

A STUDY ON EMPLOYEE PERCEPTION TOWARDS ORGANIZATIONAL CHANGE IN STATISTICAL SOFTWARE SOLUTIONS PVT LTD

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410297



DEPARTMENT OF BUSINESS ADMINISTRATION
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

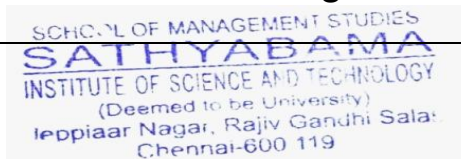
This is to certify that this Project Report is the bonafide work of **SIVANANDHAM.E 41410297** who carried out the project entitled "**A Study On Employee Perception Towards Organizational Change In Statistical Software Solutions Pvt Ltd**" under my supervision from January 2023 to April 2023.

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Submitted for Viva voce Examination held on **06.05.2023**

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COMPANY COMPLETION LETTER



DATE: 17.04.2023

PROJECT COMPLETION CERTIFICATE

This is to certify that **SIVANANDHAM E (Reg.no. 41410297)** Department of **MBA** from **Sathyabama Institute of Science And Technology, Chennai**, has completed his Project in **Human Resource Management** starting from **4th January 2023 – 31st March 2023**.

Project Title: **A STUDY ON THE EMPLOYEE PERCEPTION TOWARDS ORGANIZATIONAL CHANGE IN STATISTICAL SOFTWARE SOLUTIONS PVT LTD**

I hereby certify his work Good to the best of my knowledge

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DECLARATION

I **SIVANANDHAM.E(41410297)** hereby declare that the Project Report entitled “**A Study On Employee Perception Towards Organizational Change In Statistical Software Solutions Pvt Ltd**” done by me under the guidance of **DR. R.THAMILSELVAM M.com., MBA., M.Phil., B.Ed., Ph.D.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06.05.2023

PLACE: chennai

Sivanandham
SIVANANDHAM.E

ACKNOWLEDGEMENT

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.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.B.A., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR. R.THAMILSELVAN M.com., MBA., M.Phil., B.Ed., Ph.D.**, for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

SIVANANDHAM.E

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ABTRACT

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 interpersonal relationship in the organization.

The primary objective of this project is to study the employee conflict towards organizational change in Statistical Software Solutions. 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.

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.

1.2. INDUSTRY PROFILE

The IT & BPM sector has become one of the most significant growth catalysts for the Indian economy, contributing significantly to the country's GDP and public welfare. The IT industry accounted for 7.4% of India's GDP in FY22, and it is expected to contribute 10% to India's GDP by 2025.

As innovative digital applications permeate sector after sector, India is now prepared for the next phase of growth in its IT revolution. India is viewed by the rest of the world as having one of the largest Internet user bases and the cheapest Internet rates, with 76 crore citizens now having access to the internet.

The current emphasis is on the production of significant economic value and citizen empowerment, thanks to a solid foundation of digital infrastructure and enhanced digital access provided by the Digital India Programme. India is one of the countries with the quickest pace of digital adoption. This was accomplished through a mix of government action, commercial innovation and investment, and new digital applications that are already improving and permeating a variety of activities and different forms of work, thus having a positive impact on the daily lives of citizens.

India's rankings improved six places to the 40th position in the 2022 edition of the Global Innovation Index (GII).

According to National Association of Software and Service Companies (Nasscom), the Indian IT industry's revenue touched US\$ 227 billion in FY22, a 15.5% YoY growth.

According to Gartner estimates, IT spending in India is expected to increase to US\$ 101.8 billion in 2022 from an estimated US\$ 81.89 billion in 2021.

Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing on investing internationally to expand their global footprint and enhance their global delivery centres.

The data annotation market in India stood at US\$ 250 million in FY20, of which the US market contributed 60% to the overall value. The market is expected to reach US\$ 7 billion by 2030 due to accelerated domestic demand for AI.

Exports from the Indian IT industry stood at US\$ 149 billion in FY21. Export of IT services has been the major contributor, accounting for more than 51% of total IT export (including hardware). BPM and engineering and R&D (ER&D) and software products export accounted for 20.78% each to total IT exports during FY21. The ER&D market is expected to grow to US\$ 42 billion by 2022.

The IT industry added 4.45 lakh new employees in FY22, bringing the total employment in the sector to 50 lakh employees.

1.3. COMPANY PROFILE

- Statistical Software Solutions is one of the fastest growing mobile app development company based in India, world-class and reputed providers of Information Technology Services and Solution. The mission of this company is to help to be the best leading global corporations and also to create and sustain a competitive advantage and allow company to improve corporate performance by enable some key elements in the business management aspects. At Statistical Software Solutions company, we provide the excellent web designing services, mobile application development, ERP solutions. We have professionally trained team of expert web designers, web developers, mobile apps developers who design and develop user friendly web pages and websites and mobile apps. Web Development Mobile Applications on different platforms are native and cross platform. We use all the latest technologies for web designing, mobile application development and ERP solutions web based and desktop applications. We ensure that our excellent web, mobile apps convince targeted customers in satisfying their most complex needs.

WEBSITE DESIGN

- Statistical Software Solutions can design a professional level Customized website from scratch with your ideas or you can choose Web design from our pre designed templates, if you choose Template we will make changes as required by you like color, Tabs Name and images. Web Design Canada can design full Flash website or just add flash intro, flash header as per your choice. Web Design Canada can design one page "business card" style website, 5-10-20 page static website, Database Driven website or a fully-featured e-commerce website to sell your products online, we can provide affordable solution to your business requirements. We can create customize website design to suit your business needs. We are capable of designing completely new website, Redesign or revamp existing website, Maintenance of existing website.

- DIGITAL SEO MARKETING
- Boost your SEO Ranking & Marketing
- Statistical System Software was founded in 2008 with the vision of easing the development of mobile solutions and of providing top-notch services in multi-platform application development. We, a dedicated team of 20 engineers and designers, design, develop, and port mobile apps for every purpose, on any platform, that you require. Android, HTML5, J2ME, Samsung bada, and several widget standards are but a few of these platforms. We assign, tailored to each project, a multi-platform team of experienced engineers who fortify each others' strengths. We adhere strongly to the agile method as it guarantees the flexibility needed in mobile app development..

1.4. 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

1.5. OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the employee perception towards organizational change in Statistical Software Solutions.

SECONDARY OBJECTIVES

- 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.

1.6. NEED FOR THE STUDY

- To enhance the performance of the organization as well as the employees
- For the improved production process in an organization
- To develop the operational performance at the least possible cost
- To adapt to the new technologies, tools and techniques
- To remain competitive to the other rival firm

1.7. 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 interpersonal relationship in the organization.

CHAPTER 2 – REVIEW OF LITERATURE

2.1. LITERATURE REVIEW 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.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the employee perception towards change management. This time research methodology is framed for the purpose of finding the level of **Employee Perception towards Statistical Software Solutions PVT.LTD**

3.2. 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.

3.3. SAMPLING TECHNIQUE:

Simple Random Sampling Method:

It is one of the easiest approach. This involves selecting a random sample of staff from the whole organization to be surveyed.

3.4. SOURCES OF DATA:

DATA COLLECTION:

The data relevant to problem identified is available in two forms they are:

- Primary 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.

3.5. 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.

3.5.1. 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.

3.5.2. PRETEST:

After the construction of questionnaire it is plan to pre test with more than 20 respondents. After pre-test, necessary modifications will be update with the questionnaire.

3.6. SAMPLE SIZE:

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.

3.7. PERIOD OF STUDY:

JANUARY 2023 - MARCH 2023

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The survey is taken from the EMPLOYEES working on STATISTICAL SOFTWARE SOLUTIONS PVT.LTD.

3.9.HYPOTHESIS:

H0: There is no relationship between the changes made in the organization and the changed rules and regulations in the organization.

H1: There is relationship between the changes made in the organization and the changed rules and regulations in the organization.

H10: There is a significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

H11: There is no significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

H20: There is positive relationship between the change approval easily obtained and changes done for a permanent period.

H21: There is negative relationship between the change approval easily obtained and changes done for a permanent period.

3.10. TOOLS FOR ANALYSIS:

3.10.1. PERCENTAGE ANALYSIS

It is the process of inspecting, narrowing, transforming, and modelling data from a huge amount of information or data. The percentage is one of the essential components of data analysis, which helps find a value from a huge amount of data and information

3.10.2. ONE-WAY ANOVA TEST

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test.

3.10.3. CORRELATION TEST

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.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

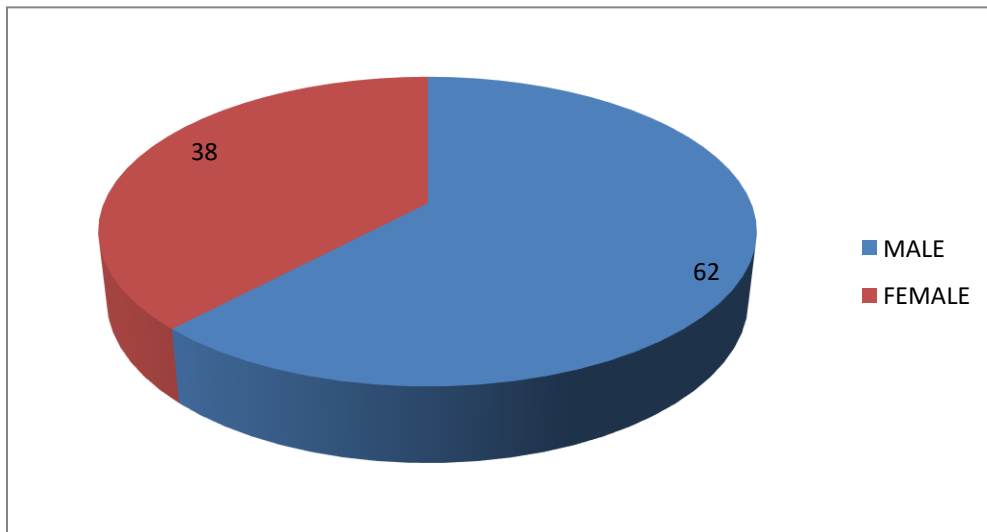
4.1. PERCENTAGE ANALYSIS

Analysis for demographic variables

TABLE.4.1.GENDER

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

CHART.4.1.GENDER

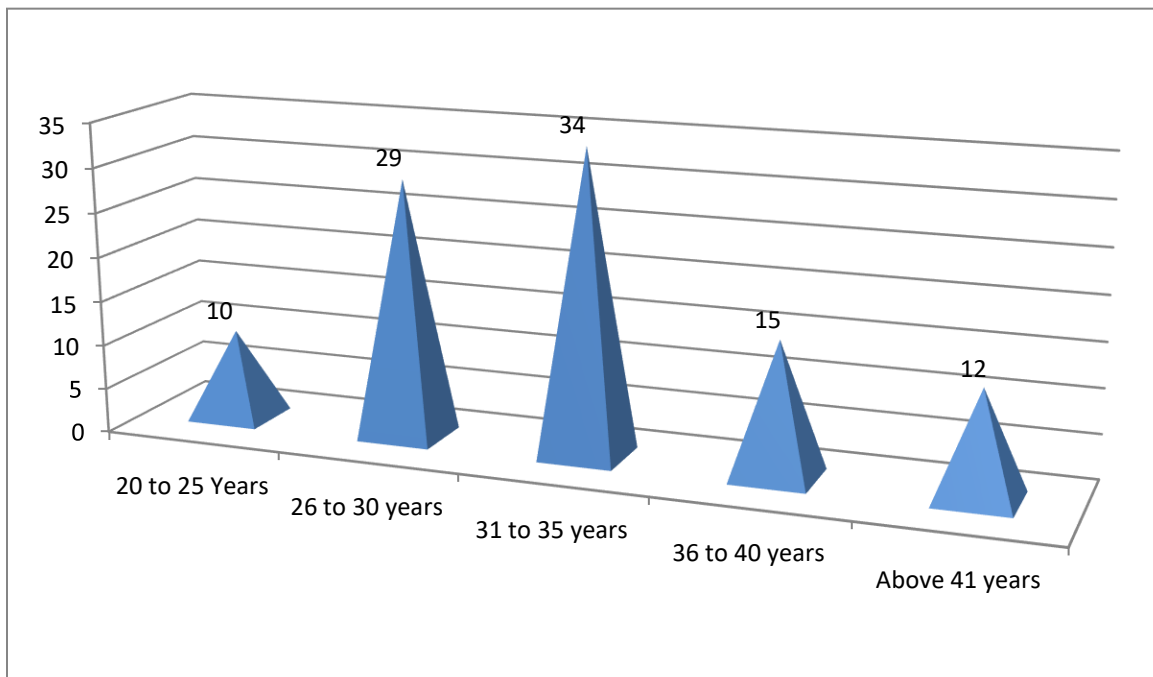


INFERENCE

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.

TABLE.4.2.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

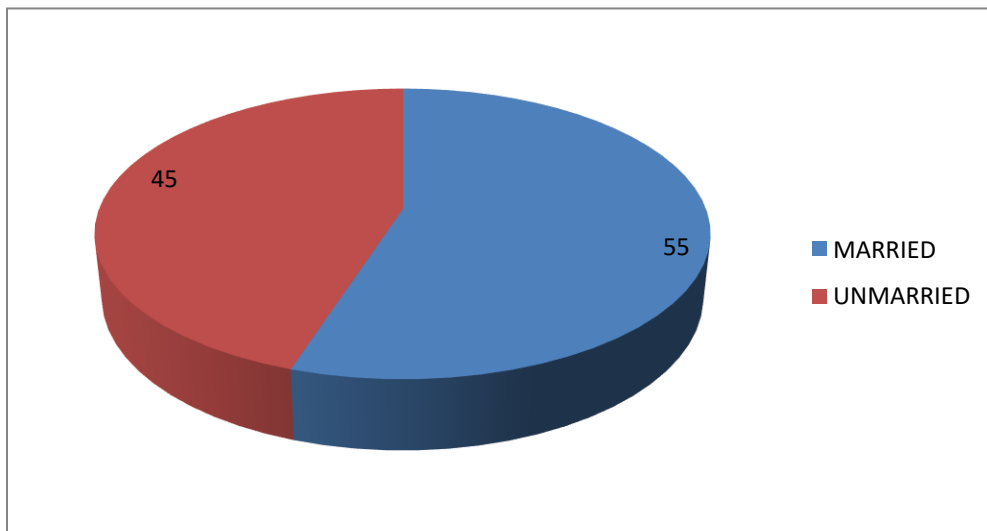
CHART.4.2.AGE**INFERENCE**

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.

TABLE.4.3.MARITAL STATUS

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

CHART.4.3.MARITAL STATUS

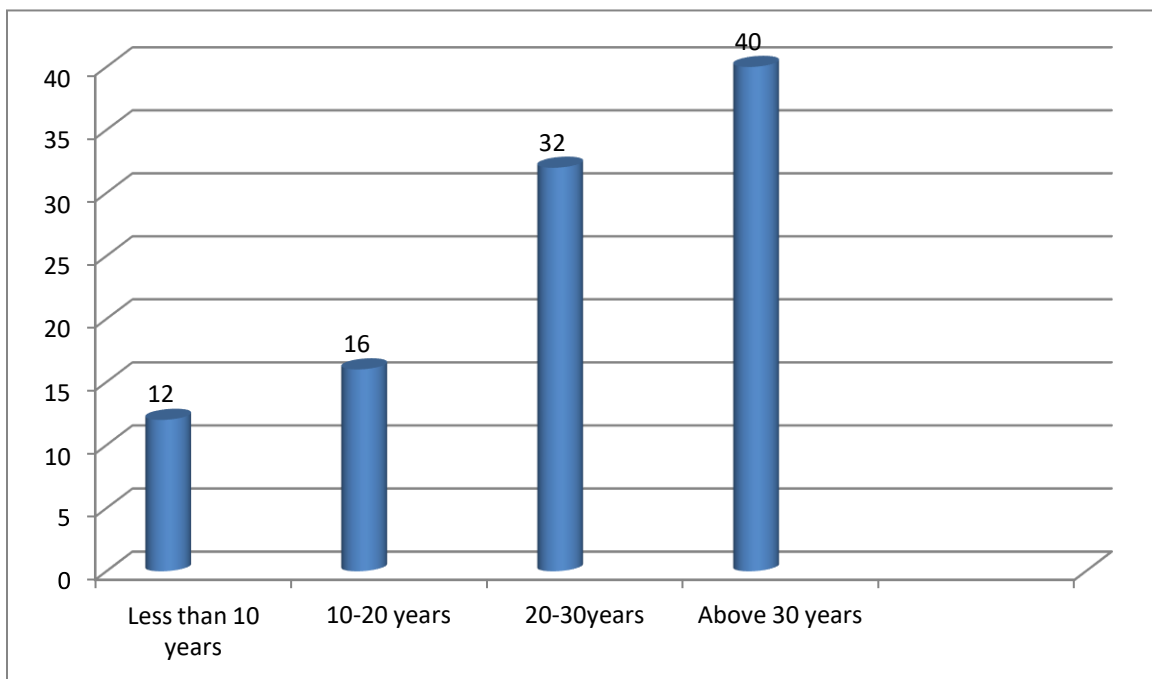


INFERENCE

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 marrieds.

TABLE.4.4.YEAR OF SERVICE

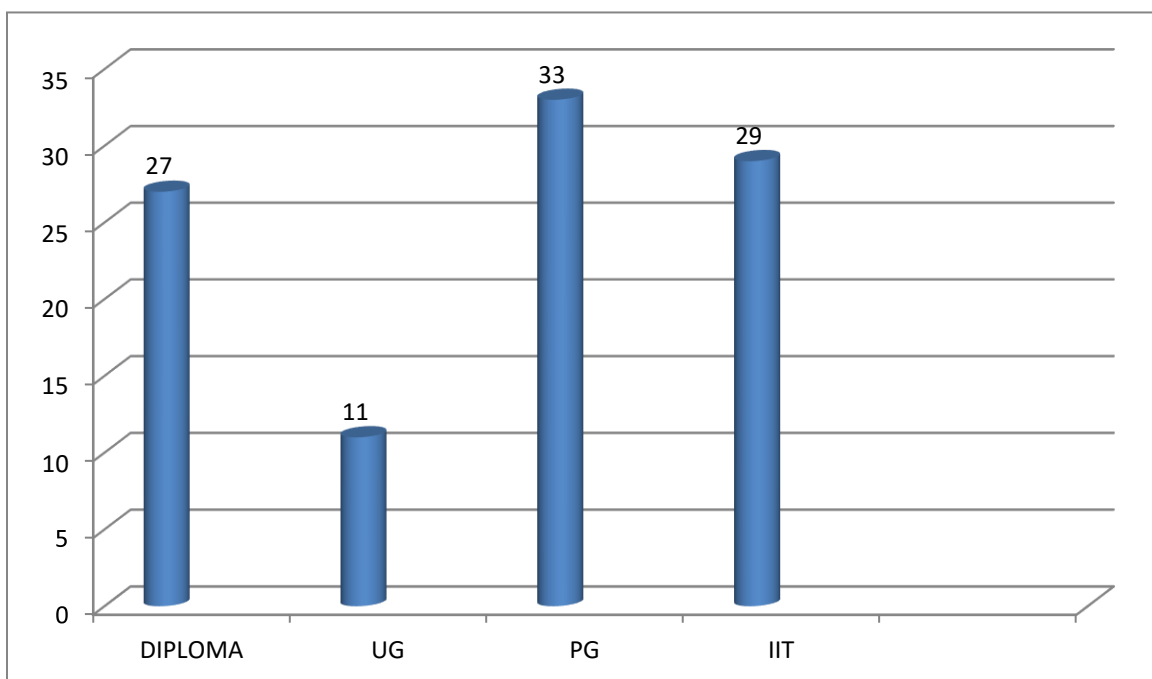
PARTICULARS	RESPONDENTS	PERCENTAGE
LESS THAN 10 YEARS	15	12
10-20 YEARS	19	16
20-30YEARS	38	32
ABOVE 30 YEARS	48	40
TOTAL	120	100

CHART.4.4.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.

TABLE.4.5.QUALIFICATION

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

CHART.4.5.QUALIFICATION**INFERENCE**

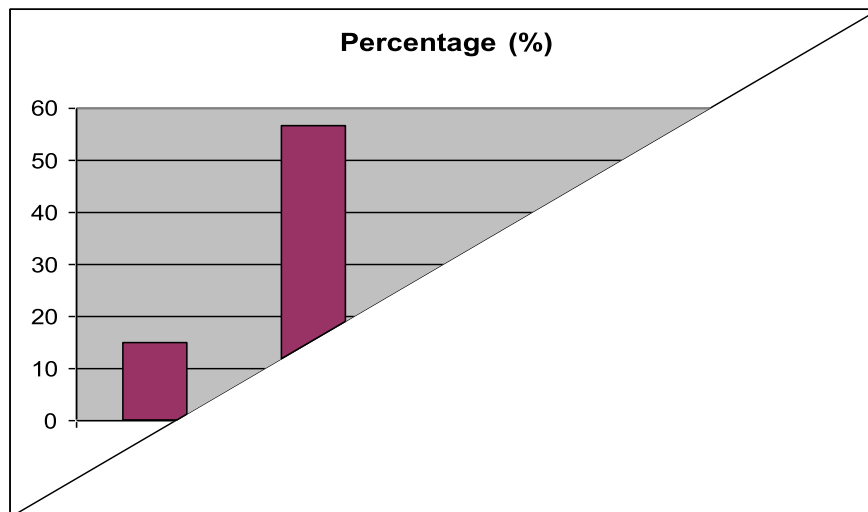
From the above table, it can be inferred that 33% of the employees are post graduate and 29% of the employees are IIT. Most of the employees are post graduate.

Analysis for Organizational Change

Table.4.6.Satisfied with the changes made in the organization

S. No	Parameters	Respondents	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%

Chart.4.6.Satisfied with the changes made in the organization



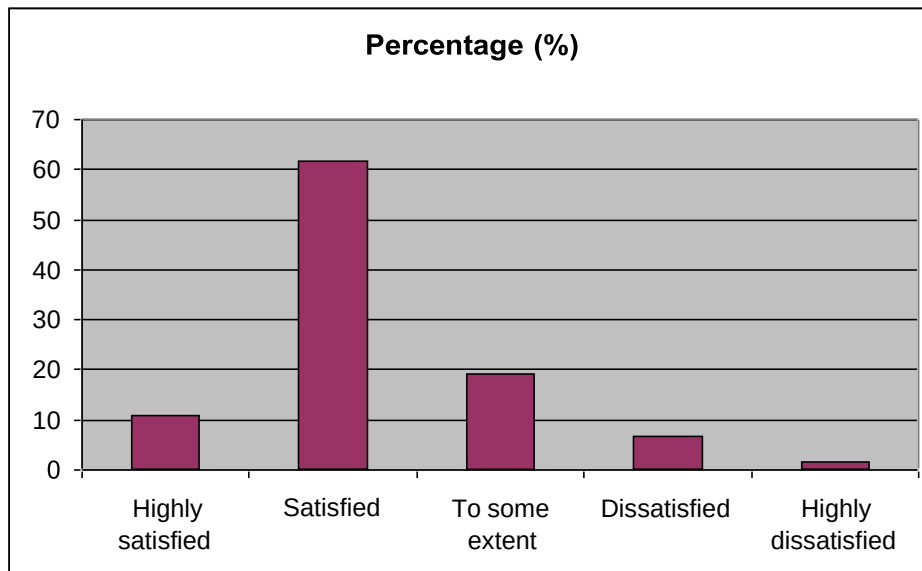
Inference: -

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.

Table.4.7.Satisfied with the changed rules and regulations of the organization

S. No	Parameters	Respondents	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%

Chart.4.7.Satisfied with the changed rules and regulations of the organization

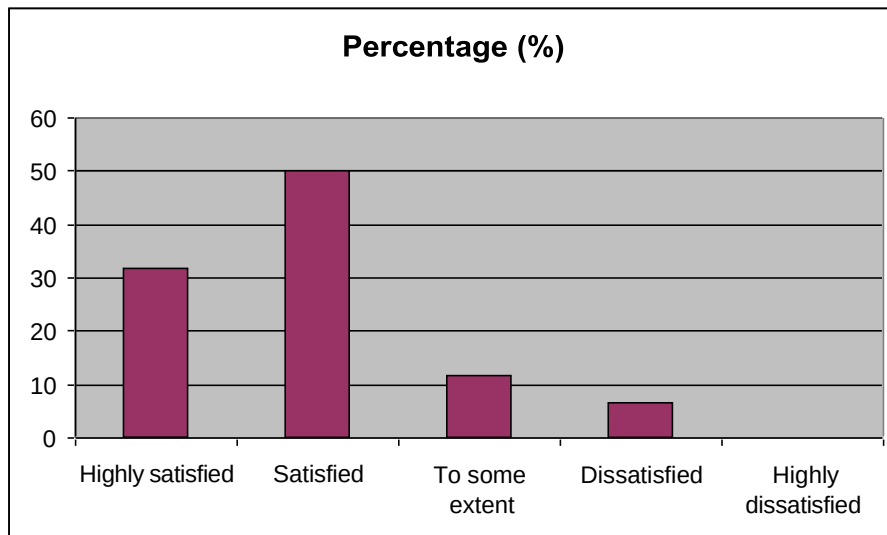


Inference: - From the above table it is inferred that 61.66% of employees are satisfied with the changed rules and regulations of the organization, 19.17% employees are satisfied to some extent, 10.83% employees are highly satisfied, 6.67% employees are dissatisfied and 1.67% employees are highly dissatisfied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

Table.4.8.Satisfied with the top management's participation in the change project

S. No	Parameters	Respondents	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%

Chart.4.8.Satisfied with the top management's participation in the change project

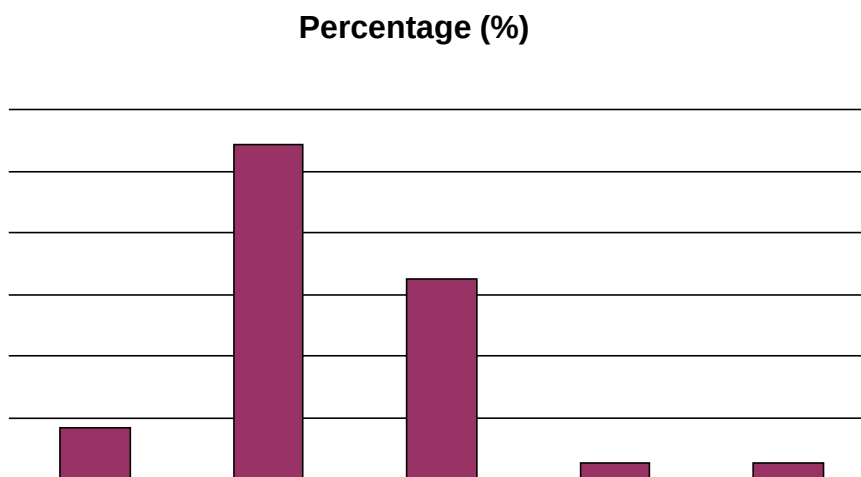


Inference: - From the above table it is inferred that 50% of employees are satisfied with the top management's participation in the change project, 31.66% employees are highly satisfied, 11.67% employees are satisfied to some extent and 6.67% employees are dissatisfied regarding the top management's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

Table.4.9.Satisfied with the change procedures implemented

S. No	Parameters	Respondents	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%

Chart.4.9.Satisfied with the change procedures implemented

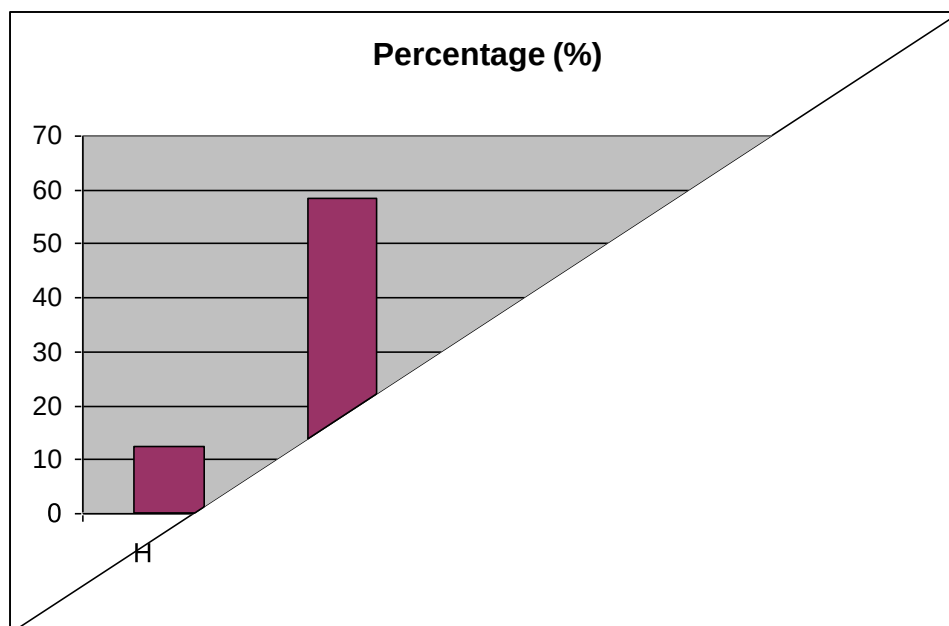


Inference: - From the above table it is inferred that 54.17% of employees are satisfied with the change procedures implemented in the organization, 32.5% employees are satisfied to some extent, 8.33% employees are highly satisfied, 2.5% employees are dissatisfied and 2.5% employees are highly dissatisfied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

Table.4.10.Satisfied with the changed working conditions in the organization

S. No	Parameters	Respondents	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%

Chart.4.10.Satisfied with the changed working conditions in the organization

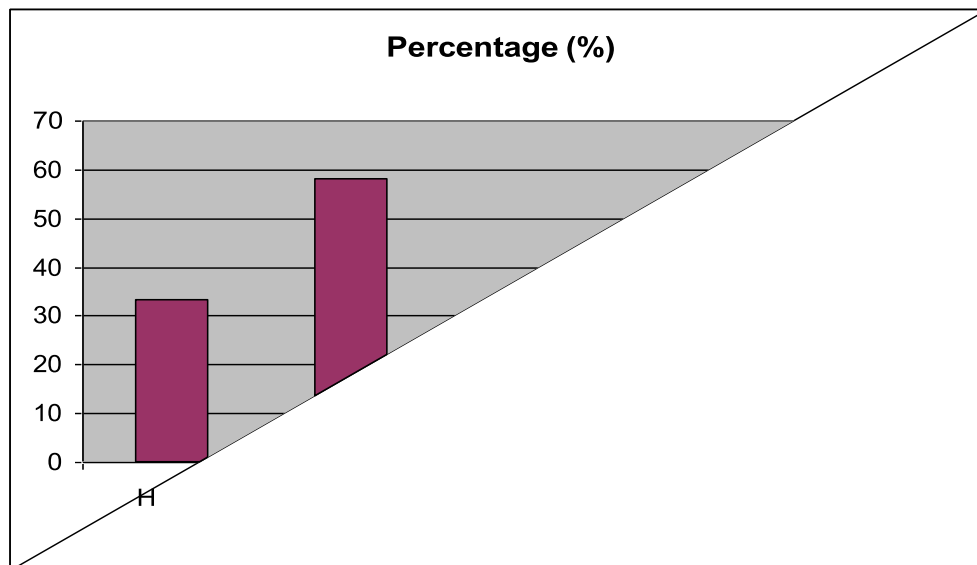


Inference: - From the above table it is inferred that 58.33% of employees are satisfied with the changed working conditions in the organization, 16.67% employees are satisfied to some extent, 12.5% employees are highly satisfied, 8.33% employees are dissatisfied and 4.17% employees are highly dissatisfied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

Table.4.11.Satisfied with the tools & techniques used for the technological change management system

S. No	Parameters	Respondents	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%

Chart.4.11.Satisfied with the tools & techniques used for the technological change management system

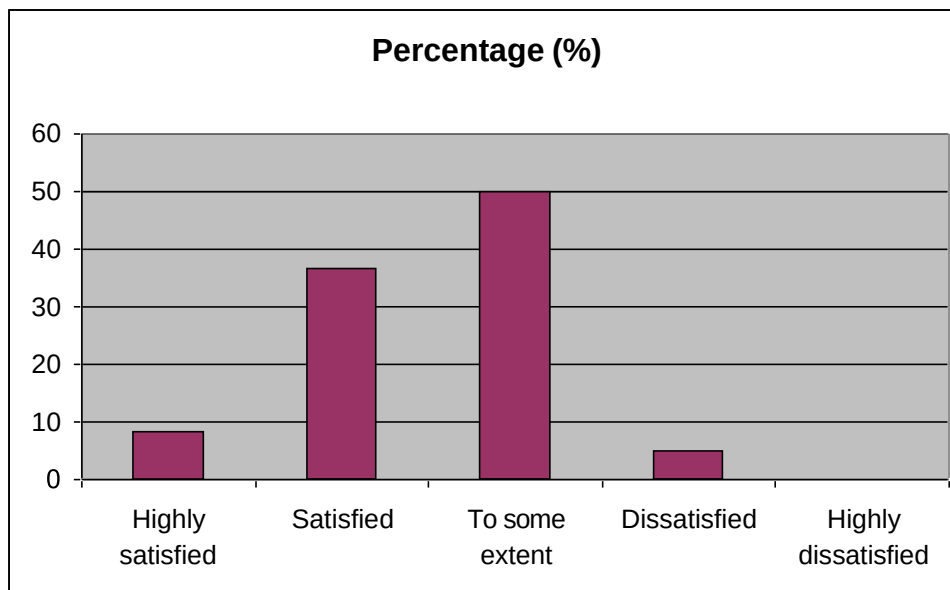


Inference: - From the above table it is inferred that 58.34% of employees are satisfied with the tools and techniques used for the technological change management system, 33.33% employees are highly satisfied, 5% employees are satisfied to some extent, 2.5% employees are dissatisfied and 0.83% employees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

Table.4.12.Changes satisfied the employee & customer perspective.

S. No	Parameters	Respondents	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%

Chart.4.12.Changes satisfied the employee & customer perspective.

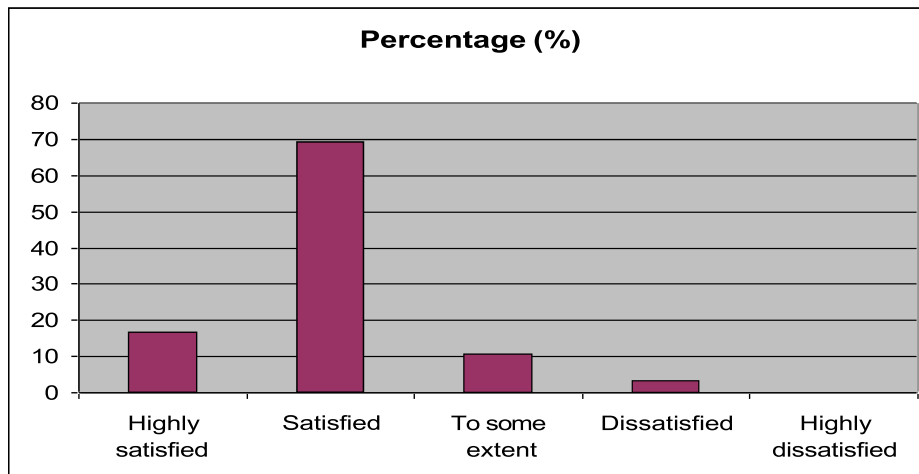


Inference: - From the above table it is inferred that 50% of employees are satisfied to some extent with the changes made according to employee & customer perspective, 36.7% employees are satisfied, 8.3% employees are highly satisfied, and 5% employees are dissatisfied with the changes made according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

Table.4.13.Satisfied with the training program conducted by the organization for the change project

S. No	Parameters	Respondents	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%

Chart.4.13.Satisfied with the training program conducted by the organization for the change project

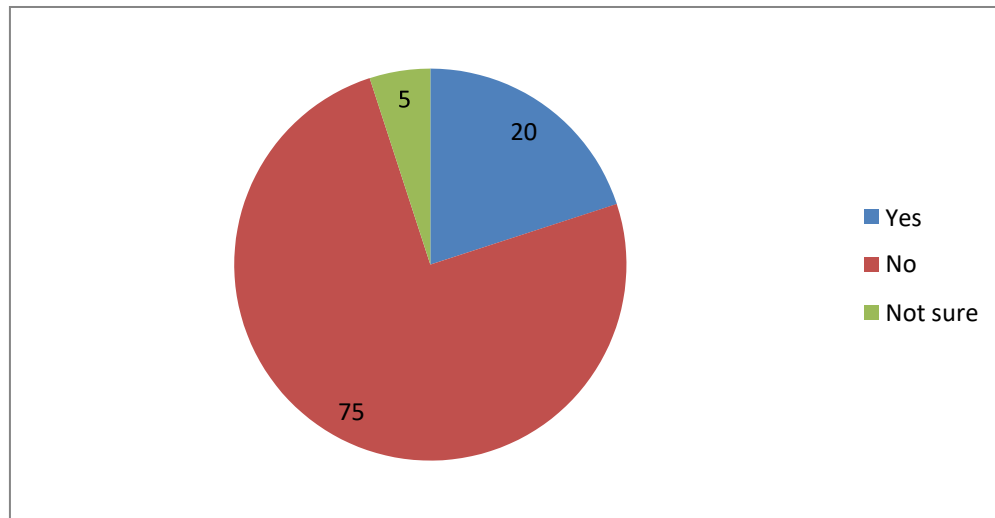


Inference: - From the above table it is inferred that 69.17% of employees are satisfied with the training program conducted for the technological change management system, 16.67% employees are highly satisfied, 10.33% employees are satisfied to some extent and 3.3% employees are dissatisfied regarding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

Table.4.14.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

Chart.4.14.THERE IS ANY KIND OF IMPACT DO THESE CHANGES TEND TO HAVE



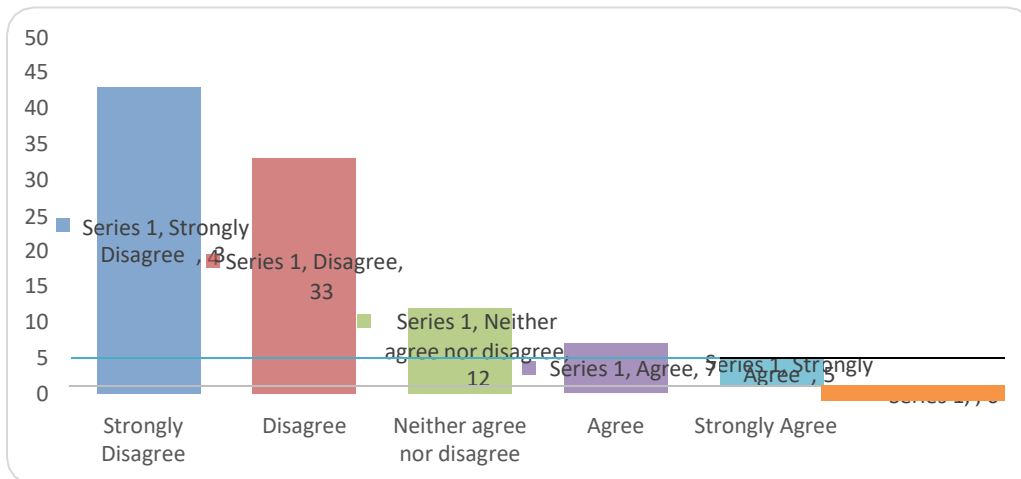
Inference: -

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.

TABLE.4.15.CHANGE APPROVAL EASILY OBTAINED

S. No	Parameters	Respondents	Percentage (%)
1	Strongly Disagree	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%

Chart.4.15.CHANGE APPROVAL EASILY OBTAINED



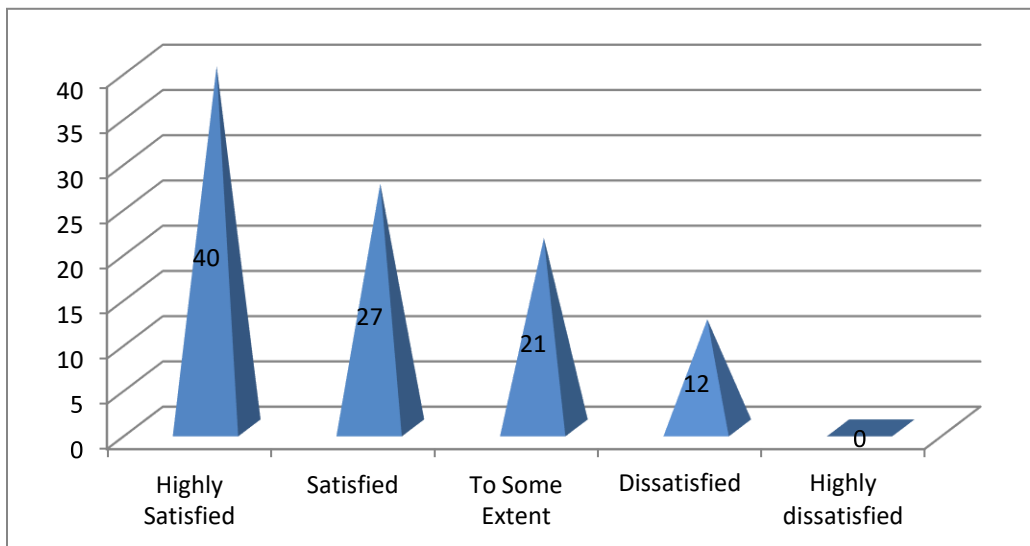
Inference: -

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 the majority of employees strongly disagreed that the change approval easily obtained.

Table.4.16.CHANGE DONE FOR A PERMANENT TIME PERIOD

S. No	Parameters	Respondents	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%

Chart.4.16.CHANGE DONE FOR A PERMANENT TIME PERIOD



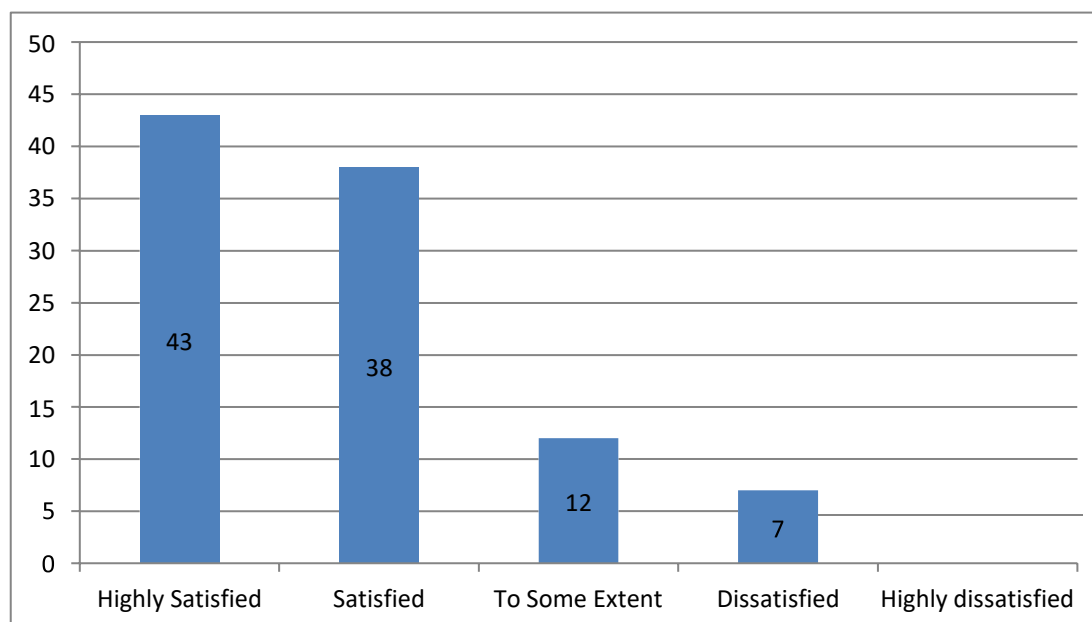
Inference: -

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.

Table.4.17.SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL CHANGE MANAGEMENT PROCEDURE

S. No	Parameters	Respondents	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%

Chart.4.17.SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL CHANGE MANAGEMENT PROCEDURE



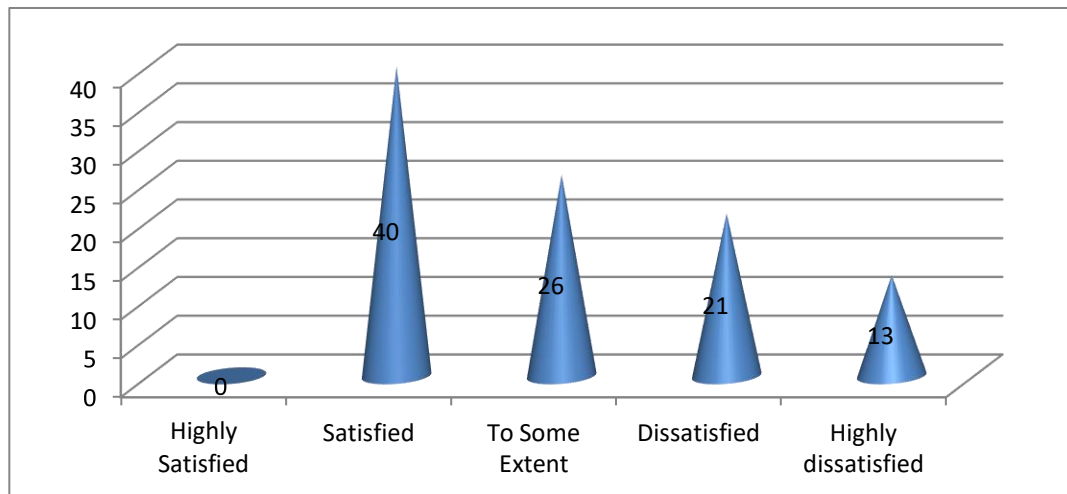
Inference: -

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.

Table.4.18.SATISFIED WITH THE ORGANIZATIONAL CHANGE IS EXPERIENCED BY THE EMPLOYEES

S. No	Parameters	Respondents	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.4.18.SATISFIED WITH THE ORGANIZATIONAL CHANGE IS EXPERIENCED BY THE EMPLOYEES



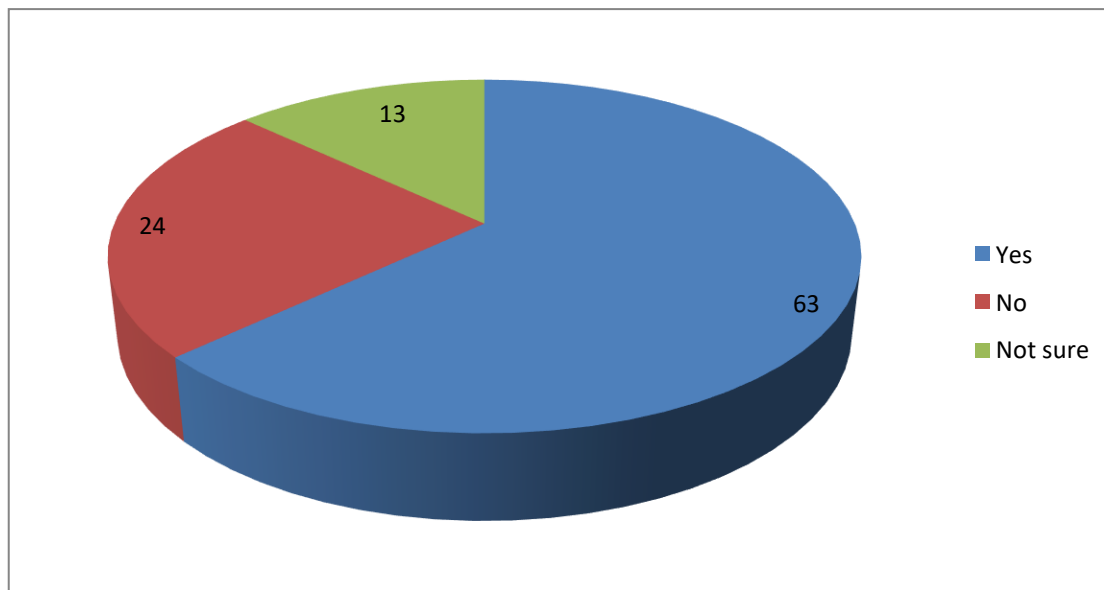
Inference: -

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.

Table.4.19.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

Chart.4.19.CHANGE BENEFITED ALL THE LEVEL OF EMPLOYEES IN THE ORGANIZATION



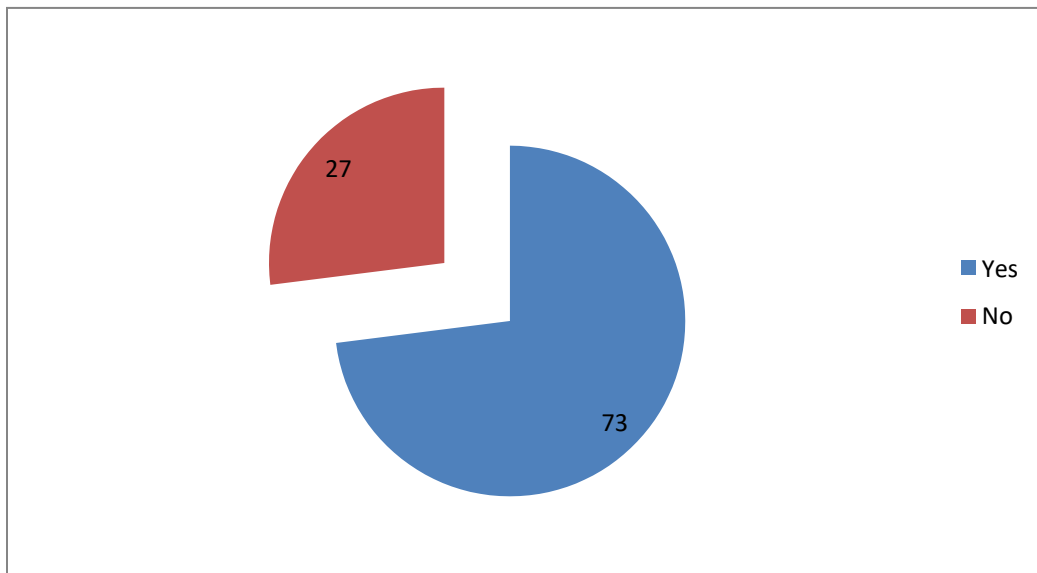
Inference:

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.

Table.4.20.CHANGE BENEFITED THE ORGANIZATION

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

Chart.4.20.CHANGE BENEFITED THE ORGANIZATION



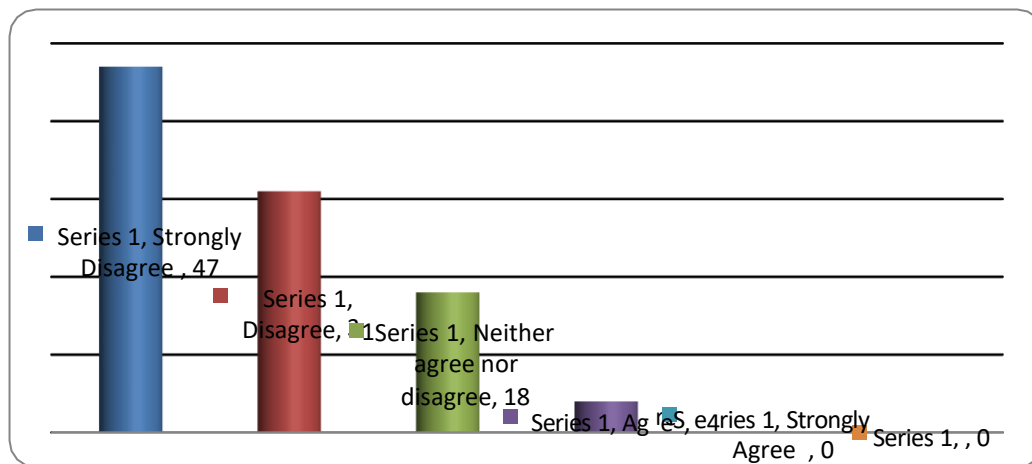
Inference: -

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.

Table.4.21.SATISFIED WITH THE TECHNOLOGICAL CHANGE MANAGEMENT TASKS ARE MONITORED

S. No	Parameters	Respondents	Percentage (%)
1	Strongly Disagree	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.4.21.SATISFIED WITH THE TECHNOLOGICAL CHANGE MANAGEMENT TASKS ARE MONITORED



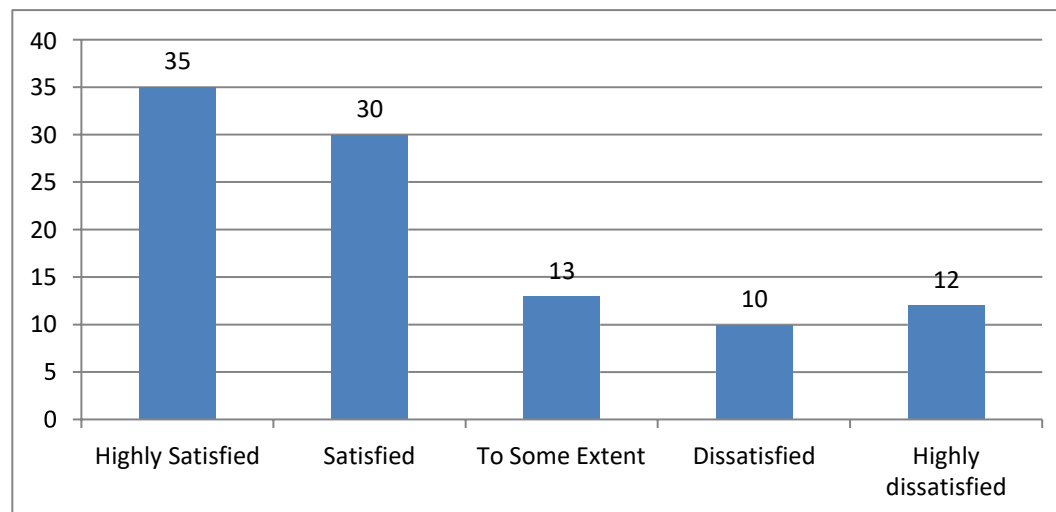
Inference: -

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.

Table.4.22.A DEDICATED TEAM OF MEMBERS THAT ARE HAVING THE SOLE RESPONSIBILITY TO MONITOR THE IMPACT OF CHANGE

S. No	Parameters	Respondents	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.4.22.A DEDICATED TEAM OF MEMBERS THAT ARE HAVING THE SOLE RESPONSIBILITY TO MONITOR THE IMPACT OF CHANGE



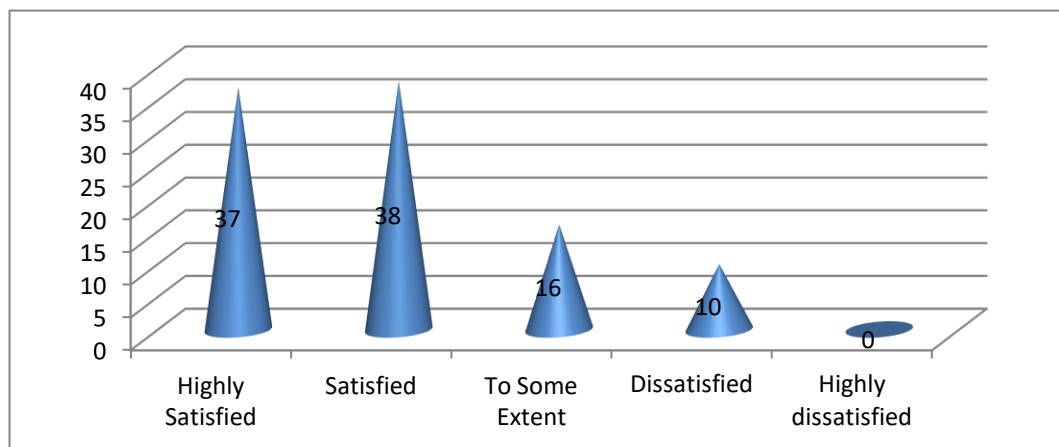
Inference: -

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.

Table.4.23.SATISFIED WITH THE MOTIVATED TOWARDS THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM

S. No	Parameters	Respondents	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.4.23.SATISFIED WITH THE MOTIVATED TOWARDS THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM



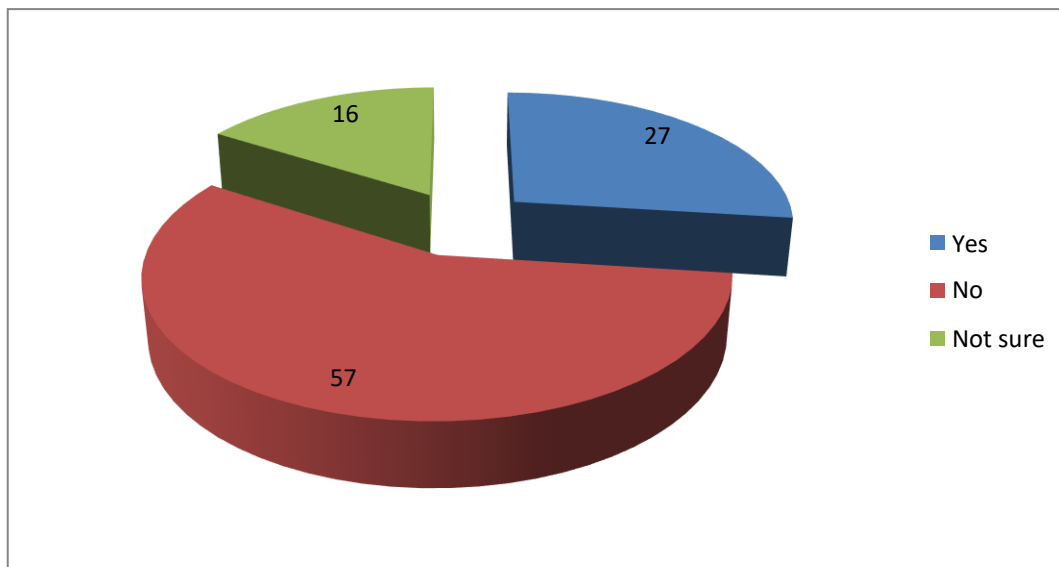
Inference: -

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.

Table.4.24.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.4.24.ANY ALTERATIONS THAT NEED TO BE MADE TO THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM



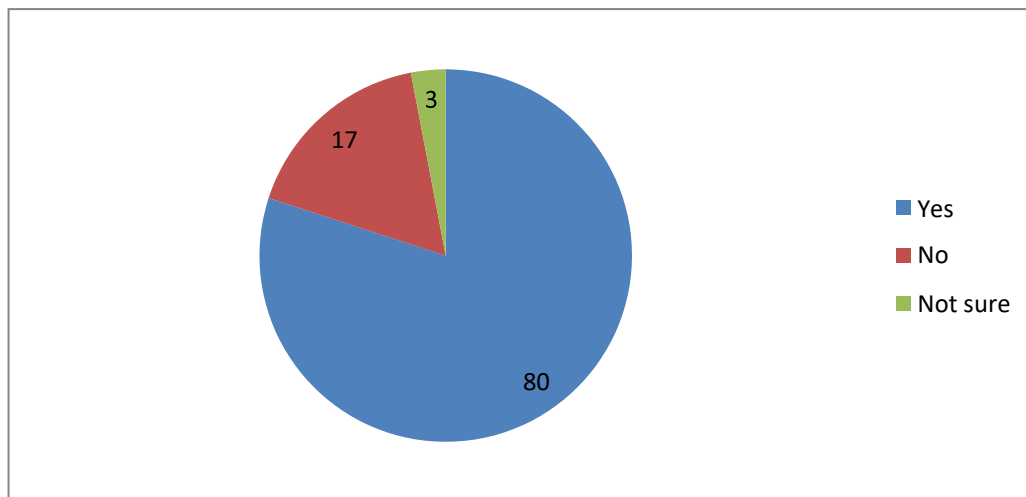
Inference: -

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

Table.4.25.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.4.25.ANY LEVEL OF EMPLOYEES WHO ARE AFFECTED BY THIS TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM



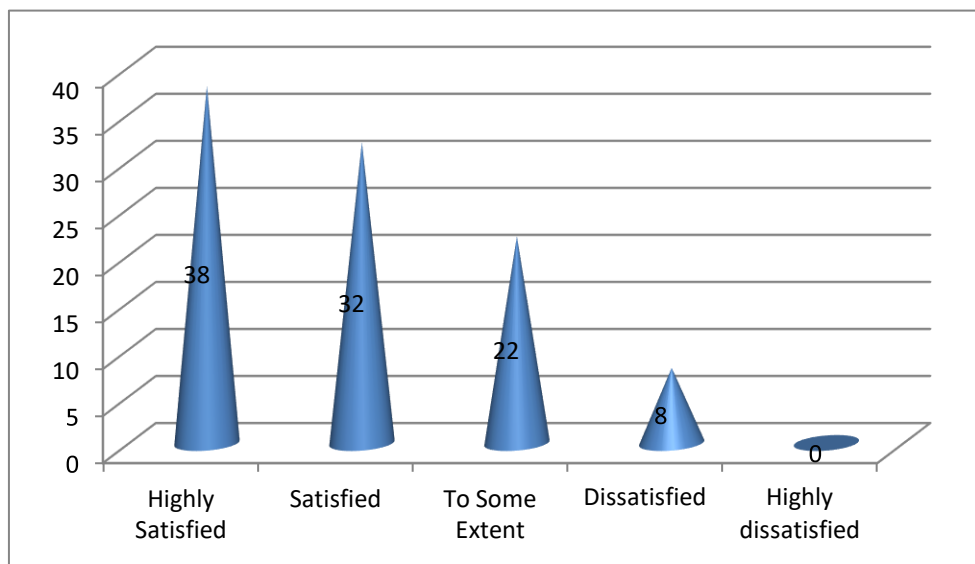
Inference: -

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.

Table.4.26.CONSIDER THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS AN EFFECTIVE ONE

S. No	Parameters	Respondents	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.4.26.CONSIDER THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS AN EFFECTIVE ONE



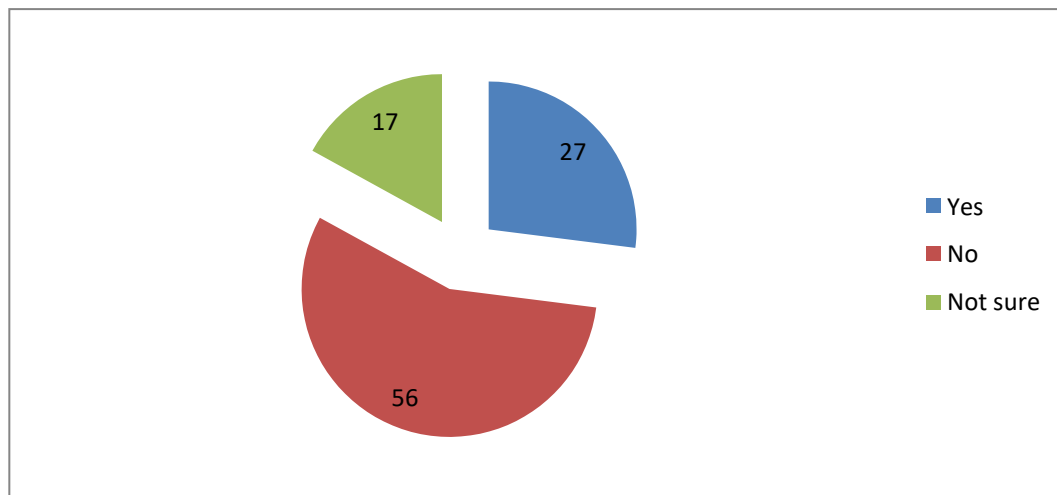
Inference: -

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.

Table.4.27.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.4.27.SKILL LEVEL OF THE EMPLOYEES AFFECTED COMPETENCIES OF THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM



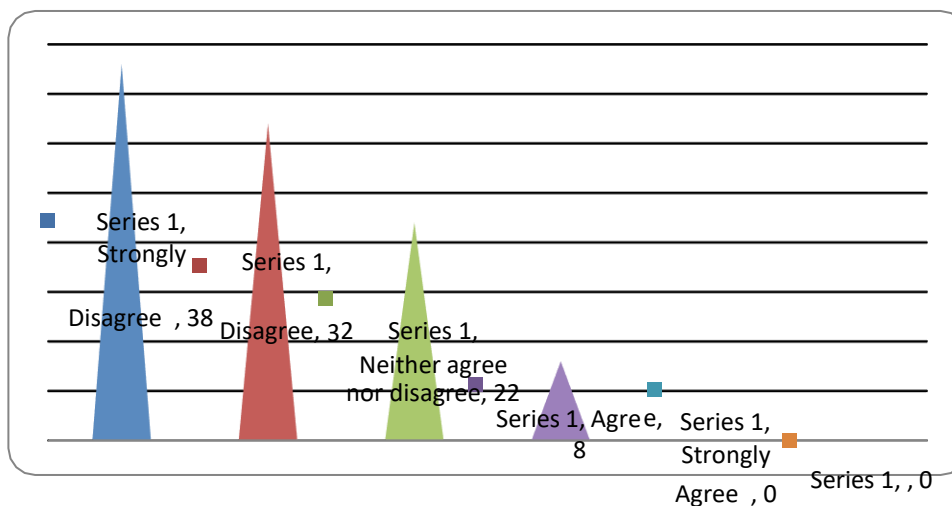
Inference: -

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.

Table.4.28.TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM IMPROVE THE CAREER OF EMPLOYEES

S. No	Parameters	Respondents	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.4.28.TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM IMPROVE THE CAREER OF EMPLOYEES



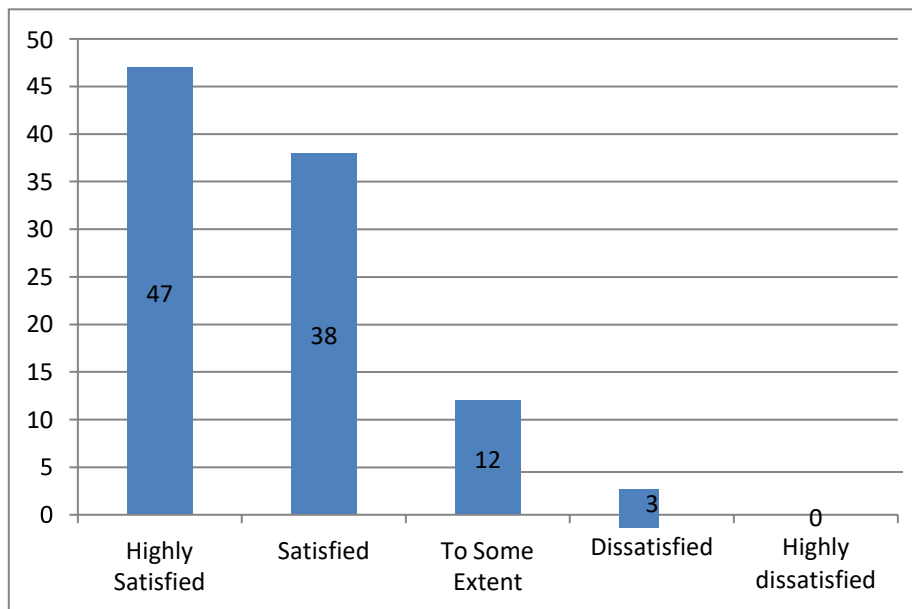
Inference: -

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.

Table.4.29.ADAPTED TO THE CHANGE PROJECT

S. No	Parameters	Respondents	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.4.29.ADAPTED TO THE CHANGE PROJECT



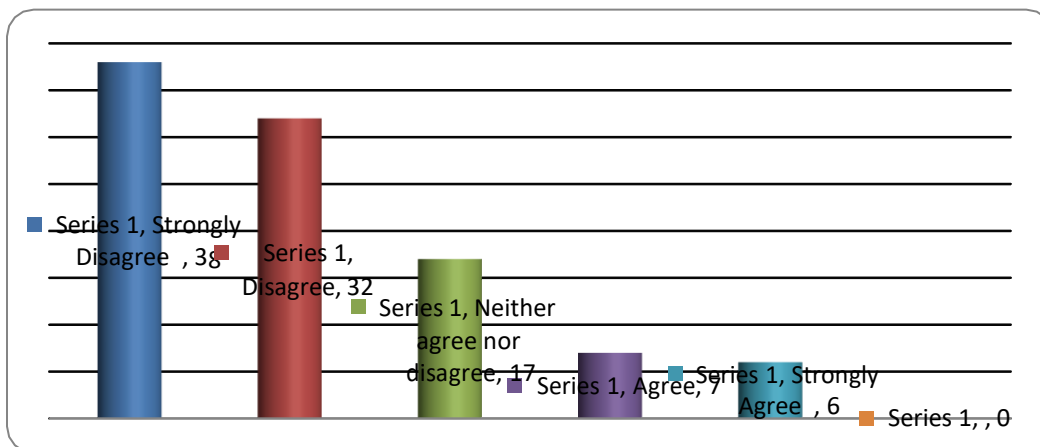
Inference: -

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.

Table.4.30.BELIEVE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS A NECESSARY ONE TO THE ORGANIZATION

S. No	Parameters	Respondents	Percentage (%)
1	Strongly Disagree	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.4.30.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 ANALYSIS

4.2. ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

Alternate hypothesis (H1):

There is no significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

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

KINDOFIMPACTCHANGESTENDTOHA

VE

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			



Tabulated value = 3.95

Calculated value= 71.920

$F = F_{cal} > F_{tab} \quad F=71.920 > 3.95$

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.

4.3. 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

		THECHANGEAPPROVALEASILY OBTAINED	CHANGES DONE FOR A PERMANENT PERIOD
THECHANGEAPPROVALEASILY OBTAINED	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	120	120
CHANGES DONE FOR A PERMANENT PERIOD	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.

CHAPTER 5 – FINDINGS,SUGGESTIONS AND CONCLUSION

5.1. 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.

5.2 SUGGESTIONS & RECOMMENDATIONS

- 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.

- As majority of employees have said that there is no sole responsibility teams to 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 areas where the alterations has to be made and should implement the change according to it.

5.3. LIMITATIONS OF 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

5.4. CONCLUSION

The study conducted at Statistical Software Solutions 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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ANNEXURE I – QUESTIONNAIRE

EMPLOYEE PERCEPTION TOWARDS ORGANIZATIONAL CHANGE IN STATISTICAL SOFTWARE SOLUTIONS

QUESTIONNAIRE

GENDER : ☐ Male ☐ Female

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

MARITAL STATUS: ☐ married ☐ unmarried

YEAR OF SERVICE: ☐ 0-2yrs ☐ 2-5 yrs ☐ 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

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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
c) To some extent

b) satisfied
d) Dissatisfied

e) Highly 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 e) Highly Dissatisfied
c) To some extent d) 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

A STUDY ON THE EMPLOYEE PERCEPTION TOWARDS ORGANIZATIONAL CHANGE IN STATISTICAL SOFTWARE SOLUTIONS PVT LTD

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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 interpersonal relationship in the organization. The primary objective of this project is to study the employee perception towards organizational change in Statistical Software Solutions. 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 regarded 'full proof' one. To adapt to the new technologies, tools and techniques. To remain competitive to the other rival firms.

KEYWORDS:

INTRODUCTION:

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.

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.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To study the employee perception towards organizational change in Statistical Software Solutions.

SECONDARY OBJECTIVES

- 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.

NEED FOR THE STUDY

- To enhance the performance of the organization as well as the employees
- For the improved production process in an organization
- To develop the operational performance at the least possible cost
- To adapt to the new technologies, tools and techniques
- To remain competitive to the other rival firm

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 interpersonal relationship in the organization.

REVIEW OF LITERATURE

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.

METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the employee perception towards change management. This time research methodology is framed for the purpose of finding the level of Employee Perception towards Statistical Software Solutions PVT.LTD

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.

SAMPLING TECHNIQUE:

Simple Random Sampling Method:

It is one of the easiest approach. This involves selecting a random sample of staff from the whole organization to be surveyed.

SOURCES OF DATA:

DATA COLLECTION:

The data relevant to problem identified is available in two forms they are:

1. Primary data

Primary data is of first hand data in nature and it does not exist anywhere. It has to be collected riches 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.

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.

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.

HYPOTHESIS:

H0: There is no relationship between the changes made in the organization and the changed rules and regulations in the organization.

H1: There is relationship between the changes made in the organization and the changed rules and regulations in the organization.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

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

S. No	Parameters	Respondents	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.

SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL
CHANGE MANAGEMENT PROCEDURE

S. No	Parameters	Respondents	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.

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 (H_0):

There is positive relationship between the change approval easily obtained and changes done for a permanent period.

Alternate hypothesis (H_1):

There is negative relationship between the change approval easily obtained and changes done for a permanent period.

Correlations

		THECH ANGEA PPROVA LEASI LYOBT AINED	CHANGESDON EFORAPERMA NENTPERIOD
THECHANGEAP PROVALE ASILYOBTAINE D	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	120	120
CHANGESDON EFORAPE RMANENTPERI OD	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	120	120

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

$$r = \frac{\sum X - \sum \sum}{\sqrt{\sum X^2 - \frac{(\sum X)^2}{n}}}$$

$$r = .925$$

INFERENCE:

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

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

Alternate hypothesis (H1):

There is no significance difference between the kind of impact changes tend to have and satisfied the employees and customer perspective.

Descriptives

KIND OF IMPACT CHANGES TEND TO HAVE

	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			

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.

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.

SUGGESTIONS & RECOMMENDATIONS

- 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.
- As majority of employees have said that there is no sole responsibility teams to 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.

CONCLUSION

The study conducted at Statistical Software Solutions 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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