

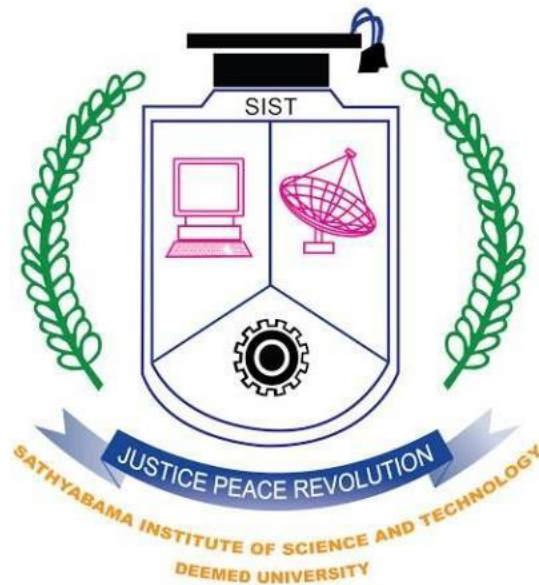
A STUDY ON ORGANISATION CHANGE TO EMPLOYEE COMMITMENT

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

NAME: R.Roshan

REGISTER NUMBER: 40410145



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

MARCH 2022



**SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY**

(DEEMED TO BE UNIVERSITY)

**Accredited with “A” grade by NAAC | 12B Status by UGC | Approved by
AICTE**

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **R.Roshan 40410145** who carried out the project entitled “ **A STUDY ON ORGANISATION CHANGES TO EMPLOYEE COMMITMENT**” under my supervision from September 2021 to October 2021.

DR.K.SASIREHKA

Internal Guide

External Guide

**Dr. BHUVANESWARI .G
Dean – School of Management Studies**

Submitted for Viva voice Examination held on :

Internal Examiner

External Examiner

DECLARATION

I **R.ROSHAN (40410145)** hereby declare that the Project Report entitled “**A STUDY ON ORGANISATION CHANGES TO EMPLOYEE COMMITMENT**” done by me under the guidance of **DR.K.SASIREKHKA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

R.ROSHAN

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, Dean - School of Management Studies** and **Dr. A. PALANI, 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.K.SASIREKHKA** 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.

R.ROSHAN

A STUDY ON ORGANISATION CHANGE TO EMPLOYEE COMMITMENT

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 commitment towards organization change. 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 commitment towards organization change.

SAMPLE TABLE OF CONTENTS

CHAPTER NO	CHAPTERS	PAGE NO
	ABSTRACT	
I	1.1 INTRODUCTION	11
	1.2 STATEMENT OF PROBLEM	19
	1.3 INDUSTRY PROFILE	20
	1.4 SCOPE OF THE STUDY	29
	1.5 OBJECTIVE	30
	1.6 NEED FOR THE STUDY	30
II	RESERCH METHODOLOGY	31
	3.1 RESEARCH DESIGN	31
	3.2 DATA COLLECTION	31
	3.3 TOOLS FOR DATA COLLECTION	32
	3.4 CONSTRUCTION OF QUESTIONNAIRE	32
	3.5 PRETEST	32
	3.6 SAMPLING PLAN	32
	3.7 STATISTICAL TOOLS	32
III	REVIEW OF LITERATURE	34
IV	DATA ANALYSIS AND INTERPRETATION	35
V	5.1 FINDINGS	76
	5.2 SUGGESTIONS	77
	5.3 LIMITATIONS OF STUDY	78
	5.4 CONCLUSION	79
	ANNEXURE	
	BIBILIOGRAPHY	80
	ANNEXURE – 1 (QUESTIONNAIRE)	81
	ANNEXURE – 2 (ARTICLE)	86

LIST OF TABLES

TABLE NO.	TITLE	PAGE NO
1	GENDER	36
2	AGE	37
3	MARITAL STATUS	37
4	YEAR OF SERVICE	38
5	QUALIFICATION	39
6	ANALYSIS FOR ORGANIZATION CHANGE	40
7	SATISFIED WITH THE CHANGED RULES AND REGULATIONS OF THE ORGANIZATION	41
8	SATISFIED WITH THE TOP MANAGEMENT'S PARTICIPATION IN THE CHANGE PROJECT	42
9	SATISFIED WITH THE CHANGE PROCEDURES IMPLEMENTED	43
10	SATISFIED WITH THE CHANGED WORKING CONDITIONS IN THE ORGANIZATION	44
11	SATISFIED WITH THE TOOLS & TECHNIQUES USED FOR THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	45
12	CHANGES SATISFIED THE EMPLOYEE & CUSTOMER PERSPECTIVE	46
13	SATISFIED WITH THE TRAINING PROGRAM CONDUCTED BY THE ORGANIZATION FOR THE CHANGE PROJECT	48
14	IS THERE IS ANY KIND OF IMPACT DO THESE CHANGES TEND TO HAVE	49
15	DO THE CHANGE APPROVAL EASILY OBTAINED	50
16	DO THIS CHANGE DONE FOR A PERMANENT TIME PERIOD	51
17	ARE YOU SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL CHANGE MANAGEMENT PROCEDURE	52

18	ARE YOU SATISFIED WITH THE ORGANIZATION CHANGE IS EXPERIENCED BY THE EMPLOYEES	53
19	DO THE CHANGE BENEFITED ALL THE LEVEL OF EMPLOYEES IN THE ORGANIZATION	54
20	DO THE CHANGE BENEFITED THE ORGANIZATION	55
21	ARE YOU SATISFIED WITH THE TECHNOLOGICAL CHANGE MANAGEMENT TASKS ARE MONITORED	56
22	IS THEIR A DEDICATED TEAM OF MEMBERS THAT ARE HAVING THE SOLE RESPONSIBILITY TO MONITOR THE IMPACT OF CHANGE	57
23	ARE YOU SATISFIED WITH THE MOTIVATED TOWARDS THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	58
24	ARE THERE ANY ALTERATIONS THAT NEED TO BE MADE TO THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	59
25	IS THERE ANY LEVEL OF EMPLOYEES WHO ARE AFFECTED BY THIS TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	60
26	DO YOU CONSIDER THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS AN EFFECTIVE ONE	61
27	IS THE SKILL LEVEL OF THE EMPLOYEES AFFECTED COMPETENCIES OF THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	62
28	DOES THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM IMPROVE THE CAREER OF EMPLOYEES	63
29	ARE YOU ADAPTED TO THE CHANGE PROJECT	64
30	DO YOU BELIEVE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS A NECESSARY ONE TO THE ORGANIZATION	65

LIST OF FIGURES

TABLE NO.	TITLE	PAGE NO
1	GENDER	36
2	AGE	37
3	MARITAL STATUS	37
4	YEAR OF SERVICE	38
5	QUALIFICATION	39
6	ANALYSIS FOR ORGANIZATION CHANGE	40
7	SATISFIED WITH THE CHANGED RULES AND REGULATIONS OF THE ORGANIZATION	41
8	SATISFIED WITH THE TOP MANAGEMENT'S PARTICIPATION IN THE CHANGE PROJECT	42
9	SATISFIED WITH THE CHANGE PROCEDURES IMPLEMENTED	43
10	SATISFIED WITH THE CHANGED WORKING CONDITIONS IN THE ORGANIZATION	44
11	SATISFIED WITH THE TOOLS & TECHNIQUES USED FOR THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	45
12	CHANGES SATISFIED THE EMPLOYEE & CUSTOMER PERSPECTIVE	46
13	SATISFIED WITH THE TRAINING PROGRAM CONDUCTED BY THE ORGANIZATION FOR THE CHANGE PROJECT	48
14	IS THERE IS ANY KIND OF IMPACT DO THESE CHANGES TEND TO HAVE	49
15	DO THE CHANGE APPROVAL EASILY OBTAINED	50
16	DO THIS CHANGE DONE FOR A PERMANENT TIME PERIOD	51
17	ARE YOU SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL CHANGE MANAGEMENT PROCEDURE	52

18	ARE YOU SATISFIED WITH THE ORGANIZATION CHANGE IS EXPERIENCED BY THE EMPLOYEES	53
19	DO THE CHANGE BENEFITED ALL THE LEVEL OF EMPLOYEES IN THE ORGANIZATION	54
20	DO THE CHANGE BENEFITED THE ORGANIZATION	55
21	ARE YOU SATISFIED WITH THE TECHNOLOGICAL CHANGE MANAGEMENT TASKS ARE MONITORED	56
22	IS THEIR A DEDICATED TEAM OF MEMBERS THAT ARE HAVING THE SOLE RESPONSIBILITY TO MONITOR THE IMPACT OF CHANGE	57
23	ARE YOU SATISFIED WITH THE MOTIVATED TOWARDS THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	58
24	ARE THERE ANY ALTERATIONS THAT NEED TO BE MADE TO THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	59
25	IS THERE ANY LEVEL OF EMPLOYEES WHO ARE AFFECTED BY THIS TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	60
26	DO YOU CONSIDER THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS AN EFFECTIVE ONE	61
27	IS THE SKILL LEVEL OF THE EMPLOYEES AFFECTED COMPETENCIES OF THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM	62
28	DOES THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM IMPROVE THE CAREER OF EMPLOYEES	63
29	ARE YOU ADAPTED TO THE CHANGE PROJECT	64
30	DO YOU BELIEVE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS A NECESSARY ONE TO THE ORGANIZATION	65

CHAPTER 1

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 organization 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.

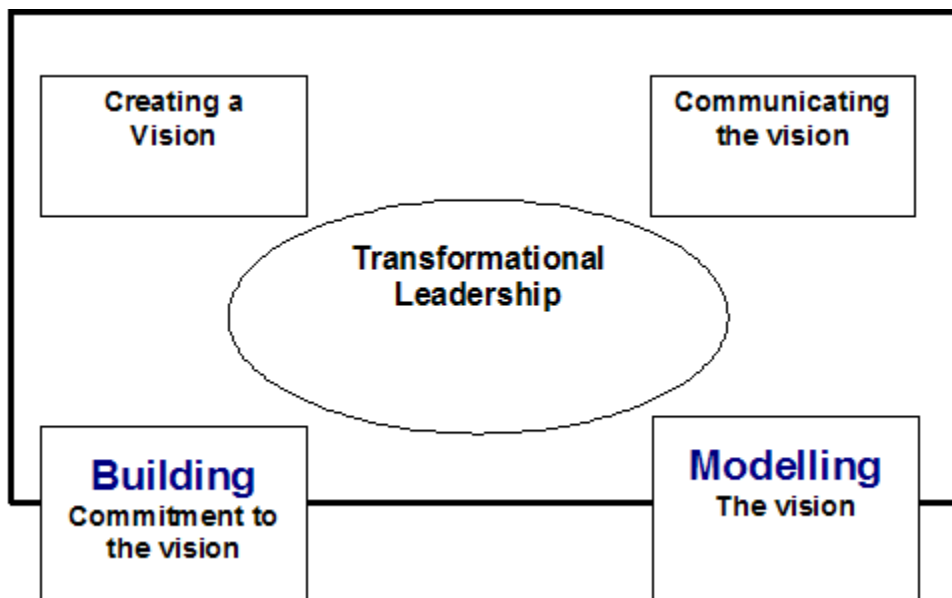
CHANGE PHASES:

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 organization 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.”

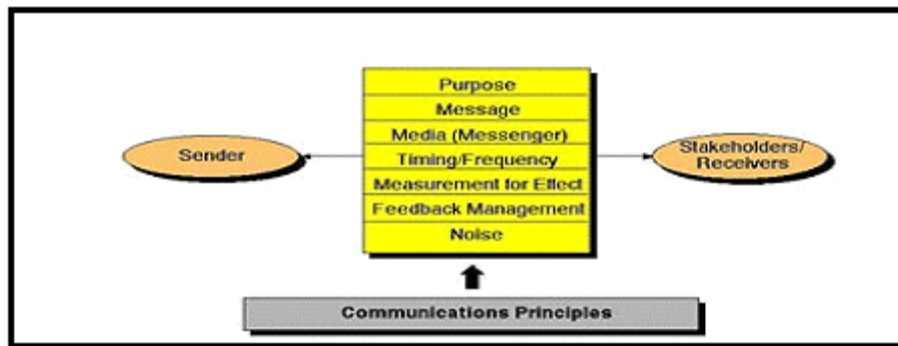
According to Nickols, at the heart of change management lies the change problem. That is, for some future state to be realized some current state needs to be left behind and some structured, organized process for getting from one to the other needs to exist. Change has three distinct stages as shown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



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:

The 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 ORGANIZATION 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, Organization 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. Organization 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 organization 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.

1.2 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.

1.3 INDUSTRY PROFILE

The Indian software industry has been a remarkable success story. It has grown more than 30 percent annually for 20 years, with 2008 exports projected at close to \$60 billion. India exports software services to more than 60 countries, with two-thirds to the United States, including half of all Fortune 500.

Economic policy has undergone substantial revision driven by this sector, and India began to open up. Foreign exchange reserves are high, markets greatly influence policy, and a string of coalition governments have not deviated from economic liberalization. Benefits are uneven, though, as the very poor have been little affected. High unemployment continues, and huge bureaucracies still yield to corruption. While problems remain, India is an emerging economy fueled by techno-savvy manpower and a world-class information technology (IT) industry.

Indian software firms quickly moved up the value chain, from performing low cost programming abroad to providing comprehensive software development services from India for overseas clients. An abundant pool of Indian technical manpower, due to early government investment in technical education, created a series of elite technical and management institutes that responded to a severe global shortage of technical manpower. English-speaking, trainable and hungry for higher wages, Indian firms sent staff to onsite client facilities in the United States.

Indian professionals in Silicon Valley built personal networks and valuable reputations and used their growing influence within US companies to help Indian companies get a foot in the door of the expanding opportunity of outsourced IT

work. Once the potential of software exports was demonstrated, Indian Government helped build a high-speed data communication infrastructure, which allowed overseas Indians to return home and set up offshore sites for U.S. clients. The Indian “brand” image for affordable speed and quality grew. Intense quality and productivity improvements built client value and today these Indian companies deliver a wider range of software development tasks, as well as benefits in new service segments such as product design and information science (IS) outsourcing. Many firms have met top certification requirements for quality standards in demand around the world. New frontiers in data protection practices are moving quickly to the top of the agenda.

Some of the meaning of the earlier text has got changed/corrupted because of substantial shortening of the text. Please see the suggestions above for the intended meaning.

A REMARKABLE SUCCESS STORY

Even two decades ago, the image of India in the world was one of a country beset with poverty, unrestrained population growth, and substandard competitiveness. Today, due largely to the dramatic growth in the Indian software industry India is an emerging economy with techno-savvy manpower building an impressive IT industry edifice. Parts of India continue to be beset with problems of poor infrastructure and poverty but such an image has clearly receded into the background.

The industry has grown more than 30 percent annually throughout the last two decades. From about \$50 million in exports in the late 1980s, the industry grew at around 30 percent a year to more than \$200 million exported by 1993 (table 1). In the boom years of the mid- and late 1990s, software exports grew 50–60 percent annually, reaching \$6 billion by 2001. Even during the infamous ‘dot com’ bust, software exports continued to grow by about 25 percent annually,

which significantly outpaced growth in the software industry anywhere in the world. Today India's software industry is back to a healthy 33 percent growth rate with projections for 2008 exports close to \$60 billion.

Information Technology (IT) is defined as the design, development, implementation and management of computer-based information systems, particularly software applications and computer hardware. Today, it has grown to cover most aspects of computing and technology. The largest firms globally include IBM, HP, Dell and Microsoft.

The Information Technology-Enabled Services (ITES) industry provides services that are delivered over telecom or data network to a range of external business areas. Examples of such business process outsourcing (BPO) include customer service, web-content development, back office management and network consultancy etc.

Factors leading to growth in the IT/ITes sector are:

- Low operating costs and tax advantage.
- Favorable government policies.
- Technically qualified personnel easily available in the country.
- Rapid adoption of IT technologies in major sectors as Telecom, Manufacturing and BFSI.
- Strong growth in export demand from new verticals and non-traditional sectors as public sector, media and utilities.
- Use of new and emerging technologies such as cloud computing.
- SEZ as growth drivers; as more of SEZs are now being set up in Tier II cities and about 43 new tier II/III cities are emerging as IT delivery locations.

All these factors have given IT/ITES industry in India a strong competitive position with high market share.

Government Initiatives

In the twelfth Five Year Plan (2012-17), the Department of Information Technology proposes to strengthen and extend the existing core infrastructure projects to provide more horizontal connectivity, build redundancy connectivity, undertake

energy audits of State Data Centers (SDCs) etc. The core infrastructure including fibre optic based connectivity will be leveraged and additional 150,000 Common Service Centres (CSCs) will be setup to create the right Governance and service delivery ecosystem at the Panchayats.

Internet trends

More recently, online retailing, cloud computing and e-commerce are leading to rapid growth in the IT industry. Online shopping is fast gaining popularity with the emergence of internet retailing and e-commerce.

According to the Internet and Mobile Association of India (IAMAI) the number of Internet users in the country is more than 121 million, out of which 17 million are online shoppers. Increasing internet penetration and affordability for personal computers has led to this rapid numbers, and these are expected to triple by 2015. According to IMAI, online sales of branded apparel almost doubled in volume to 4.99 million pieces during April 2012, as against 2.54 million in the same month a year ago. Also, E-ticketing continued to grow with irctc.com recording 5.56 million bookings in April, 2012, as compared to 2.26 million bookings in April 2011.

Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

Future prospects

Globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers for

this sector. But it is very fast getting clear that the future growth of IT and IT enabled services will be fuelled by the verticals of climate change, mobile applications, healthcare, energy efficiency and sustainable energy. The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers.

By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

Companies in this industry design and publish computer software. Major companies include US-based Activision Blizzard, IBM, Microsoft, Oracle, and Symantec, as well as Nintendo (Japan), The Sage Group (UK), and SAP (Germany).

Worldwide, computer software companies generate more than \$300 billion in annual revenue, according to IDC. A significant majority of computer software is developed in the Asia/Pacific region. Because of the high cost of US programmers, some US software companies outsource part of their production work to other countries.

The US computer software industry involves about 8,000 establishments with combined annual revenue of about \$150 billion. Key demand drivers include computer sales and technology innovation.

The industry does not include companies that primarily offer customer programming services, hosted software services, or software duplication or reselling.

COMPETITIVE LANDSCAPE

The US economy heavily influences business spending for software products. The success of packaged-software companies depends on technical expertise and effective marketing. Small software companies compete mainly by targeting niche markets or developing new technology. Many small companies form alliances with larger ones to market their products. The US software industry is **concentrated**: the 50 largest companies generate about 70 percent of revenue.

The world software market exceeded \$265 billion in 2010, according to MarketLine. Market growth is expected to exceed 6% yearly between 2010 and 2015, bringing the market to almost \$357 billion. Home use and general business applications lead the market at almost \$64 billion, accounting for around a quarter of the overall market, which encompasses systems and application software. The former includes network and database management, operating systems and other systems software, while the latter involves application software for office and home, and vertical applications.

The software market is extremely globalized, with expansion proving fastest in developing markets. Over the past twenty years there has been extensive consolidation within the software industry. Revenue recognition is a significant challenge for the industry.

Key Market Segments

The world enterprise social software industry is expected to record yearly growth of almost 18% between 2010 and 2014, reports TechNavio. Collaboration through enterprise social software and rising productivity are two factors fuelling market growth. The adoption of social software in the workforce and security sector may prove an obstacle to market growth.

TechNavio estimates the world global 3D animation software market will exceed 17% early growth between 2010 and 2014. The entertainment industry's adoption of 3D animation is driving market expansion. Obstacles to market expansion include a lack of open source software. Key players operating in this

market include MAXON Computer, Side Effects Software, Electric Image and Autodesk.

The global content management software market is expected to reach almost \$13 billion by 2017, according to Global Industry Analysts. Market growth is driven by the shift towards content digitization and information retention regulations. Enterprise software budgets have expanded due to a trend towards using the web to build client relations and brand awareness. Regions showing the most potential include Middle East, Asia and Africa.

TechNavio forecasts close to 4.5% yearly growth for the world telecom billing software market between 2010 and 2014. Convergent billing demand continues to rise. Incorrect billing is a major driver behind this market. Obstacles to market expansion include frauds and non-performing accounts. Major companies operating in this market include Intec, Convergys, Ericsson, Huawei, Oracle and Oracle.

The global professional service automation software industry is expected to reach almost \$8 billion by 2017, reports Global Industry Analysts. The economic recession negatively impacted IT budgets, but the PSA market remains buoyant as companies opt for IT solutions to streamline activity around business development, service delivery and effectively assigning resources. The US and the EU account for the largest share of the global market.

Visiongain estimates the global cloud computing market will reach \$83 billion by 2016, from under \$31 billion in 2011. The market is being driven, in part, by widespread adoption of smartphones. Businesses are availing of cloud services in an effort to cut costs, adapt quickly to market trends and step up time-to-market.

Regional Market Share

The US software market reached almost \$101 billion in 2010, reports MarketLine. The market is expected to record almost 5% yearly growth between 2010 and 2015 to reach \$126 billion. Network and database management are the leading segment, reaching almost \$25 billion in 2010, which represents almost 25% of the overall US software market.

India's software market reached close to \$2.5 billion in 2010, according to MarketLine. The market is expected to record 14% yearly growth between 2010 and 2015 to reach almost \$4.5 billion. Network and database management represent the most profitable market segment at almost \$565 million, or a quarter of the total market.

MarketLine estimates China's software market exceeded \$12.5 billion in 2010. Market growth is expected to remain around 15% yearly from 2010 to 2015, bringing the market to over \$25 billion. Network and database management represent the leading segment, at almost \$3.5 billion, accounting for more than 27% of the overall market.

Industry Leaders

The key players in the global software market include: Symantec, Apple, Adobe, IBM, Oracle and Microsoft.

Market Outlook

Professionals and private consumers are increasingly reliant on computing for smooth day-to-day living. Companies seek to optimize profit through efficient software use, while private consumers use software for many reasons including work, organization and entertainment.

Other market segments, such as professional service automation, cloud computing and content management software are increasingly popular with businesses seeking to optimize their activities. The global software market is expected to continue recording strong growth across all major segments.

Leading Industry Associations

Software and Information Industry Association **www.siia.net**

Software Industry Professionals **www.siprofessionals.org**

Business Software Alliance **www.bsa.org**

Entertainment Software Association **www.theesa.com**

IAENG Society of Software Engineering **www.iaeng.org/ISSE.html**

India's software exporters are bracing for yet another tough year, with economic uncertainty in their main outsourcing markets of the U.S. and Europe refusing to go away.

The U.S. may have staved off a crisis by sealing a deal to avert the so-called fiscal cliff, but the risks of a potential debt default and future spending cuts remain.

"We are likely to see some economic tightening in the U.S. due to higher taxes and spending cuts, which will result in tightening of budgets for many IT departments, especially in the public sector," says Phil Fersht, chief executive of HfS Research, a U.S.-based firm that offers research and analysis services.

This is adding to fears that 2012's challenges for Indian software companies will roll into 2013. Last year began well for India's outsourcing companies, with most sounding optimistic about their growth prospects. But as the year progressed, several companies cut their outlooks because of the economic problems in the U.S. and Europe, currency volatility, and policy paralysis in India.

The India National Association of Software and Services Companies — an industry group — has trimmed its export growth forecast for this fiscal year through March to 9%-12% from 11%-14%. India's top two outsourcing companies scaled back their financial outlooks as well, citing shrinking technology spending.

Infosys Ltd.500209.BY -0.65%, India's second-largest software exporter, slashed its revenue growth forecast for this fiscal year to at least 5% from the 8%-10% set in April. Cognizant Technology Solutions Corp. CTSI +2.58%, a Nasdaq-listed software exporter with more than three-quarters of its employees based in India, has cut its revenue growth target to at least 20% from the 23% set in February. Initial indications from the company suggest a modest 16% revenue growth in 2013.

Peter Schumacher, president and chief executive of Germany-based management consulting firm Value Leadership Group Inc., says the demand environment in 2013 will likely "remain tense," especially during the first six months of the year.

"The demand for IT services in the Nordics, Europe's best-performing region, has deteriorated notably following the summer," he said. "Without more clarity and certainty on the political roadmap toward economic reform [in the U.S. and

Europe], any recovery is likely to remain tepid as companies hold back technology spending and remain cautious.”

Frederic Giron, vice president and principal analyst at U.S.-based Forrester Research Inc. FORR +2.01%, agreed that technology spending in the U.S. and Europe will remain slow in 2013, as it was in 2012.

For Indian service providers, an additional headwind could be a likely increase in the value of the rupee against the U.S. dollar. Most outsourcing companies convert all their foreign revenue first into dollars and then into rupees. A strong local currency squeezes revenue when converting overseas takings into rupees.

Mr. Giron expects the Indian rupee, which fell sharply in 2012, “to stabilize and even rise a bit” against the dollar in 2013.

Another drag is a slowdown in the financial services sector. Last month, Mumbai-based brokerage IIFL Capital said there are requests for temporary suspension of work outsourced to Indian software companies from financial services clients like American Express Co. AXP +1.64% Bank of America Corp. BAC + 0.84% and Citigroup Inc. C +0.84% Executives at Amex and B of A weren’t immediately available for comment. A spokeswoman for Citigroup declined to comment.

At a recent analysts’ conference, Infosys said spending in the financial sector is likely to remain under pressure in 2013.

But some analysts say a slowdown may actually prompt businesses to spend more on technology. HfS’ Mr. Fersht predicts an increase in the number of IT deals going to Indian firms from U.S. businesses seeking to reduce IT costs.

“There is plenty of future IT work that can be moved to India,” he says. “A major economic downturn could well accelerate the adoption.”

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 interpersonal relationship in the organization.

1.5 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the organization change to employee commitment.

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.
- To provide suitable suggestions to smoothen the organization change process.

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 firms

CHAPTER 2

REVIEW OF LITERATURE ON CHANGE MANAGEMENT

The literature concerning organization change tends to fall into one of two main categories, one that emphasizes organization 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 organization change. I speculate this is due to market forces which has made improving organization 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 organization efficiency bases its assumptions on the work of Kurt Lewin. Kurt Lewin proposed a "force field" analysis model to understand organization change. Force field analysis proposes that an organization is typically in a state of equilibrium. There are two forces which maintain organization stability: driving forces and restraining forces. The driving forces are those elements of the organization which support a desired organization 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 organization 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 organization change. If intervention strategies are suspect, it is also reasonable to question the organization change theory which supports these interventions. Lewin's model of organization 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 organization 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 organization change recognize all of these viewpoints as an aspect of reality.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 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.

3.2 DATA COLLECTION:

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

They are:

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.

3.3 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.

3.4 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.

3.5 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 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.

STATISTICAL TOOLS:

For analysis: Percentage method

For hypothesis testing: Chi-square test method

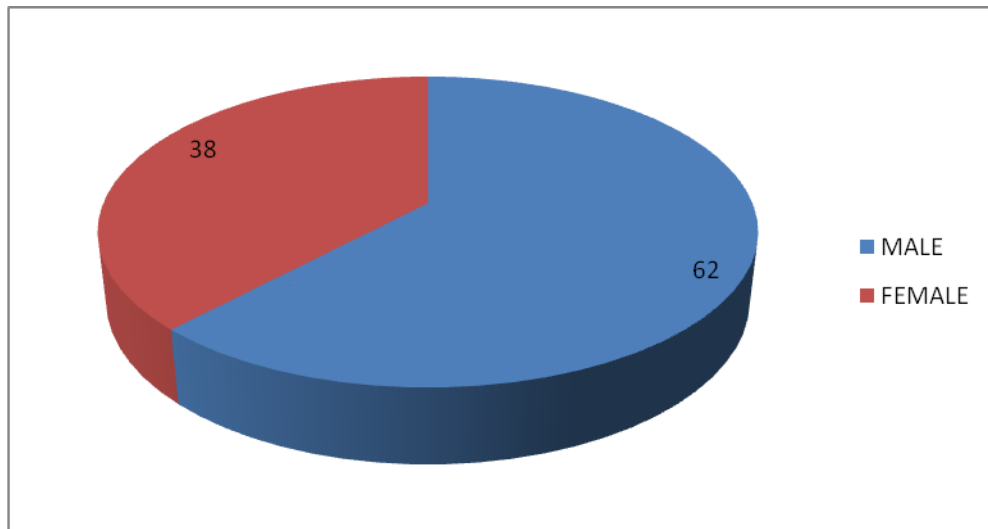
CHAPTER 4
DATA INTERPRETATION AND ANALYSIS

Analysis for demographic variables

TABLE 1: GENDER

Particulars	Respondents	Percentage
Male	74	62
Female	46	38
Total	120	100

CHART 2: GENDER



INFERENCE

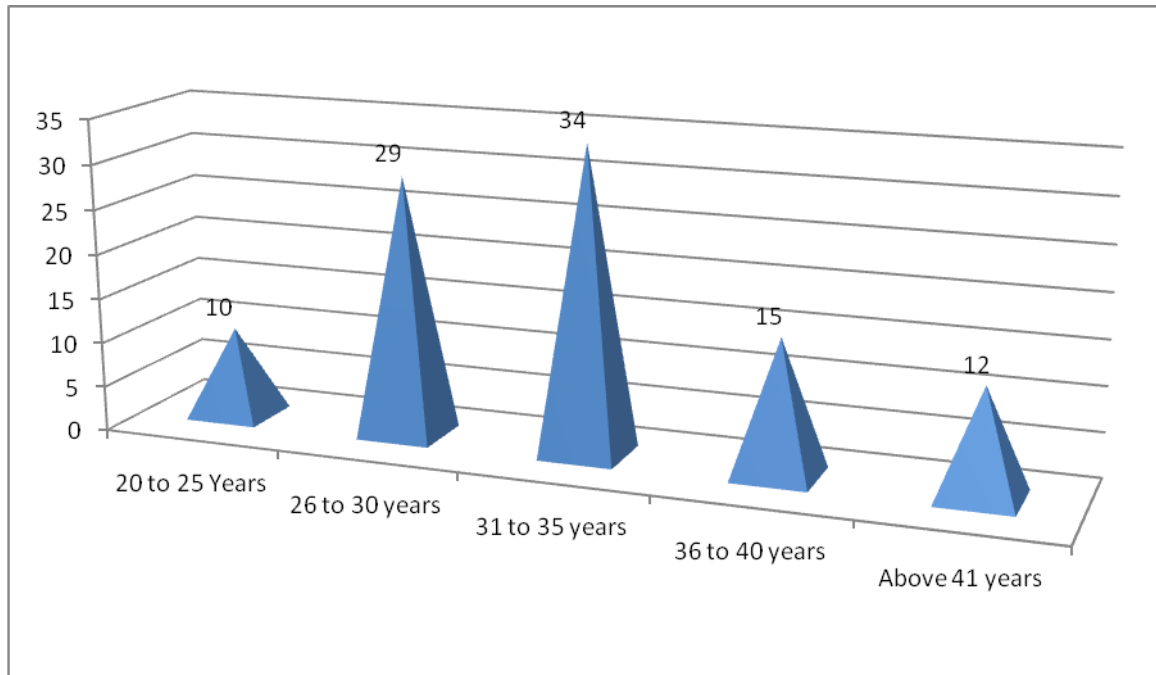
From the above table, it can be inferred that 62% of the respondents are male and 38% of the respondents are female. Most of the respondents are male.

TABLE 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

Arese`Sabove 41 years	14	12
Total	120	100

CHART 2: AGE



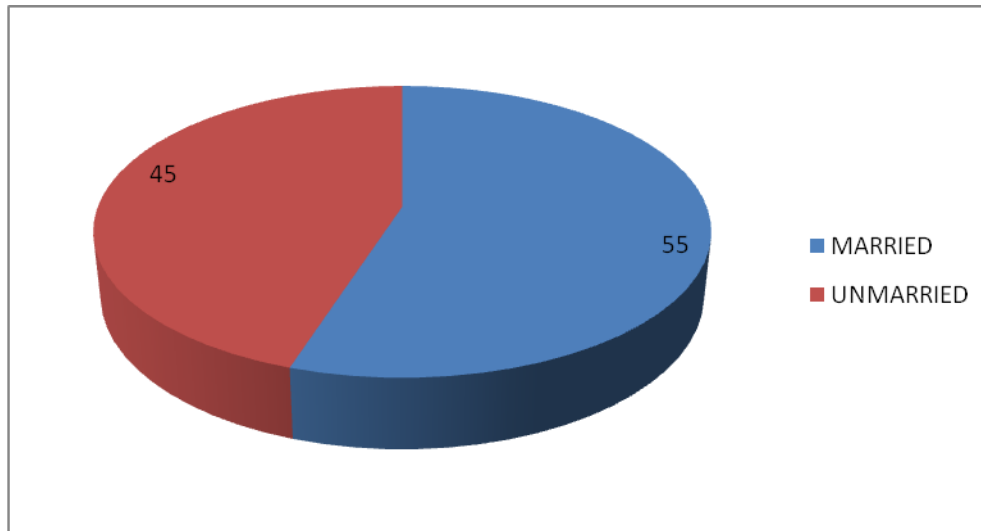
INFERENCE

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.

TABLE 3: MARITAL STATUS

Particulars	Respondents	Percentage
Married	66	55
Unmarried	54	45
Total	120	100

CHART 3: MARITAL STATUS



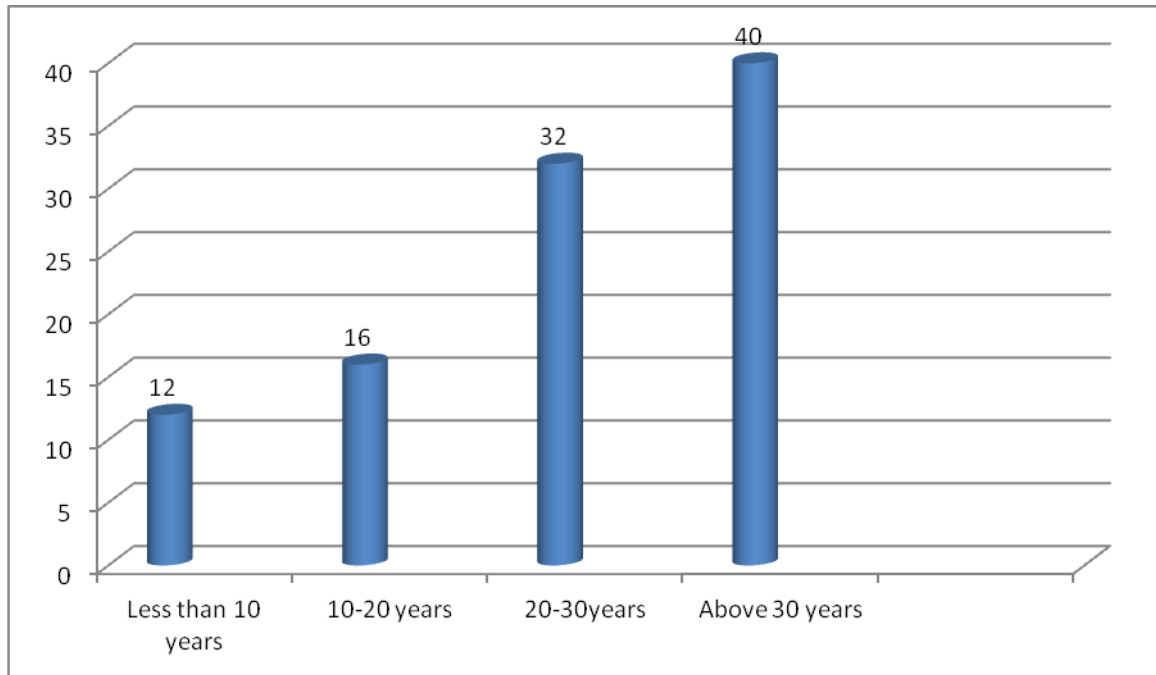
INFERENCE

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.

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



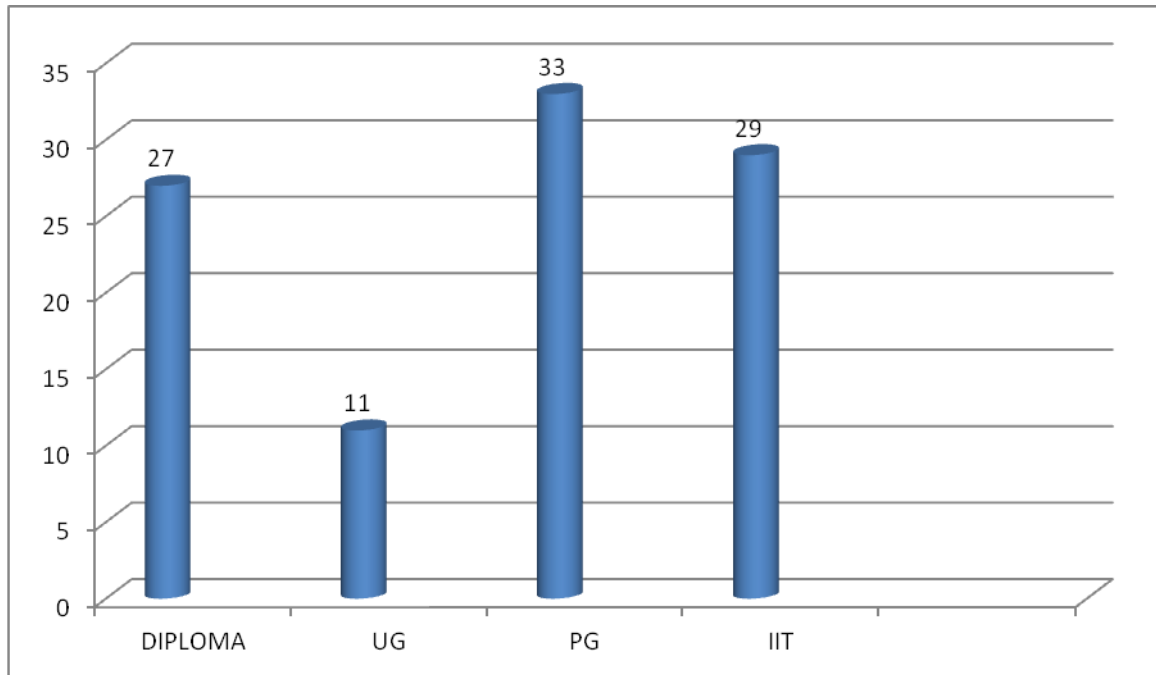
INFERENCE

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.

TABLE 5: QUALIFICATION

Particulars	Respondents	Percentage
Diploma	32	27
Ug	13	11
Pg	40	33
lit	35	29
Total	120	100

CHART 5: QUALIFICATION



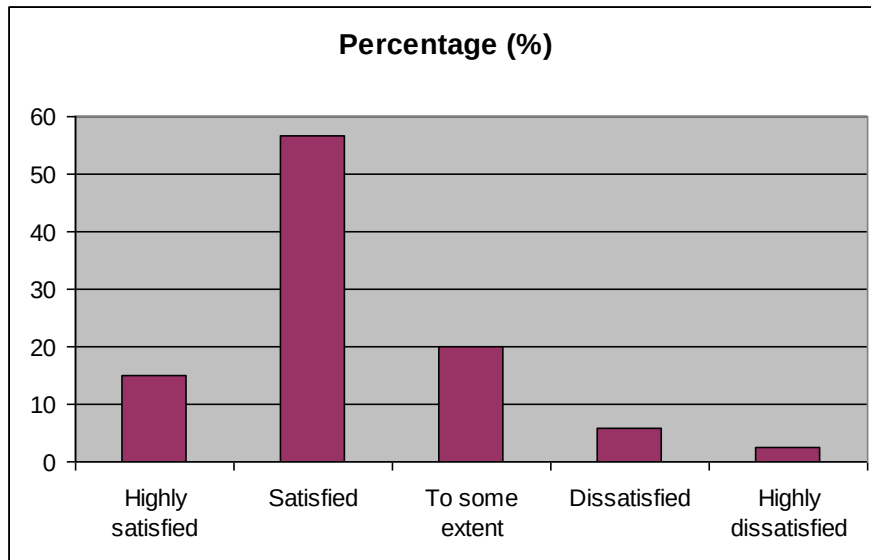
INFERENCE

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.

Analysis for Organization Change

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

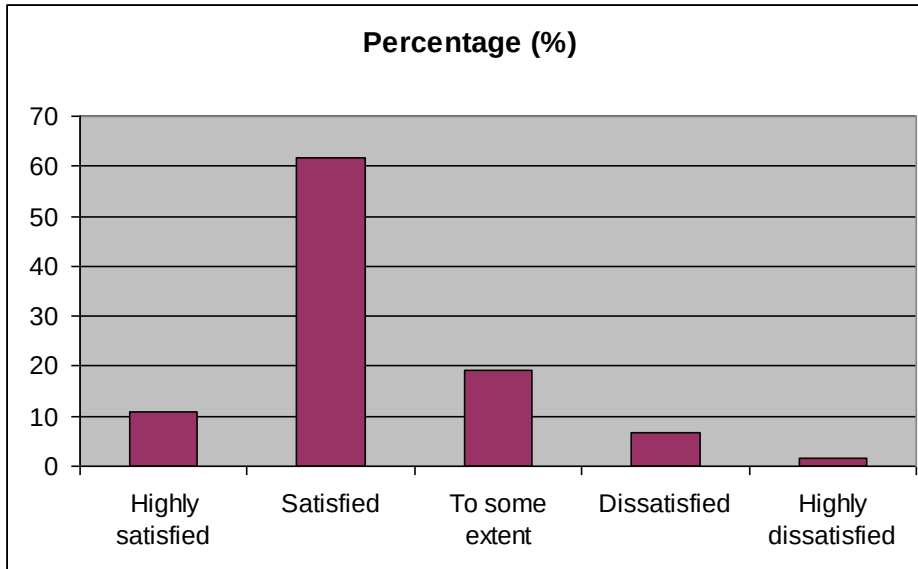
S. No	Parameters	Respondents	Percentage (%)
1	Highly Satisfied	18	15%
2	Satisfied	68	56.67%
3	To Some Extent	24	20%
4	Dissatisfied	7	5.83%
5	Highly dissatisfied	3	2.5%
	Total	120	100%



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.

2. Are you 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%

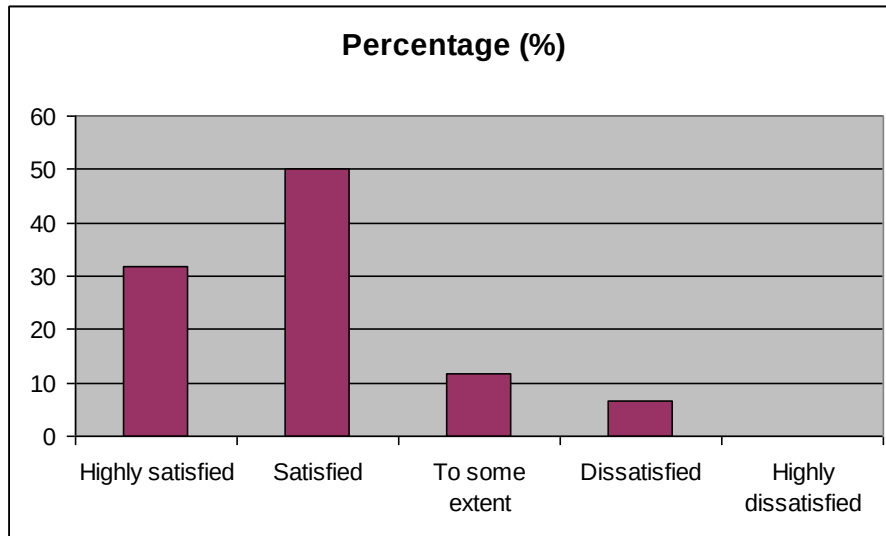


Inference: - From the above table it is inferred that 61.66% of employees are satisfied with the changed rules and regulations of the organization, 19.17% employees are satisfied to some extent, 10.83% employees are highly satisfied, 6.67% employees are dissatisfied and 1.67% employees are highly dissatisfied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

3. Are you 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%

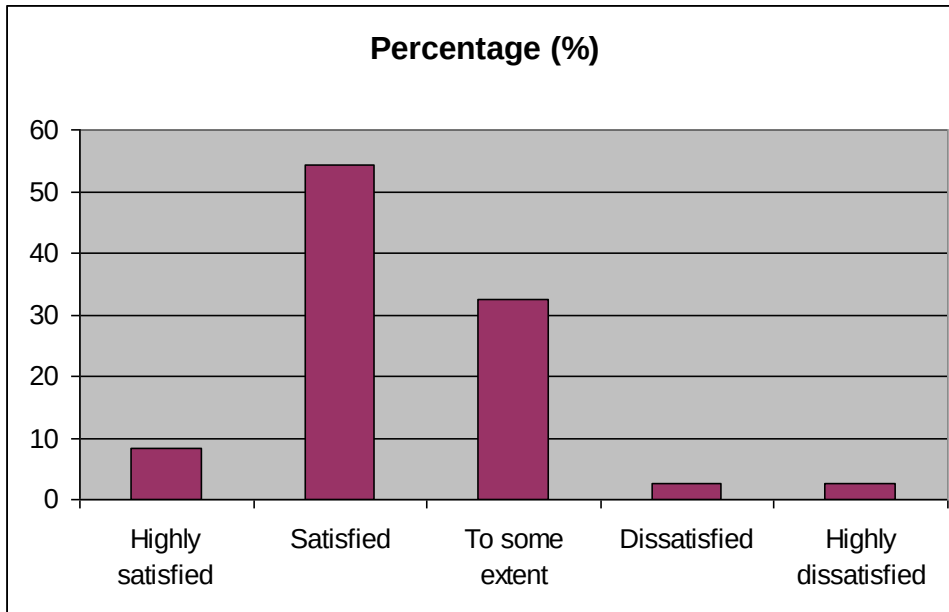


Inference: - From the above table it is inferred that 50% of employees are satisfied with the top management's participation in the change project, 31.66% employees are highly satisfied, 11.67% employees are satisfied to some extent and 6.67% employees are dissatisfied regarding the top management's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

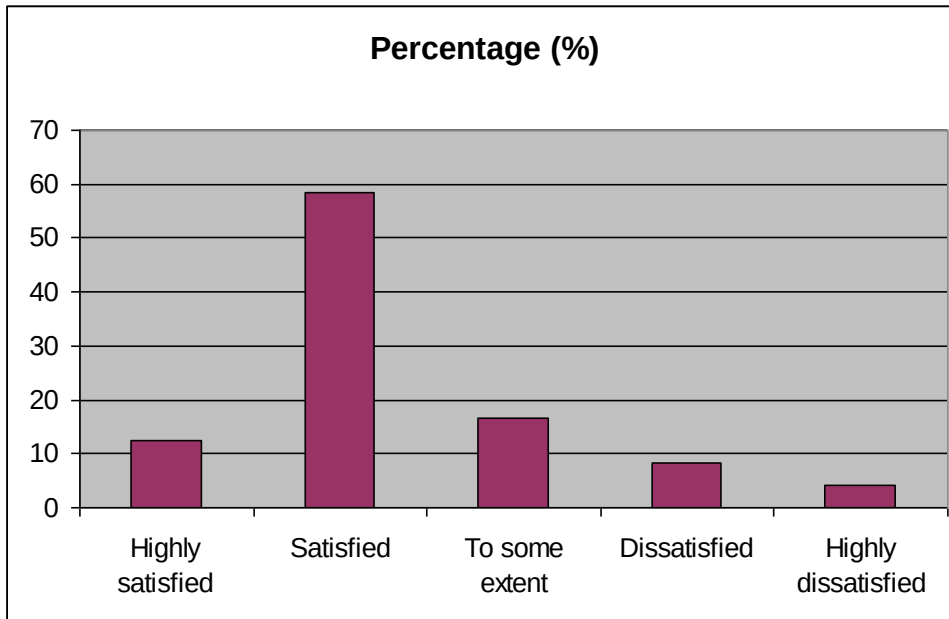


Inference: - From the above table it is inferred that 54.17% of employees are satisfied with the change procedures implemented in the organization, 32.5% employees are satisfied to some extent, 8.33% employees are highly satisfied, 2.5% employees are dissatisfied and 2.5% employees are highly dissatisfied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

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

S. No	Parameters	Respondents	Percentage (%)
1	Highly Satisfied	15	12.5%

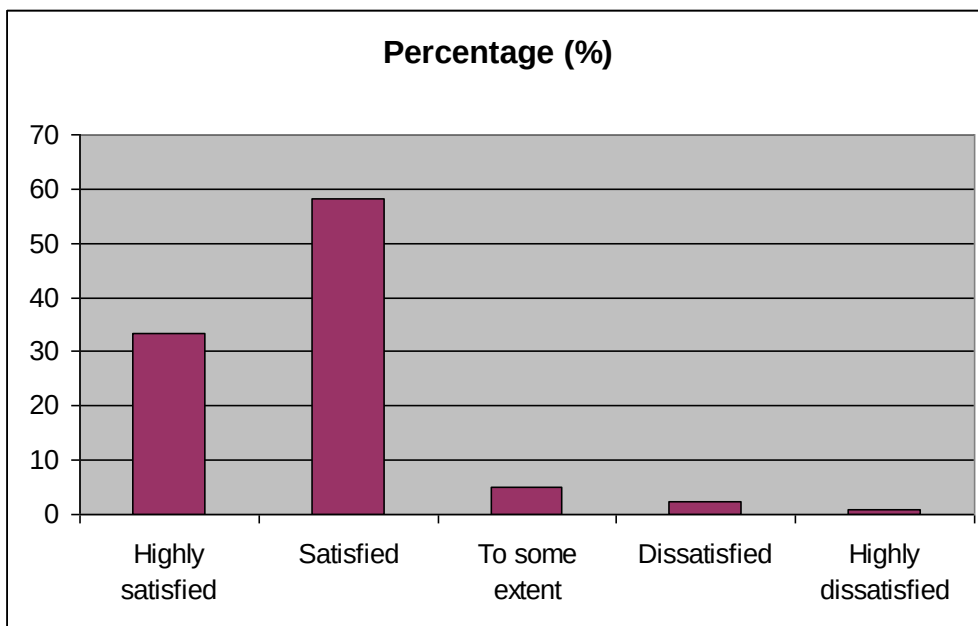
2	Satisfied	70	58.33%
3	To Some Extent	20	16.67%
4	Dissatisfied	10	8.33%
5	Highly dissatisfied	5	4.17%
	Total	120	100%



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.

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

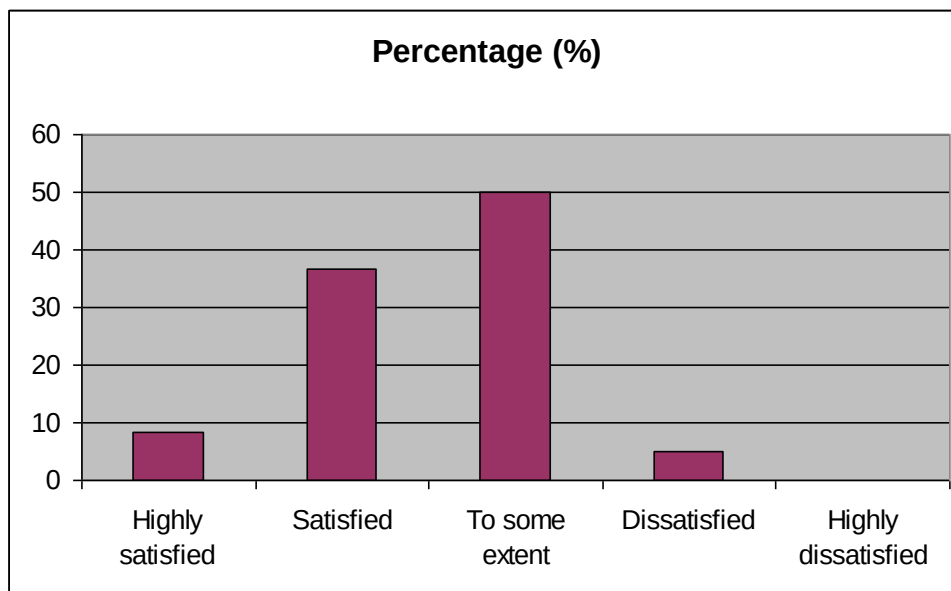
S. No	Parameters	Respondents	Percentage (%)
1	Highly Satisfied	40	33.33%
2	Satisfied	70	58.34%
3	To Some Extent	6	5%
4	Dissatisfied	3	2.5%
5	Highly dissatisfied	1	0.83%
	Total	120	100%



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.

7. Are the changes satisfied the employee & customer perspective?

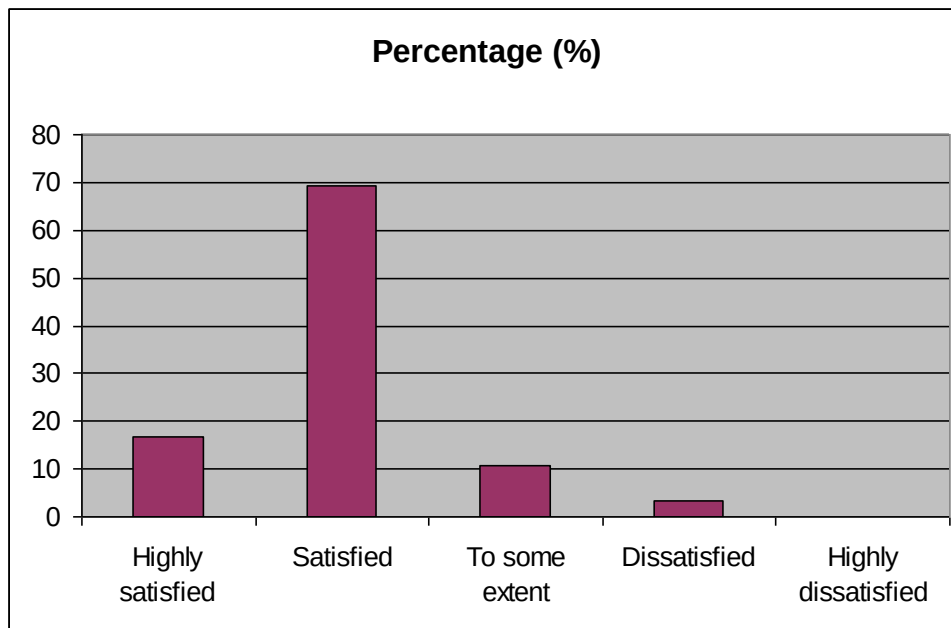
S. No	Parameters	Respondents	Percentage (%)
1	Highly Satisfied	10	8.3%
2	Satisfied	44	36.7%
3	To Some Extent	60	50%
4	Dissatisfied	6	5%
5	Highly dissatisfied	0	0%
	Total	120	100%



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.

8. Are you 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%

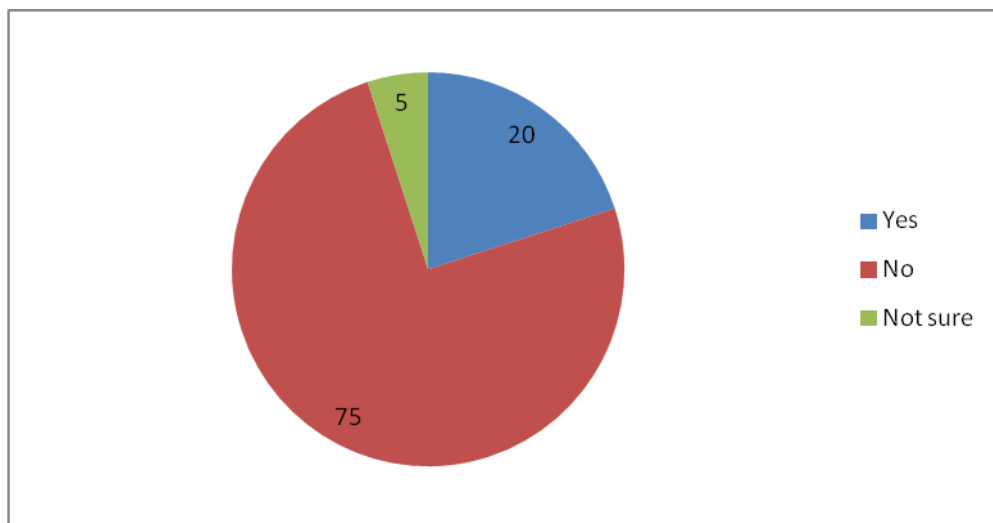


Inference: - From the above table it is inferred that 69.17% of employees are satisfied with the training program conducted for the technological change management system, 16.67% employees are highly satisfied, 10.33% employees are satisfied to some extent and 3.3% employees are dissatisfied regarding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

TABLE 9: IS 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 9: IS THERE IS ANY KIND OF IMPACT DO THESE CHANGES TEND TO HAVE?

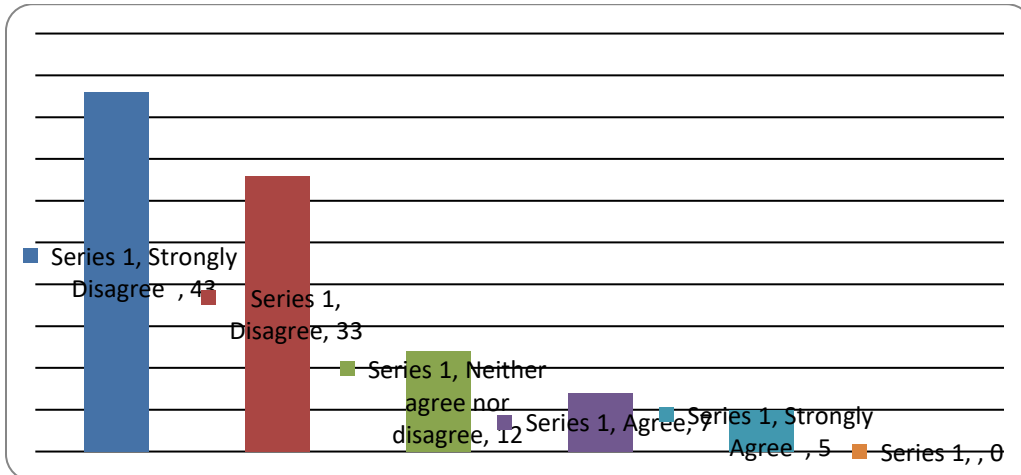


Inference: -From the above table it is inferred that 75% of employees say that no changes tend to have an impact and remaining 20% of employees say that need to changes tend to have an impact and remaining . Finally it is concluded that majority of employees say that no changes tend to have an impact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

TABLE 10: DO THE 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%

CHART10: DO THE CHANGE APPROVAL EASILY OBTAINED?

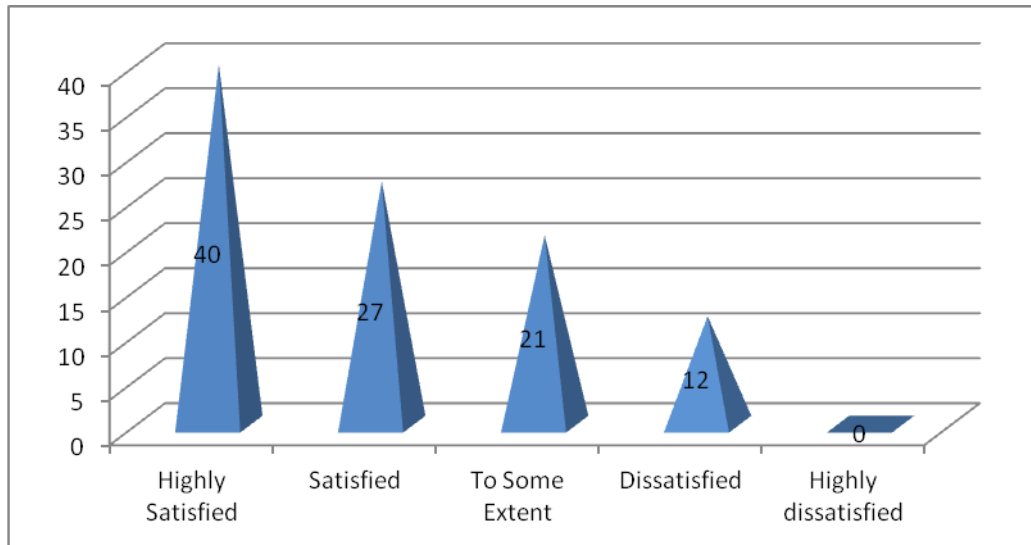


Inference: -From the above table it is inferred that 43% employees strongly disagree that change approval easily obtained and 33% employees disagree that change approval easily obtained. Finally it is concluded that majority of employees strongly disagreed that the change approval easily obtained.

TABLE 11: DO THIS 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 11: DO THIS CHANGE DONE FOR A PERMANENT TIME PERIOD?

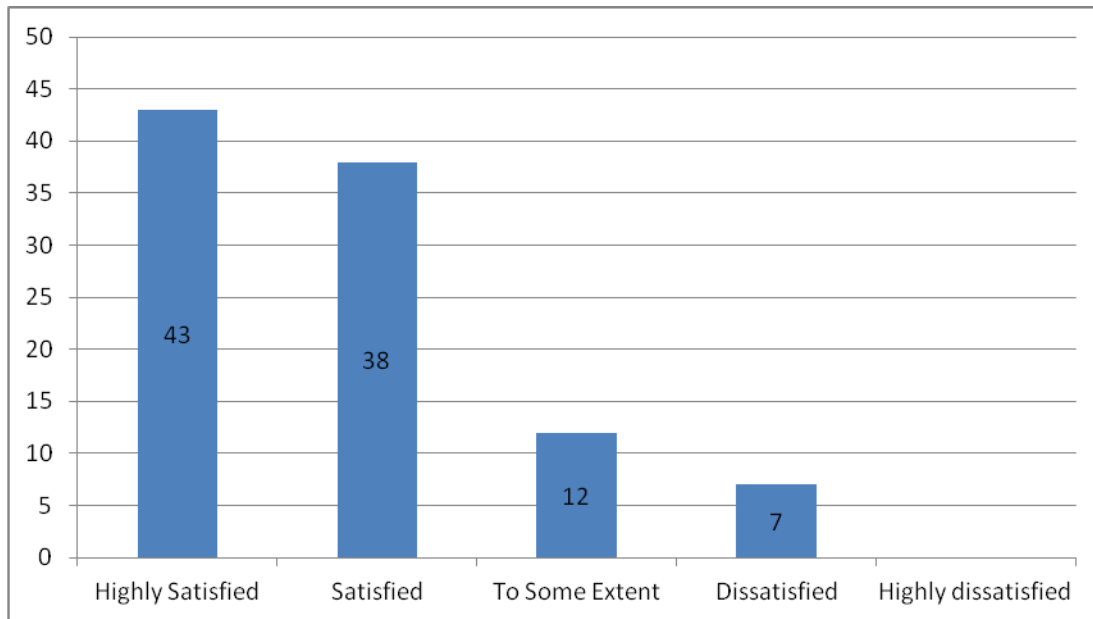


Inference: -From the above table it is inferred that 40% employees highly satisfied with that the change done for a permanent period of time and 27% employees satisfied with that the change done for a permanent period of time. Finally it is concluded that majority of employees highly satisfied with that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

TABLE 12: ARE YOU 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 12: ARE YOU SATISFIED WITH ANY SITUATIONS THAT INTERFERE WITH THE TECHNOLOGICAL CHANGE MANAGEMENT PROCEDURE?

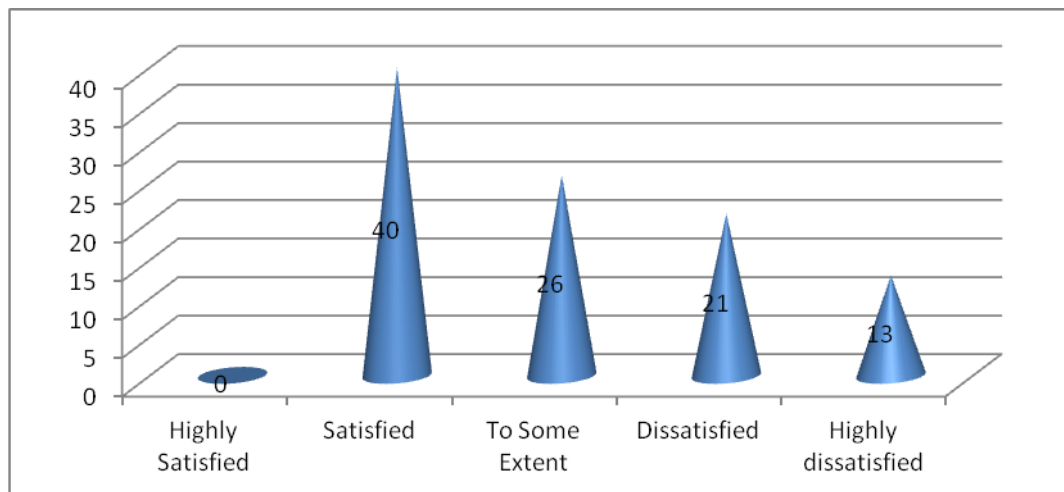


Inference: -From the above table it is inferred that 43% employees highly satisfied that the situations that interfere with technological change management procedure and 38% employees satisfied that the situations that interfere with technological change management procedure. Finally it is concluded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

TABLE 13: ARE YOU SATISFIED WITH THE ORGANIZATION 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 13: ARE YOU SATISFIED WITH THE ORGANIZATION CHANGE IS EXPERIENCED BY THE EMPLOYEES?

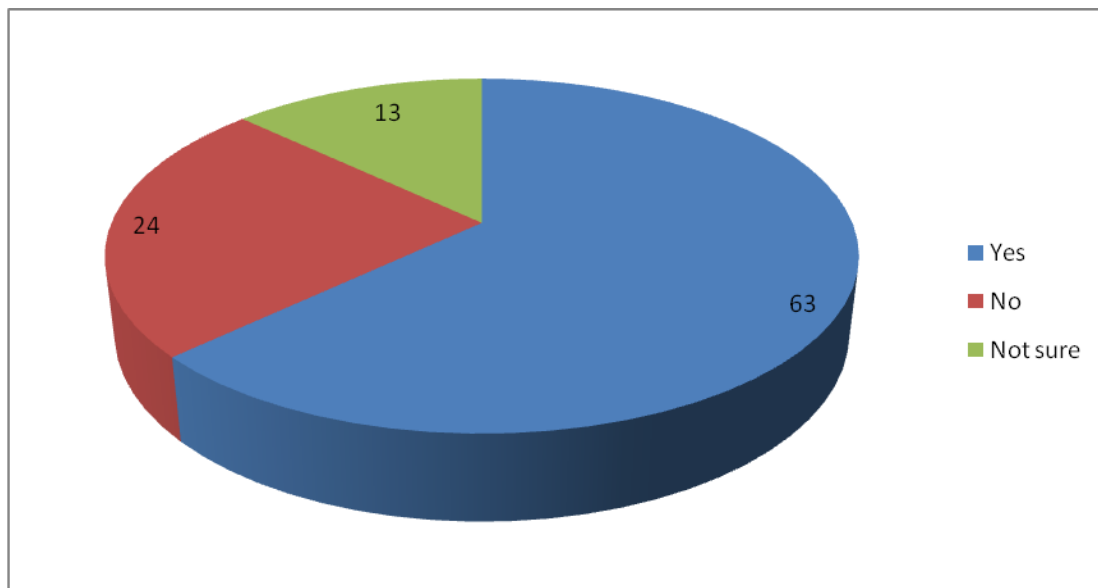


Inference: -From the above table it is inferred that 40% employees satisfied with the organization change is experienced by the employees and 26% of employees to some extent with the organization change is experienced by the employees. Finally it is concluded that majority of employees satisfied with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

TABLE 14: DO THE 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 14: DO THE CHANGE BENEFITED ALL THE LEVEL OF EMPLOYEES IN THE ORGANIZATION?

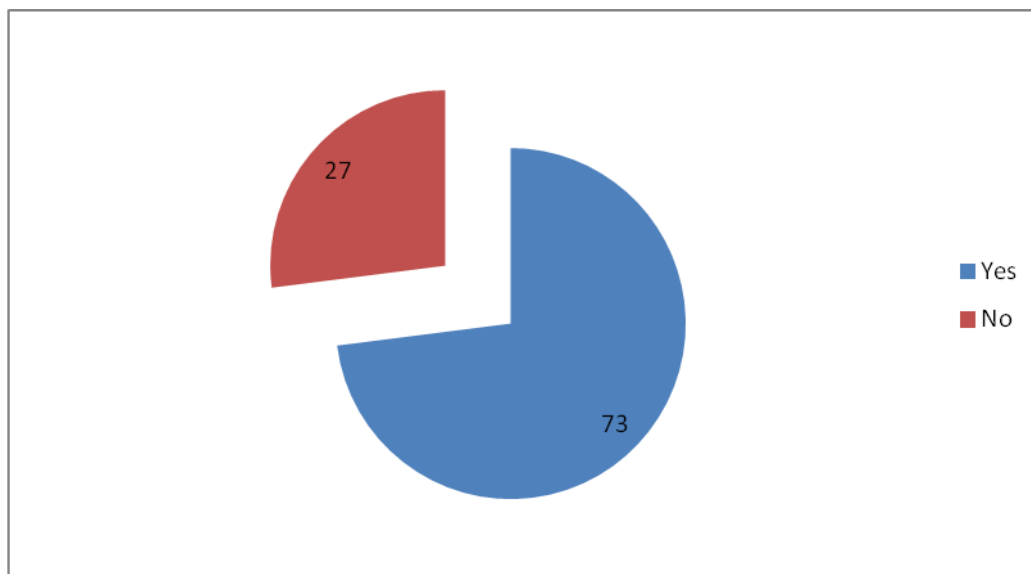


Inference: -From the above table it is inferred that 63% employees have said that the change benefited all the employees in the organization and 24% of employees does not change with this. Finally it is concluded that majority of employees have said that the change benefited all the employees in the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

TABLE 15: DO THE CHANGE BENEFITED THE ORGANIZATION?

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

CHART 15: DO THE CHANGE BENEFITED THE ORGANIZATION?

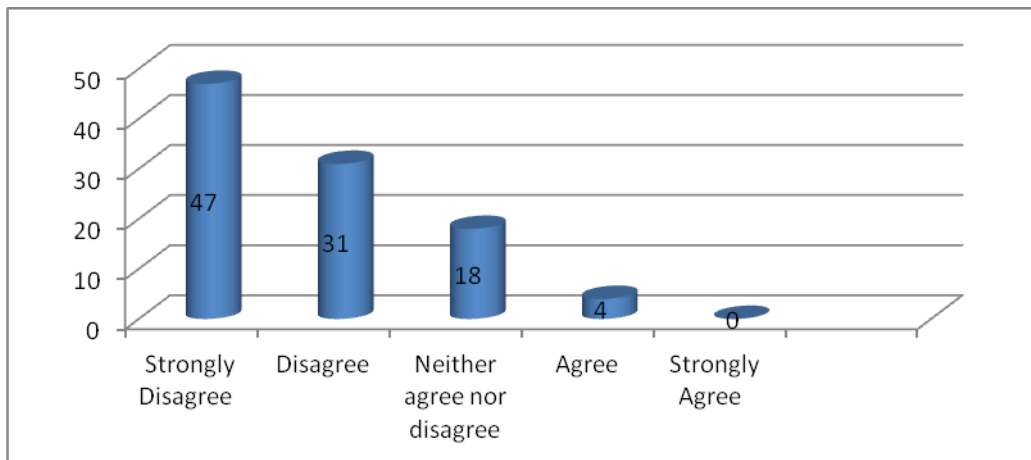


Inference: -From the above table it is inferred that 73% employees have said that change benefited the organization and 27% of employees does not change with this. Finally it is concluded that majority of employees have said that the change benefited the organization.

**TABLE 16: ARE YOU 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 16: ARE YOU SATISFIED WITH THE TECHNOLOGICAL CHANGE
MANAGEMENT TASKS ARE MONITORED?**

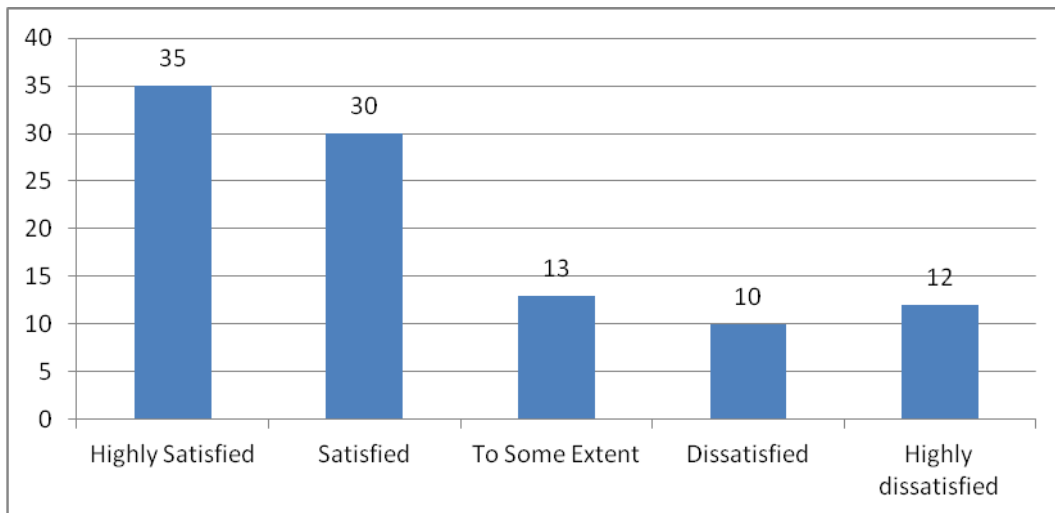


Inference: -From the above table it is inferred that 47% employees strongly disagree that the technological change management tasks are monitored and 31% of employees disagree with this. Finally it is concluded that majority of employees strongly disagree that the technological change management tasks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

TABLE 17: IS THEIR 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 17: IS THEIR A DEDICATED TEAM OF MEMBERS THAT ARE HAVING THE SOLE RESPONSIBILITY TO MONITOR THE IMPACT OF CHANGE?

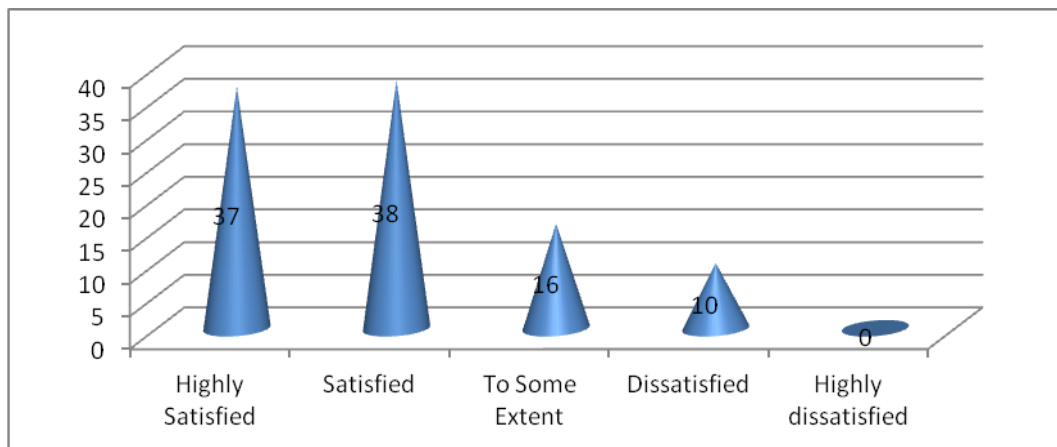


Inference: -From the above table it is inferred that 35% employees highly satisfied with that there are sole responsibility teams to monitor the impact of change and 30% of satisfied with that there are sole responsibility teams to monitor the impact of change. Finally it is concluded that majority of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

TABLE 18: ARE YOU 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 18: ARE YOU SATISFIED WITH THE MOTIVATED TOWARDS THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM?

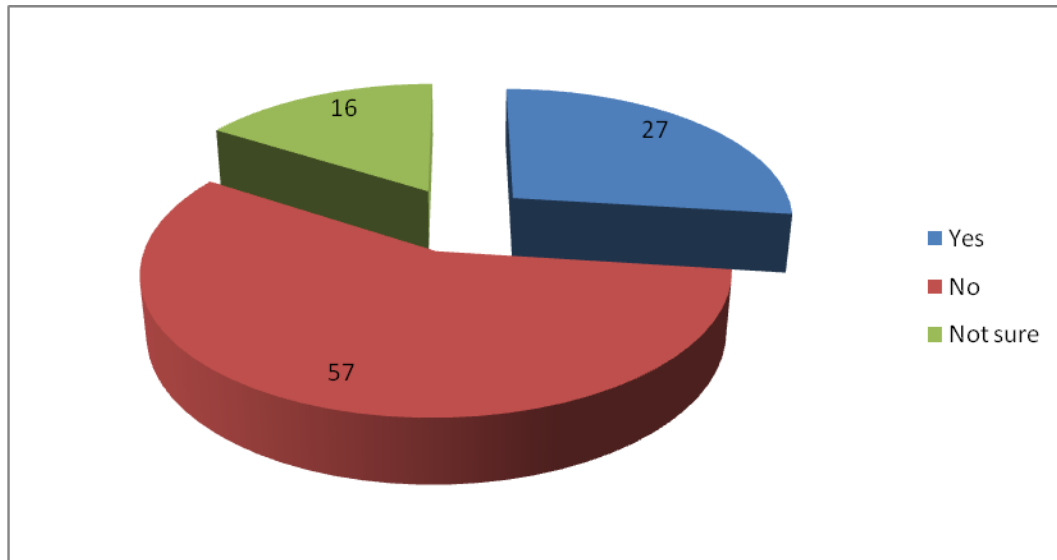


Inference: -From the above table it is inferred that 38% employees satisfied that they were motivated towards the change project and 37% of employees highly satisfied with this. Finally it is concluded that majority of employees satisfied that they were motivated towards the change project.

TABLE 19: ARE THERE 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 19: ARE THERE ANY ALTERATIONS THAT NEED TO BE MADE TO THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM?

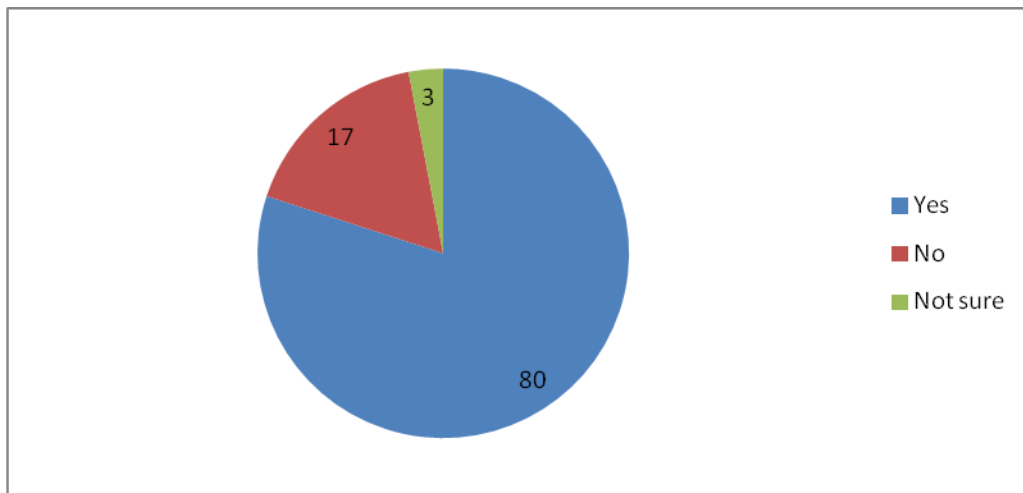


Inference: -From the above table it is inferred that 57% employees does not agree that the alterations need to be made to the technological change management system and 27% of employees said that the alterations need to be made to the technological change management system. Finally it is concluded that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

TABLE 20: IS THERE 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 20: IS THERE ANY LEVEL OF EMPLOYEES WHO ARE AFFECTED BY THIS TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM?

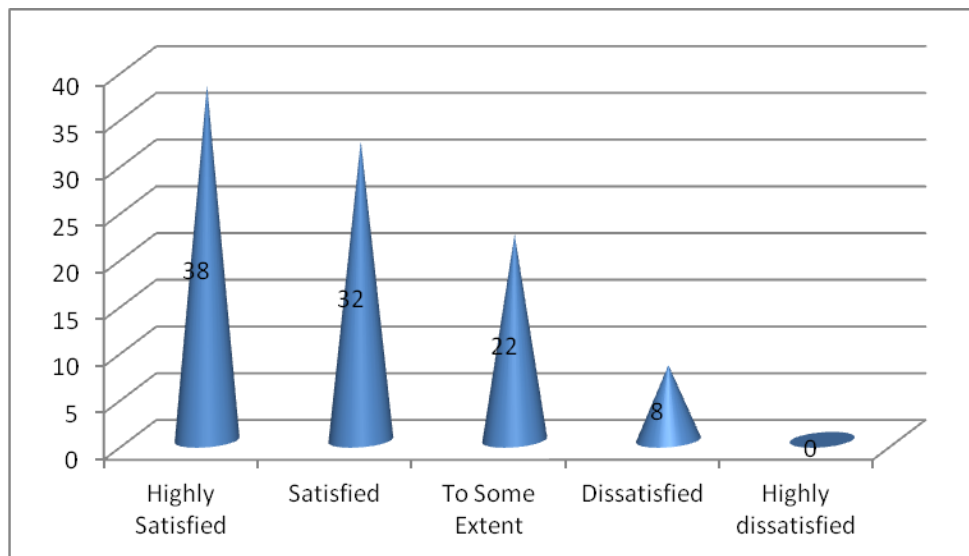


Inference: -From the above table it is inferred that 80% employees said that the level of employees were affected by this technological change management system and 17% of employees does not agree with this. Finally it is concluded that majority of employees said that the level of employees were affected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

TABLE 21: DO YOU 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 21: DO YOU CONSIDER THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM AS AN EFFECTIVE ONE?

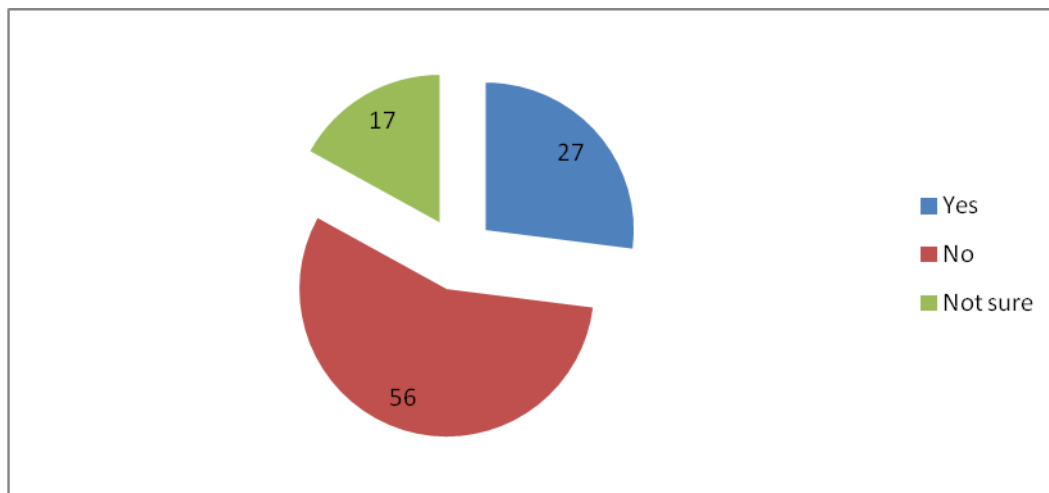


Inference: -From the above table it is inferred that 38% employees highly satisfied with the technological change management system as an effective one and 32% of employees satisfied with the technological change management system as an effective one. Finally it is concluded that majority of employees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

TABLE 22: IS THE 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 22: IS THE SKILL LEVEL OF THE EMPLOYEES AFFECTED COMPETENCIES OF THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM?

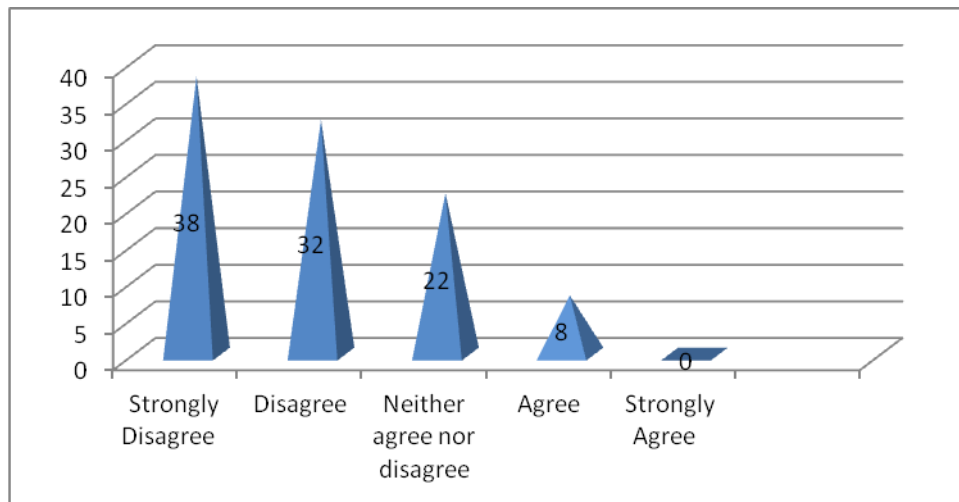


Inference: -From the above table it is inferred that 56% employees said that the skill level of the employees did not affect competencies of the technological change management system and 27% of employees said that the skill level of the employees affect competencies of the technological change management 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 23: DOES THE 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 23: DOES THE TECHNOLOGICAL CHANGE MANAGEMENT SYSTEM IMPROVE THE CAREER OF EMPLOYEES?

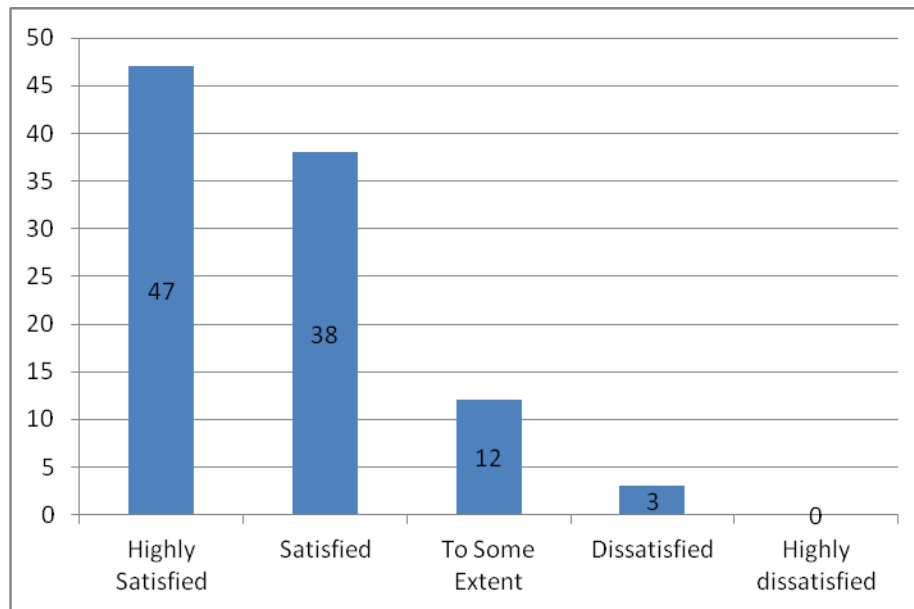


Inference: -From the above table it is inferred that 38% employees strongly disagree that the technological change management system will improve the career of the employees and 32% of employees disagree with this. Finally it is concluded that majority of employees strongly disagree that the technological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

TABLE 24: ARE YOU 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 24: ARE YOU ADAPTED TO THE CHANGE PROJECT?

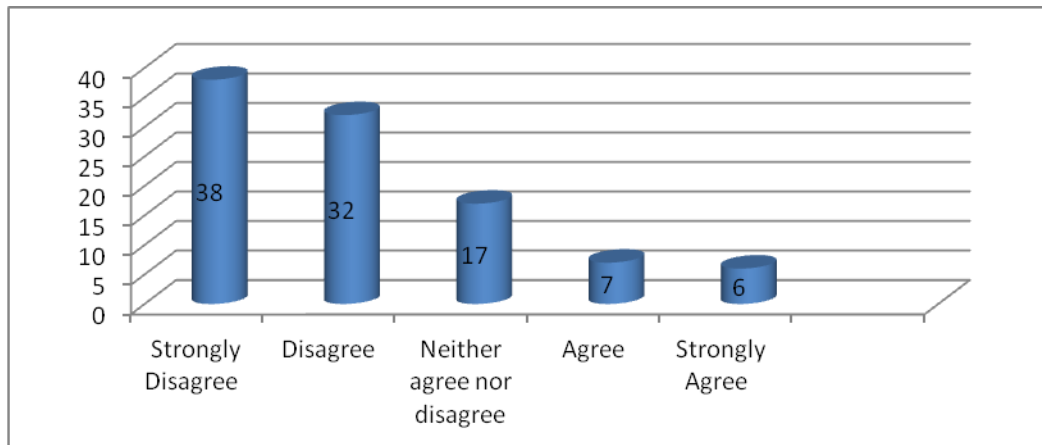


Inference: -From the above table it is inferred that 47% employees highly satisfied that they were adapted to the change project and 38% of employees satisfied with this. Finally it is concluded that majority of employees highly satisfied that they were adapted to the change project.

TABLE 25: DO YOU 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 25: DO YOU 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 – (ψ^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 (Ho):

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

Alternate hypothesis (H1):

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

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
THECHANGESMADE EIN THE ORGANIZATION * THECHANGEDRULES AND REGULATIONS IN THE ORGANIZATION	120	100.0%	0	.0%	120	100.0%

THECHANGESMADEIN THE ORGANIZATION *

THECHANGEDRULESANDREGULATIONSIN THE ORGANIZATION Crosstabulation

	THECHANGEDRULESANDREGULATIONSIN THE ORGANIZATION					Total
	Highly Satisfied	Satisfied	To Some Extent	Dissatisfied	Highly dissatisfied	
Highly Satisfied Count	13	5	0	0	0	18

Case Processing Summary

	Cases								
	Valid		Missing		Total				
	N	Percent	N	Percent	N	Percent			
THECHANGESMADE IN THE ORGANIZATION		% within THECHANGESMADE IN THE ORGANIZATION	72.2 %	27.8 %		.0%	.0%	.0%	100.0%
		% within THECHANGEDRULESANDREGULATIONS IN THE ORGANIZATION	100.0%	6.8%		.0%	.0%	.0%	15.0%
		% of Total	10.8 %	4.2%		.0%	.0%	.0%	15.0%
	Satisfied	Count	0	68	0	0	0	68	
		% within THECHANGESMADE IN THE ORGANIZATION	.0%	100.0%		.0%	.0%	.0%	100.0%
		% within THECHANGEDRULESANDREGULATIONS IN THE ORGANIZATION	.0%	91.9 %		.0%	.0%	.0%	56.7 %
		% of Total	.0%	56.7 %		.0%	.0%	.0%	56.7 %

Case Processing Summary

	Cases							
	Valid		Missing		Total			
	N	Percent	N	Percent	N	Percent		
To Some Extent	Count		0	1	23	0	0	24
	% within THECHA NGESMA DEINTHE ORGANIZ ATION		.0%	4.2%	95.8%	.0%	.0%	100.0%
	% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION		.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 THECHA NGESMA DEINTHE ORGANIZ ATION		.0%	.0%	.0%	100.0%	.0%	100.0%
	% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION		.0%	.0%	.0%	87.5%	.0%	5.8%

Case Processing Summary

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
		% of Total		.0%	.0%	.0%	5.8%
							.0%
							5.8%
Highly dissatisfied	Count	0	0	0	1	2	3
	% within THECHA NGESMA DEINTHE ORGANIZ ATION	.0%	.0%	.0%	33.3 %	66.7%	100.0%
	% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION	.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 THECHA NGESMA DEINTHE ORGANIZ ATION	10.8 %	61.7 %	19.2%	6.7%	1.7%	100.0 %

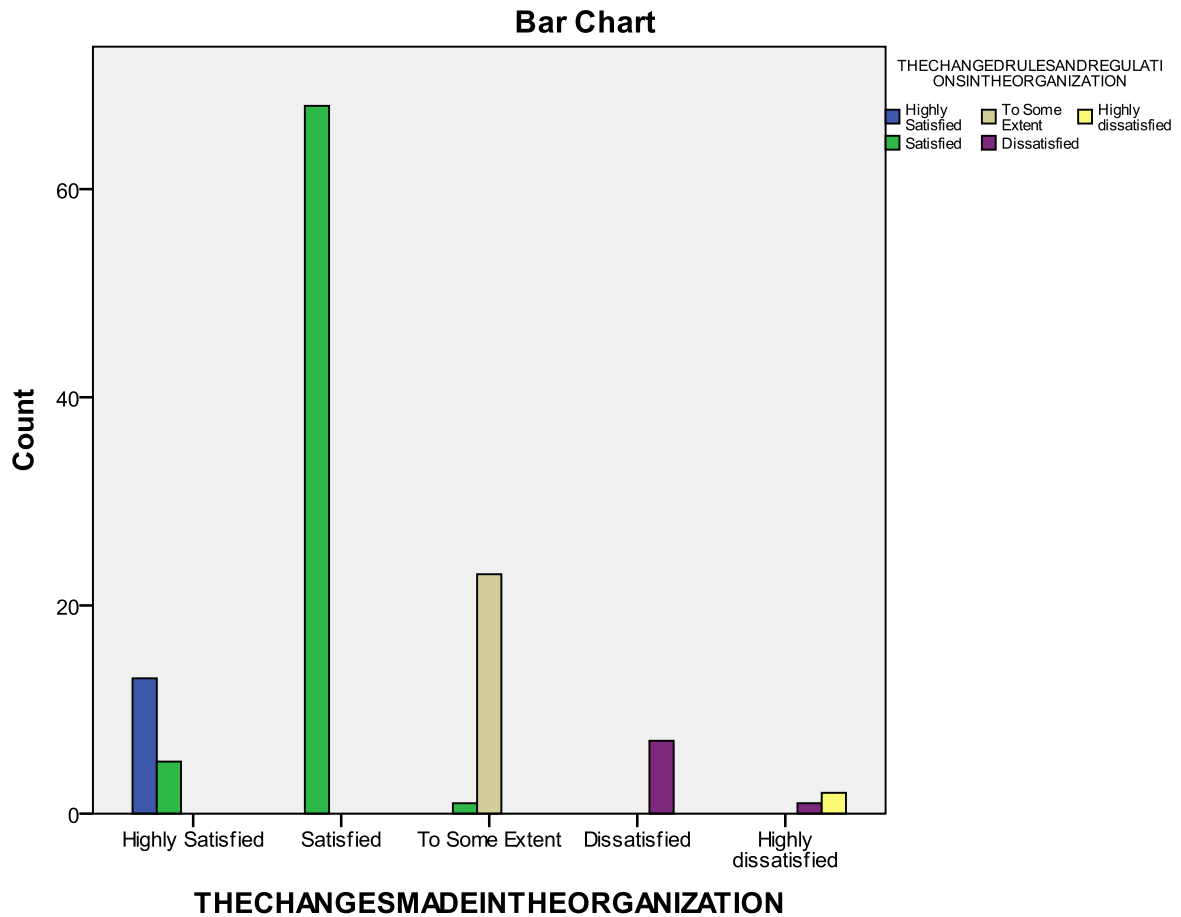
Case Processing Summary

Cases								
Valid		Missing		Total				
N	Percent	N	Percent	N	Percent			
% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total			10.8%	61.7%	19.2%	6.7%	1.7%	10.0%

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.



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 $[H_1]$ 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 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

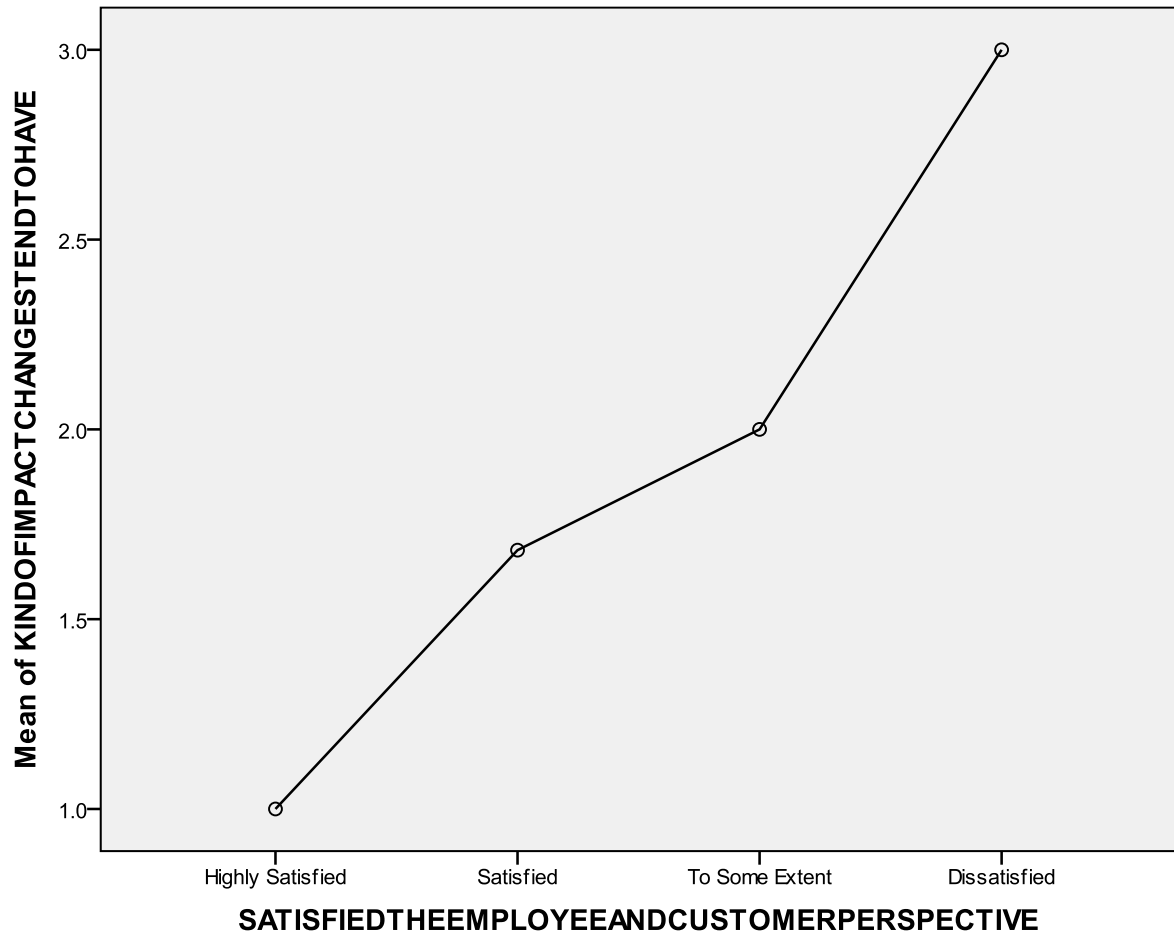
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Satisfied	10	1.00	.000	.000	1.00	1.00	1	1
Satisfied	44	1.68	.471	.071	1.54	1.83	1	2
To Some Extent	60	2.00	.000	.000	2.00	2.00	2	2
Dissatisfied	6	3.00	.000	.000	3.00	3.00	3	3
Total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

Test of Homogeneity of Variances
 KINDOFIMPACTCHANGESTENDTOHAVE
 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.

CHAPTER 5

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

		THECHAN GEAPPRO VALEASILY OBTAINED	CHANGES DONEFOR APERMAN ENTPERIO D
THECHANGEAPPR OVALEASILYOBTAI NED	Pearson Correlation Sig. (2-tailed) N	1 120	.925** .000 120
CHANGESDONEFO RAPERMANENTPE RIOD	Pearson Correlation Sig. (2-tailed) N	.925** .000 120	1 120

** . 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.

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 organization 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

- 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 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

5.4 CONCLUSION

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.

ANEXXURE

BIBLIOGRAPHY

Text Books:

- **P.Subba Rao, 2008, PERSONNEL AND HUMAN RESOURCE MANAGEMENT**, 3rd edition, Himalaya publishing house pvt ltd, Mumbai.
- **Aswatappa, HUMAN RESOURCE MANAGEMENT**
- **Wayne F.Cascio, MANAGING HUMAN RESOURCE**, 7th edition, Tata Mc Grew Hill publishing co.ltd, New Delhi.
- **Dr. Niranjan Sengupta and Dr. Mousumi S Bhattacharya, INTERATIONAL HUMAN RESOURCE MANAGEMENT**
- **Mirzas Saiyadain, 3rd edition, HUMAN RESOURCE MANAGEMENT**

Web Site:

- www.citehr.com
- www.emeralsarticle.com
- www.iloveindia.com
- www.scribd.com

STUDY ON ORGANISATION CHANGE TO EMPLOYEE COMMITMENT

ANNEXURE -1 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 organization 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

ANNEXURE 2 – ARTICLE

A STUDY ON ORGANISATION CHANGE TO EMPLOYEE COMMITMENT

Mr. R. Roshan B.COM, MBA.,

School of Management Studies, Sathyabama Institute of Science and Technology

Chennai, Tamil Nadu, South India

Roshannambiar28@gmail.com

Dr.Sasirekha BSC., E.ED., MBA., PhD

Assistant Professor, Sathyabama Institute of Science and Technology

Chennai, Tamil Nadu, South India

Sasirekha.soms@sathyabama.ac.in

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 commitment towards organization change. 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

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 organization 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.

REVIEW OF LITERATURE ON CHANGE MANAGEMENT

The literature concerning organization change tends to fall into one of two main categories, one that emphasizes organization 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 organization change.

I speculate this is due to market forces which has made improving organization 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 organization efficiency bases its assumptions on the work of Kurt Lewin. Kurt Lewin proposed a "force field" analysis model to understand organization change. Force field analysis proposes that an organization is typically in a state of equilibrium. There are two forces which maintain organization stability: driving forces and restraining forces. The driving forces are those elements of the organization which support a desired organization 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 organization 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 organization change. If intervention strategies are suspect, it is also reasonable to question the organization change theory which supports these interventions. Lewin's model of organization 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 organization 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 organization change recognize all of these viewpoints as an aspect of reality.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the organization change to employee commitment.

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.

- To provide suitable suggestions to smoothen the organization change process.

RESEARCH METHODOLOGY

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.

DATA COLLECTION:

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

They are:

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.

DATA INTERPRETATION AND ANALYSIS

Analysis for demographic variables

TABLE 1

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

S . N o	Parame ters	Respond ents	Percent age (%)
1	Highly Satisfie d	18	15%
2	Satisfie d	68	56.67%
3	To Some Extent	24	20%
4	Dissatisf ied	7	5.83%
5	Highly dissatisf ied	3	2.5%
	Total	120	100%

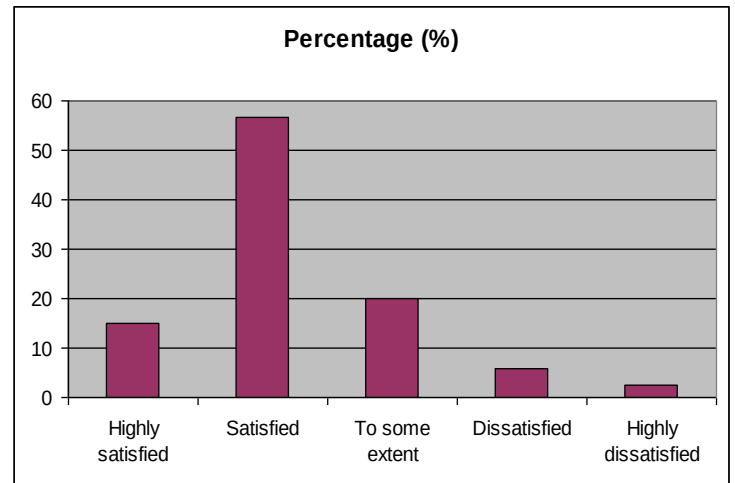


TABLE 2

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

S . N o	Parame ters	Respond ents	Percent age (%)
1	Highly Satisfie d	13	10.83%
2	Satisfie d	74	61.66%
3	To Some Extent	23	19.17%
4	Dissatisf ied	8	6.67%

5	Highly dissatisfied	2	1.67%
	Total	120	100%

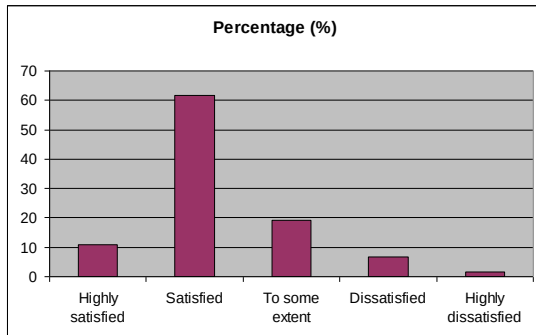


TABLE 3

3. DO THE CHANGE APPROVAL EASILY OBTAINED?

S . N o	Parameters	Respondents	Percentage (%)
1	Strongly Disagree	52	43
2	Disagree	40	33
3	Neither agree nor	14	12

	disagree		
4	Agree	8	7
5	Strongly Agree	6	5
	Total	120	100%

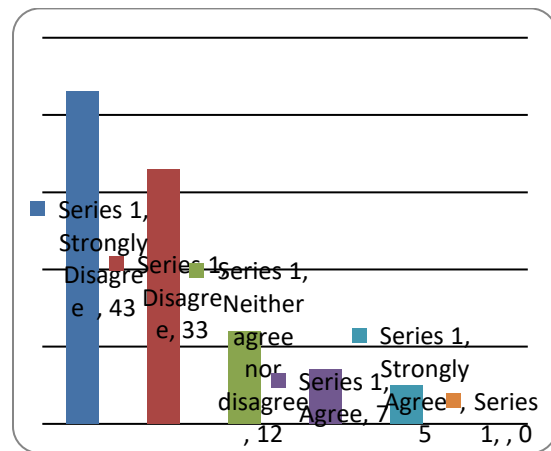


TABLE 4

4. Are you satisfied with the change procedures implemented?

S . N o	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%

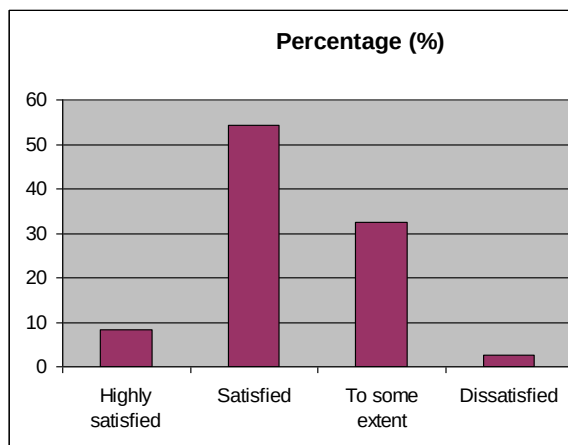


TABLE 5

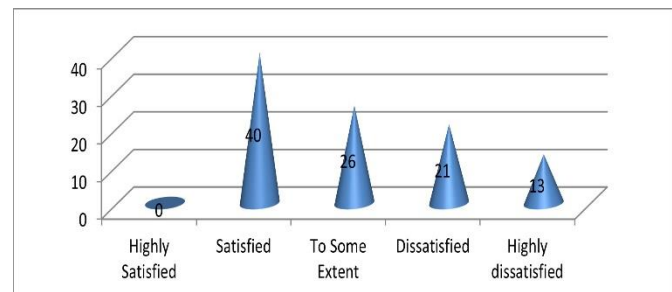
5. ARE YOU SATISFIED WITH THE ORGANIZATION CHANGE IS EXPERIENCED BY THE EMPLOYEES?

S .	Parameters	Respondents	Percent age (%)
-----	------------	-------------	-----------------

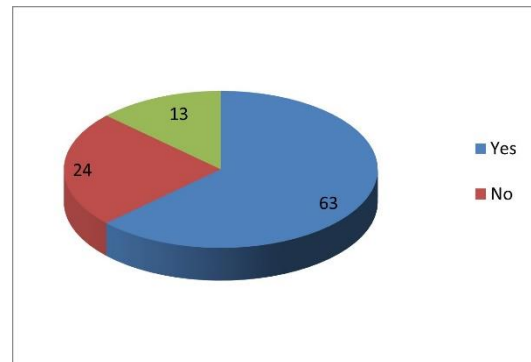
N o			
1	Highly Satisfied	0	0
2	Satisfied	48	40
3	To Some Extent	32	26
4	Dissatisfied	25	21
5	Highly dissatisfied	15	13
	Total	120	100%

TABLE 6

6. DO THE 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



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 relationship between the changes made in the

organization and the changed rules and regulations in the organization.

Alternate hypothesis (H_1):

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

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
THECHANGESMADE IN THE ORGANIZATION * THECHANGED RULES AND REGULATIONS IN THE ORGANIZATION	120	100.0%	0	.0%	120	100.0%

THECHANGESMADEINTHEORGANIZATION *

THECHANGEDRULESANDREGULATIONSINTHEORGANIZATION Crosstabulation

			THECHANGEDRULESANDREGULATIONSINTHEORGANIZATION					Total
			Highly Satisfied	Satisfied	To Some Extent	Dissatisfied	Highly dissatisfied	
THECHANGESMADEINTHEORGANIZATION	Highly Satisfied	Count	13	5	0	0	0	18
		% within THECHANGESMADEINTHEORGANIZATION	72.2%	27.8%	.0%	.0%	.0%	100.0%
		% within THECHANGEDRULESANDREGULATIONSINTHEORGANIZATION	100.0%	6.8%	.0%	.0%	.0%	15.0%
		% of Total	10.8%	4.2%	.0%	.0%	.0%	15.0%
Satisfied			0	68	0	0	0	68
			.0%	100.0%	.0%	.0%	.0%	100.0%

	% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION % of Total	.0%	91.9 %	.0%	.0%	.0%	56 .7 %
To Some Extent	Count % within THECHA NGESMA DEINTHE ORGANIZ ATION % within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION % of Total	0 .0%	1 4.2%	23 95.8%	0 .0%	0 .0%	24 10 0. 0 %
		.0%	1.4%	100.0%	.0%	.0%	20 .0 %
		.0%	.8%	19.2%	.0%	.0%	20 .0 %
Dissatisfied	Count % within THECHA NGESMA DEINTHE ORGANIZ ATION	0 .0%	0 .0%	0 .0%	7 100. 0%	0 .0%	7 10 0. 0 %

		% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION % of Total	.0%	.0%	.0%	87.5 %	.0%	5. 8 %
			.0%	.0%	.0%	5.8%	.0%	5. 8 %
	Highly dissatisfied	Count	0	0	0	1	2	3
		% within THECHA NGESMA DEINTHE ORGANIZ ATION	.0%	.0%	.0%	33.3 %	66.7%	10 0. 0 %
		% within THECHA NGEDRU LESANDR EGULATI ONSINTH EORGANI ZATION % of Total	.0%	.0%	.0%	12.5 %	100.0%	2. 5 %
			.0%	.0%	.0%	.8%	1.7%	2. 5 %
Total	Count	13	74	23	8	2	12	
	% within THECHA NGESMA DEINTHE ORGANIZ ATION	10.8 %	61.7 %	19.2%	6.7%	1.7%	10 0. 0 %	

	% within THECHA NGEDRU LESAND REGULA TIONSIN THEORG ANIZATI ON	100. 0%	100. 0%	100.0 %	100. 0%	100.0 %	1 0 0 %
	% of Total	10.8 %	61.7 %	19.2%	6.7 %	1.7%	1 0 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		

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.

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

Alternate hypothesis (H1):

Descriptives

KINDOFIMPACTCHANGESTENDTOHAVE

	N	Me an	Std. Deviat ion	Std. Error	95% Confidence Interval for Mean		Minimum	Maximu m
					Low er Boun d	Upper Bound		
Highly Satisfied	10	1.0 0	.000	.000	1.00	1.00	1	1
Satisfied	44	1.6 8	.471	.071	1.54	1.83	1	2
To Some Extent	60	2.0 0	.000	.000	2.00	2.00	2	2
Dissatisfi ed	6	3.0 0	.000	.000	3.00	3.00	3	3
Total	120	1.8 5	.479	.044	1.76	1.94	1	3

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			

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

according to employee and customer perspective.

- 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
- 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 organization 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.

CONCLUSION

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.

BIBLIOGRAPHY

Text Books:

- **P.Subba Rao, 2008,**
PERSONNEL AND
HUMAN RESOURCE
MANAGEMENT, 3rd
edition, Himalaya
publishing house pvt ltd,
Mumbai.
- **Aswatappa, HUMAN**
RESOURCE
MANAGEMENT
- **Wayne F.Cascio,**
MANAGING HUMAN
RESOURCE, 7th edition,
Tata Mc Grew Hill

publishing co.ltd, New
Delhi.

- **Dr. Niranjan Sengupta**
and Dr. Mousumi S
Bhattacharya,
INTERATIONAL HUMAN
RESOURCE
MANAGEMENT
- **Mirzas Saiyadain, 3rd**
edition, HUMAN
RESOURCE
MANAGEMENT

Web Site:

- www.citehr.com
- www.emeralsarticle.com
- www.iloveindia.com
- www.scribd.com