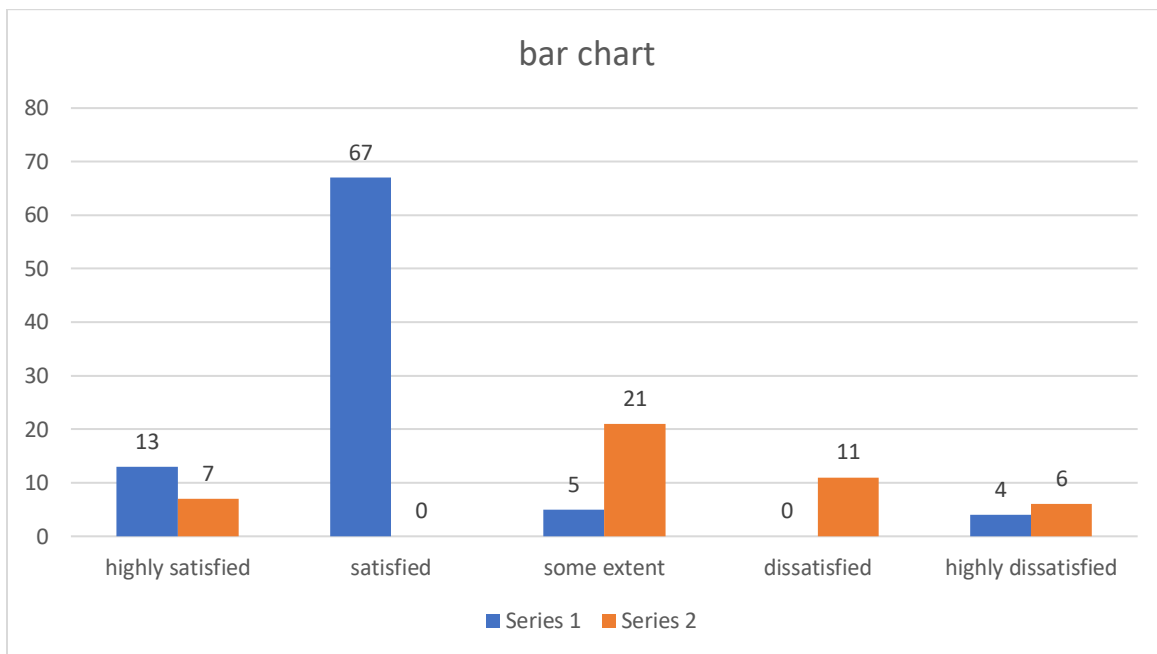
	Highly dissatisfied	% within THE-TOOL S&TE CHNIQUES USED THEC HANG EM-ANAG EMEN TSYS TEM	.0%	.0%	.0%	33.3%	66.7%	100.0%
		% within THEY EARO FSER VICE-WOR KING	.0%	.0%	.0%	12.5%	100.0%	2.5%
		% of Total	.0%	.0%	.0%	.8%	1.7%	2.5%
Total		Count	13	74	23	8	2	120
		% within THE-TOOL S&TE CHNIQUES USED THEC HANG EM-ANAG EMEN TSYS TEM	10.8%	61.7%	19.2%	6.7%	1.7%	100.0%

	% within THEY EARO FSER VICE-WOR KING	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	10.8%	61.7%	19.2%	6.7%	1.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	384.257 ^a	16	.000
Likelihood Ratio	231.628	16	.000
Linear-by-Linear Association	109.977	1	.000
N of Valid Cases	120		

a. 20 cells (80.0%) have expected count less than 5.
The minimum expected count is .05.



THE TOOLS & TECHNIQUES USED THE CHANGE MANAGEMENT SYSTEM

Degree of Freedom = $(r-1) * (c-1)$
 $= 4 * 4 = 16$

Calculated value = 384.257

Tabulated value = 26.30

$Z = Z_{cal} > Z_{tab}$

$Z = 384.257 > 26.30$

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the changes made in the organization and the changed rules and regulations in the organization.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the employees perception and organizational change.

Alternate hypothesis (H1):

There is no a significance difference between the employees perception and organizational change.

Descriptives

KINDOFIMPACTCHANGESTENDTOHAVE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Satisfied	10	1.00	.000	.000	1.00	1.00	1	1
Satisfied	44	1.68	.471	.071	1.54	1.83	1	2
To Some Extent	60	2.00	.000	.000	2.00	2.00	2	2
Dissatisfied	6	3.00	.000	.000	3.00	3.00	3	3
Total	120	1.85	.479	.044	1.76	1.94	1	3

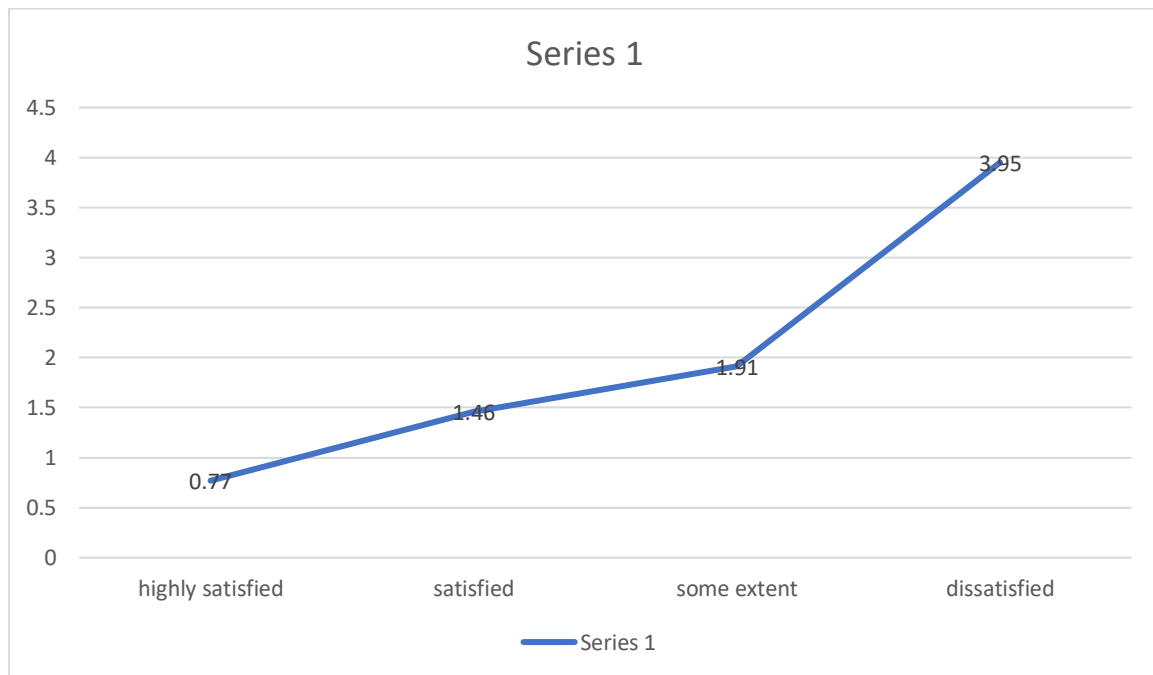
Test of Homogeneity of Variances

KINDOFIMPACTCHANGESTENDTOHAVE

Levene Statistic	df1	df2	Sig.
160.708	3	116	.000

ANOVA
KINDOFIMPACTCHANGESTENDTOHAVE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.755	3	5.918	71.920	.000
Within Groups	9.545	116	.082		
Total	27.300	119			



significance difference between the employees perception and organizational

Tabulated value = 3.95
Calculated value = 71.920

$F = F_{cal} > F_{tab}$ $F = 71.920 > 3.95$
Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0): There is positive relationship between the change approval easily obtained and changes done for a permanent period.

Alternate hypothesis (H1): There is negative relationship between the change approval easily obtained and changes done for a permanent period.

Correlations

		CHANGEMANAGEMENTTHECAREER	CHANGEMANAGEMENTEFFECTIVEONE
CHANGEMANAGEMENTTHECAREER	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	120	120
CHANGEMANAGEMENTEFFECTIVEONE	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	120	120

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

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = .925$$

INFERENCE:

Since r is positive, there is positive relationship between the change approval easily obtained and changes done for a permanent period.

FINDINGS

71.67% of employees are satisfied towards the changes made in the organization.

72.49% of employees are satisfied towards the changed rules & regulations of the organization.

81.66% of employees are highly satisfied & satisfied towards the top management's participation in the change project.

70.83% of employees are satisfied towards the changed working conditions in the organization.

50% of employees are satisfied to some extent regarding the changes made according to employee and customer perspective.

66.67% of employees have said that any situation does not interfere with technological change management procedure.

75% employees have said that they have experienced the organizational change.

61.67% of employees have said that the change benefited all the level of employees in the organization.

93.33% employees have said that the change benefited the organization.

76.67% of employees have said that there are no sole responsibility teams to monitor the impact of change in the organization.

51.67% of employees have said that alterations need to be made to the change project.

65% of employees have said that the skill level of the employees did not affect competencies of the technological change management system.

80.83% of employees have said that the technological change management system will improve the career of the employees.

81.67% of employees have believed that the technological change management system as a necessary one to the organization.

SUGGESTIONS

As it is found that considerable percentage of employees are satisfied to some extent regarding the change procedures implemented, hence it is suggested that top management should take necessary actions for elevating the satisfaction level of employees.

As it is found that considerable percentage of employees are satisfied to some extent regarding the changes that made according to employee and customer perspective, hence it is suggested that organization can go for improving the satisfaction level of employees by concerning employees and customers expectations and needs and make changes according to it.

As it is found that considerable percentage of employees are shown negative response towards getting the change approval, hence it is suggested that the top management should concern about it and should make changes when ever it is necessary.

monitor the changes in the organization, thus it some times leads to failure change projects, hence it is suggested that organization should allot a sole responsible team to monitor the changes.

As it is found that considerable percentage of employees feels that alterations need to be made to the change project, hence it is suggested to the organization that it should identify the As majority of employees have said that there is no sole responsibility teams to areas where the alterations has to be made and should implement the change according to it.

CONCLUSION

The study conducted at Flyjac Logistics Pvt Ltd Company deals with analyzing the technological change management in the organization. The present study concluded that any company or organization depends upon the adaptability of change by the work force in the organization.

The technological change management results in better productivity, profitability and in maintaining good interpersonal relations in the organization. Therefore efforts should be made by the management for the better technological change management in the organization.

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www.scribd.com

QUESTIONNAIRE

GENDER : ☐ Male ☐ Female

AGE : ☐ 20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ above 41

MARITAL STATUS: ☐ married ☐ unmarried

YEAR OF SERVICE: ☐ 0-2yrs ☐ 2-5yrs ☐ 5yrs and above.

QUALIFICATION : ☐ 12th std ☐ DIPLOMA ☐ UG ☐ PG

1) Are you satisfied with the changes made in the organization?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

2) Are you satisfied with the changed rules and regulations of the organization?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

3) Are you satisfied with the top management's participation in the change project?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

4) Are you satisfied with the change procedures implemented?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

5) Are you satisfied with the changed working conditions in the organization?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

6) Are you satisfied with the tools & techniques used for the technological change management system?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

7) Are the changes satisfied the employee & customer perspectives?

- | | | |
|---------------------|-----------------|------------------------|
| a) Highly satisfied | b) satisfied | e) Highly Dissatisfied |
| c) To some extent | d) Dissatisfied | |

8) Are you satisfied with the training program conducted by the organization for the change project?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

9) Is there is any kind of impact do these changes tend to have?

- a) Yes
- b) No
- c) Not sure

10) Do the change approval easily obtained?

- a) Strongly Disagree b) Disagree c) Neither agree nor disagree
- d) Agree e) Strongly Agree

11) Do this change done for a permanent time period?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

12) Are You satisfied with any situations that interfere with the technological change management procedure?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

13) Are you satisfied with the organizational change is experienced by the employees?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

14) Do the change benefited all the level of employees in the organization?

- a) Yes
- b) No
- c) Not sure

15) Do the change benefited the organization?

- a) Yes
- b) No

16) Are you satisfied with the technological change management tasks are monitored?

- a) Strongly Disagree b) Disagree c) Neither agree nor disagree
- d) Agree e) Strongly Agree

17) Is their a dedicated team of members that are having the sole responsibility to monitor the impact of change?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

18) Are you satisfied with the motivated towards the technological change management system?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

19) Are there any alterations that need to be made to the technological change management system?

- a) Yes
- b) No
- c) Not Sure

20) Is there any level of employees who are affected by this technological change management system?

- a) yes
- b) no
- c) Not sure

21) Do you consider the technological change management system as an effective one?

- a) Highly satisfied b) satisfied e) Highly Dissatisfied
- c) To some extent d) Dissatisfied

22) Is the skill level of the employees affected competencies of the technological change management system?

- a) Yes
- b) No
- c) Not sure

23) Does the technological change management system improve the career of employees?

- a) Strongly Disagree b) Disagree c) Neither agree nor disagree
- d) Agree e) Strongly Agree

24) Are you adapted to the change project?

- a) Highly satisfied b) satisfied c) To some extent
- d) Dissatisfied e) Highly Dissatisfied

25) Do you believe technological change management system as a necessary one to the organization?

- a) Strongly Disagree b) Disagree c) Neither agree nor disagree
- d) Agree e) Strongly Agree