

A Study On Sales Promotion Strategies Adopted By Bihar Electric & Refrigeration Co.

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**Master of Business Administration
SCHOOL OF MANAGEMENT STUDIES**

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

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600**



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **Subhojeet Dey (40410176)** who has done the Project work entitled “**A Study On Sales Promotion Strategies Adopted By Bihar Electric & Refrigeration Co**”. under my supervision from December 2021 to February 2022.

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Submitted for Viva voice Examination held on _____

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DECLARATION

I, **Subhojeet Dey 40410176** hereby declare that the Project Report entitled “**A Study On Sales Promotion Strategies Adopted By Bihar Electric & Refrigeration Co**” done by me under the guidance of Dr. John Britto M, MBA, Mphil, PhD. Assistant Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

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ABSTRACT

Globalization refers to open market economy in which the member countries of GATT (General agreement on tariffs and trade) which was later renamed as WTO (World trade Organisation) can buy & sell their products among themselves. This research paper intends to explain by using models and survey how effective leadership can bring positive change that help the organization. How leadership affects trust, culture and clear vision, in the organization as it facilitates the change after incoming of globalization one country is not confined to its own political boundary but is spread over member countries in terms of trade and commerce. Rapid technological advancements, high expectations of customers, and ever-changing market situations have compelled organizations to incessantly reassess and re-evaluate how they work and to understand, adopt and implement changes in their business model in response of changing trends. Organizational change is a demand of the day, and needed for organizations to survive. In recent years, several emerging technologies in the domain of solid-state physics have been investigated as serious alternatives for future refrigeration, heat pumping, air conditioning, or even power generation applications. These technologies relate to what is called caloric energy conversion, i.e., barocalorics, electrocalorics, magnetocalorics, and elastocalorics. Of these technologies, the greatest progress has been observed in the domain of magnetic refrigeration. However, in the recent few years, significant research efforts have also been made in the field of electro caloric and electrocalorics refrigeration. These technologies suggest the possibility for improvements in energy efficiency, compactness, noise level & a reduction in environmental impacts, so it seems very probable that they will start to fill particular market niches as a replacement for vapor-compression technology in the future. A global industry is an industry in which the strategic positions of competitors in major Geographic or national markets are fundamentally affected by their overall global positions. A global firm is a firm that operates in more than one country and captures research and development, production, logistics, marketing and financial advantage and reputation that are not available to domestic competitor. The global firm plans, operates and coordinates their activities on a worldwide basis.

CHAPTER 1

INTRODUCTION

1.1 Introduction

A global firm is a firm that operates in more than one country and captures research and development, production, logistics, marketing and financial advantage in its cost and reputation that are not available to domestic competitor. The global firm plans, operates and coordinates their activities on a worldwide basis. In this tough competitive business environment anyone who controls and take charge of the operation of an organization and are able to set optimistic goals and objectives through effective strategies and can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instant health care insurance, worker compensation, leave benefit and others. Leaders also have the responsibility to use their skills and knowledge to effectively and efficiently guide their business forward in the face of an uncertain future and to decrease the feelings of insecurity in their employees caused by that uncertainty.

With upcoming of globalization liberalisation and open market economy the processes and the peoples of the world are incorporated into a single world society. (Martin AL brow and Elizabeth King, 1990)¹

Rapid growth of the economic environment as well as the emergence of the internet made it easier to communicate with countries around the world. This in turn changed the business environment in every country, causing a competitiveness in the market that increases with each passing year (Friedman, 2007)²

Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (CabezaErikson, Edwards, and Van Brabant, 2008)³

leader has authorities to take decision and also has powers to implement his/her decisions or a process. The selection of the leader not only depends on the personal

characteristics of personal but also on the social and cultural factors along with his or her exposure towards life (Bolden 2010)⁴

A leader can influence the success of the organization, due to his full power to control the direction of the organization, bring the company to greater heights.

ORGANIZATIONAL LEADERSHIP:

Organizational leadership can help the members of an organization and working teams to face the challenges and to work for organizational goal in a worthy way. An organizational leadership can promote change in an organization by its vision and strategy (Dunphy and Stace 1994 in Senior and Fleming 2006).⁶

In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial now days. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004)⁷

Leadership can help to allocate align resources perceive things to decide future focusing, commit and motivate the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose footprints are everywhere (McGuire, 2003).⁸

VISIONARY LEADERSHIP

It is important for leaders to have a clear vision. The word vision will differ from one person to another having different pictures and angels. This mental image grows inside the mind of leaders and depends on his or her competency to perceive the things accurately and use them intelligently for the betterment and sustainability of an organization. If there are two or more leaders in an organisation their vision and perception and working style may differ.

According to Bennis and Nanus “vision is a mental image of a possible and desirable future of the organization” (Bennis & Nanus, 1985, in Lysterly, Maxey 2000, P 48) ⁸

Organizations are based on teams, and dedicated team work is required to make things

happen. These people and teams need a clear picture of a future that motivate and inspire them to become 11 an efficient part of an effort for getting that desired future. It is also important in the way that what the reason of their work and decisions is? It is the vision of a leader that makes it assure that actions and the decisions of organizational team are fit into the actual picture of desired future (Kotter, 1996)9

Kotter also discuss that without the vision of leaders the motivation level of organization people may go down and their activities become meaningless which can prove worst for an organization at the later end. (Kotter 1996, p7) 10

Importance of Innovative approach

leader is one who dreams and develops ideas to turn these dreams and ideas into reality. For the betterment of themselves and their institutions. A Leader applies innovative ideas to explore new oppurtunities and develop ways to do work faster and better.

Prestwood and Schumann states that “Leadership is a state of mind not a position” (Prestwood and Schumann 2002, p1)13

In this age of uncertainty, organizations and companies may face some unexpected and unwanted circumstances any time and so there arises a need for leadership to face these dynamic changes. (Priesthood and Schumann 2002)14

An innovative leader can improve the health of the organisation by applying innovative practices,work faster,better efficiently and bring more rewards in the form of profits for the company.

Importance of Vision and Innovative Approach for Leadership

To survive, in this age of global competition, organizations who want excellence and sustainability in their business, need to think about the managers/leaders/leadership with innovative approach (Carneiro.A 2008).

The question was raised by the scholars that what kind of leadership is needed for organizations, to cope and handle the situations of more demanding and rapidly

changing business trends?

There are different theories presented by the scholars to explain and identify the characteristics of leadership in an organization, in terms of their effectiveness.

Contingency theory:

1. Task Structure: This factor talks about the nature of jobs for employees whether they are routine or non-routine, in order to manage and get the maximum output of employees work. 2. Position Power: The position power is the power of leadership which s/he has in the organization. The leadership with the power of decisions and their implementation is needed to handle and manage the organizational issues with confidence (Fiedler, 1996).

Path-Goal Theory: The most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision. The main characteristics of a leadership according to this theory are to motivate their teams to meet the organizations goals by keeping control on the outcome of their work and activities. Leaders appreciate their employees and give them rewards on their good work, raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House 1971).

Managerial Grid Theory

This theory describes the concern of leadership with the customer's demand based production by focusing the better management of teams by leadership styles. (Blake R and Anne Adams 1991).

Leaders Style Theory

This model highlights the urge of high quality decisions in organizations, which are well acceptable for both employees and leaders. (Vroom and Yetton 1973).

Transformational Leadership theory

Some main characteristics of transformational leaders are that they increase the

employee's confidence and awareness so they can enhance their performance, and also make them able to understand their personal outgrowth and development (Burns 2003). The transformational leadership also increases the level of dedication and motivation for employees to work for the betterment of organization in spite of their personal interest.

The qualities of transformational leadership may include:

1. Ability to work as change agent's 2. Courage to take bold steps. 3. Ability to trust on others. 4. Value driven characteristics. 5. Good learning abilities. 6. Strong mental model to work in complex situation.

There may be some difference in opinions and approaches to analyse these characteristics. Innovative approach of but the question is what kind of innovation has not been being fitted. Like only innovative approach is not sufficient, vision is also needed, likewise only vision is also not sufficient for leadership for the development and the sustainability of an organization. Vision is only 10 % and the rest is its implementation (Jick, 2001) It is good for leadership to have a clear vision, but how to achieve that vision.

(a) Frame correct accurate strategies and plans to achieve as per the vision of the organisation.

(b) Inform the visionary changes to support and execute changes.

(c) Provide the good atmosphere to employees to work with dedication to make the vision in to reality (Nanus 1992). (d) Give power to employees to work and achieve as per the vision. (e) Motivate employees so that they work by using their maximum abilities . ,.m

It can be assumed from the discussion that the leadership with innovative and visionary approach along with other characteristics can prove more beneficial for organizations, for the purpose of success, development and sustainability (Gesell 2010). By summarizing the debate, though we still stick with our claim that the qualities of appropriate vision and innovative approach may lead a leader to be more effective and

capable to run an organizational and better cope with organizational matters, but we also agree that there are other qualities of leadership which can play an important role in dealing with organizational matters. The literature we have read and explored on the topic also mentions that there are the other importance qualifications and factors for leadership which are prominent. Moreover, the implication of environmental, social, financial, and unexpected situations can't be denied while taking big decisions or initiating the process of change for organization.

Role of Leadership in Organizational Change:

Most of the organizations agree now a day that effective leadership is one of the most important contributors to the overall organizational performance and change. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life.

Brook field mentions in organisational change some roadblocks which can affect the change management efforts, which include the secrecy culture, the individualism culture and silence culture (Brookfield, 1995).

Commanding leadership style, Logical leadership style, inspirational leadership style and supportive leadership style can bring in organisational change. The above table shows that Logical and Inspirational leaders are more focused on the radical changes and innovations and they have the broader vision to execute change.

<u>Leadership Styles</u>	<u>Main Focuses on</u>	<u>Persuades By</u>	<u>Makes Changes</u>	<u>Learns By</u>
Commanding	Results	Directing	Rapidly	Doing
Logical	Innovation	Explaining	Carefully	Studying
Inspirational	Opportunities	Creating Trust	Radically	Questioning
Supportive	Facilitating Work	Involvement	Slowly	Listening

(Reardon, K.K. & Rowe, 1998, p 132)

The effective leaders have clear and straight vision about future and the successful change needs to have a clear picture of future. Without vision the successful changes are very difficult. The above table also mentions that the logical leaders are focused on innovation and they communicate the vision by explaining it.

The role of leader/leadership is also very important for developing and managing change in any organization by creating the suitable atmosphere within the organization to adopt change. Organizational culture has also role in development of changes in any organization, and it is the leader who brings new strategies for developing or managing culture. Top management can make the strategies to interconnect people working in organization and its process (Appelbaum, 1998). According to the author the most important leadership role for managing and developing culture is supportive (Appelbaum, 1998).

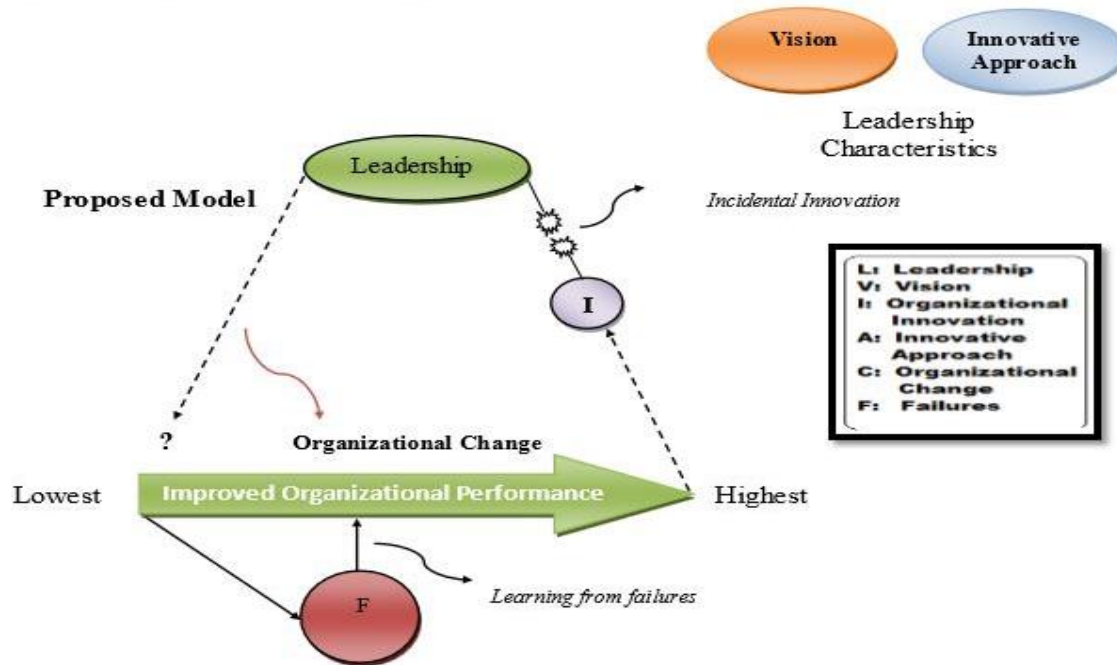
Leader can also be proving very effective in managing technologies. Transformational leadership on the other hand focuses on need of technological changes and also considers the human relation aspects; this type of leadership shows his role as a path finder and communicates his vision by exercising skills. Appelbaum claims this type of leader is more effective for organization to develop change and bring innovation

(Appelbaum, 1998). The leader can also motivate the employees by making different strategies, and the best way to motivate employees is reward system.

The organization's ability to motivate individuals toward superior levels of performance is closely related to their reward systems (Appelbaum, 1998). Therefore, for strategic organizational change, leader must ascertain that different types of rewards and training programs should be offered. Though the role of a leader is prominent in managing organizations and organizational change process, but the importance of other factors can't be denied. There may many internal and external forces which has a significant role and affect the scenario, while managing organizations. As we talked above that organizational culture is important in organizations and can affect the organizational change process. We profess that role of the leader is limited in creating the organizational culture, in this, the nature of an organization, the geographical region in which an organization is located, the employees and their nature of work are also important. Likewise, the changing political, social and technological situations can also affect in the performance of organizations, and organizational change process. The role of leader is very limited while controlling and managing such factors.

Introduction of Proposed Model

This thesis is based on explorative studies, as the purpose of research is to explore the relationship between successful organizational change and leadership on the basis of h/her two characteristics. We decide to give a graphical shape to our perception which was based on findings as a result of our literature review and case studies.



The proposed model that we have framed is mainly based on perceptions, along with the logic based reasoning, which we made after reading the literature on the related topic. Any scientific, calculated and proven relation between the characters of our model cannot be claimed yet, our model can open new ways for researchers to think further on these lines which may lead them to develop any strong and proven relation between the characters of this model. These phenomena of organizational change can be studied with respect to leadership abilities and its role.

We believe in this model that the beginning point is the Leadership or role of Leadership (L) and the destination is successful organizational change with high level of organizational performance, which can further lead to organizational innovation (I). Between these two extreme ends there is a possibility of failure (F) between the successful organizational change and the simple organizational change. This is the general format of our model as a result that, how we look the process of organizational change after reviewing related literature.

We will analyse this model on the basis of two characters of leadership which are "Vision" (V) and "Innovative Approach" At this stage we will try to see this model on the

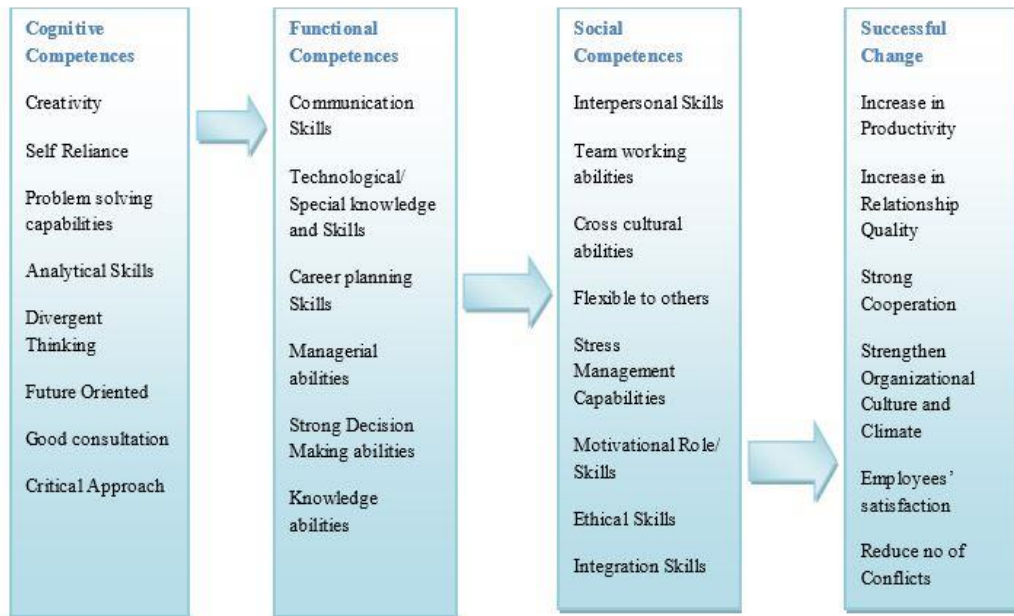
basis of four scenarios, along with the case studies and literature review observations. More scenarios can also be introduced in this model by the researchers.

There are some leadership competences that have been proven and are mandatory for effective and successful leadership (Bennis, 1987). The table defines that these are the most important capabilities and competences which are helpful and useful for organizational changes. According to the different authors the leadership competences are strongly connected with the successful organizational change, “the leadership competences have a great relation with the organizational success and change” (Gruban 2003).

This is also true that any change process mostly faces the certain level of resistances; the effective leader is one who can manage the resistance and implement successful changes. Radical changes require private acceptance and it is a role of senior leaders to aware people to realize the need of change and therefore to create willingness to relinquish old style of working in favour of new ones (Reardon 1998).

There are different phases of radical change; that can be shown in the table below that will relate the different leadership styles with the different phases of radical changes.

Leadership Competences for Effective Change Management



(Pagon. M, Banutai .B & Bizjak, 2008, p 4)

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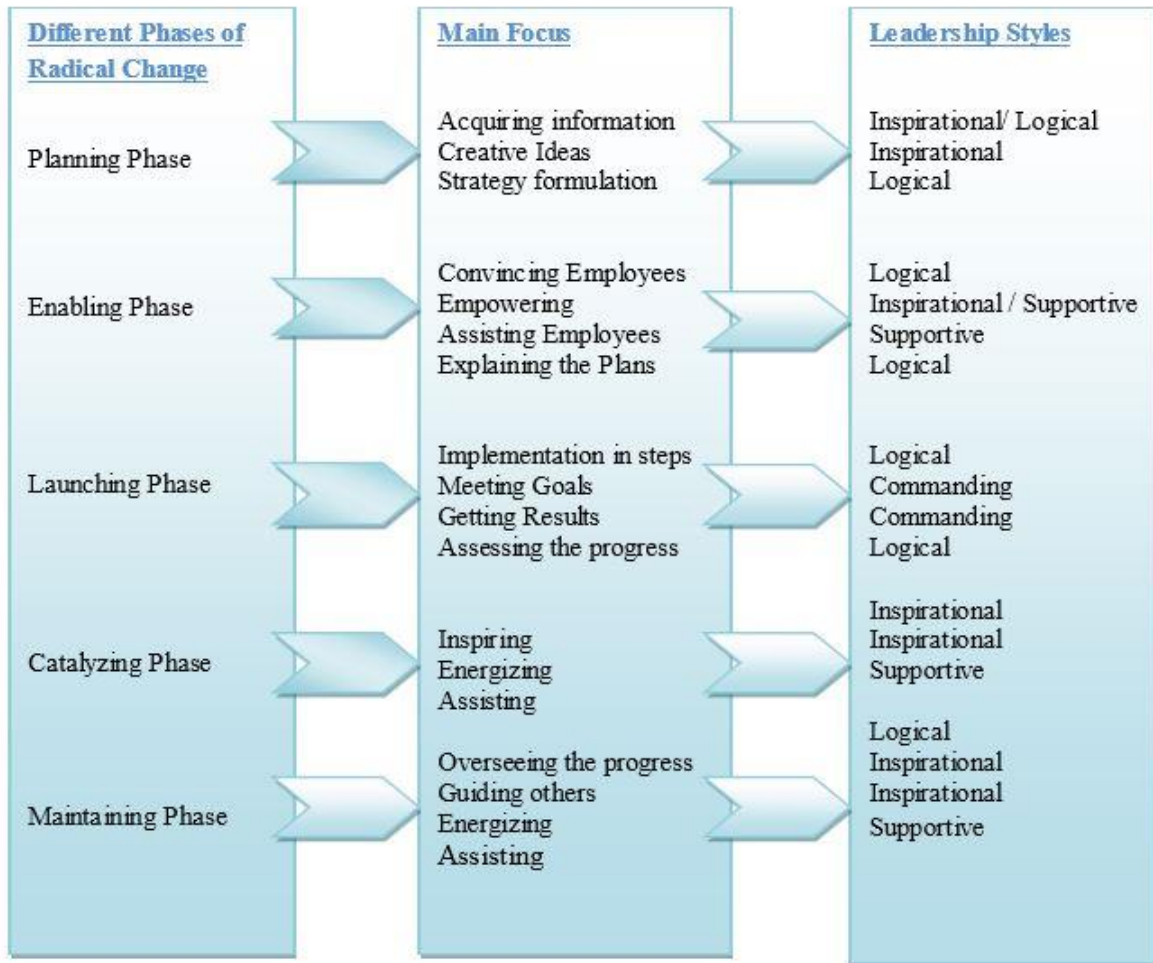
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The organization's ability to motivate individuals toward superior levels of performance is closely related to their reward systems (Appelbaum, 1998). Therefore, for strategic organizational change, leader must ascertain that different types of rewards and training programs should be offered. Though the role of a leader is prominent in managing organizations and organizational change process, but the importance of other factors can't be denied. There may many internal and external forces which has a significant role and affect the scenario, while managing organizations. As we talked above that organizational culture is important in organizations and can affect the organizational change process. We profess that role of the leader is limited in creating the organizational culture, in this, the nature of an organization, the geographical region in which an organization is located, the employees and their nature of work are also important. Likewise, the changing political, social and technological situations can also affect in the performance of organizations, and organizational change process. The role of leader is very limited while controlling and managing such factors.



(Reardon, K.K. & Rowe, 1998, p 134)

Effective Leadership:

This statement is also supported by Northouse (2009), who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization. Other than that, there is also another way to define a leader that has strong leadership.

This also tells us that good leaders usually have a clear vision for the company and therefore can easily identify the problems and obstacles that currently stand between them and the aims of the organization. In this way they are able to effectively and efficiently bring about the necessary reforms that will bring the company into the future

while keeping abreast with contemporary changes in the business world.

According to Jackson and Parry (2008), leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives. An effective leader should have passion, consistency, trust and vision; for only leaders who own these characteristics are able to build trust in employees. Leadership and management are two different aspects, management is more like the traditional way of managing business, which the owner of the business has complete control of the organization, and will singlehandedly establish a direction and direct their employees to do their work in accordance to the owner's instruction and plan. On the other hand, leadership is when the leader guides their employees towards the organizational goals, all the while trying to communicate and motivate their employees in order to make sure their employees are in the right position to use their talents and commit to their jobs.

The time taken for the process of change management in an organization is hard to determine, due to the difference in individual employees' ability to adapt, as some might rapidly embrace change, while others might take a longer time to engage in the change. Just like some employees will be happy with the change, and some might not.

Change Management: Change is definitely hard for humans to accept as it is something that pull people out of their comfort zones, which forces them to change their habits and makes them highly uncomfortable (Lorenzo, Nicholson, and Whitmarsh, 2007). Change management in an organization can be defined as an approach to deal with change in two different areas - the organization and the individual. Change management allows the organization to catch an opportunity to gain a competitive advantage, if the organization effectively and efficiently implements and adapts to the change of the market (Du Plessis, 2007). There are three stages in change management, which are adapting to change, controlling the change and lastly effecting the change. The first stage, adapting to change, is determining the individual readiness to adapt to the changes and their willingness to commit to the change. The next is followed by controlling the change and implementing it in daily life. Lastly, effecting the change, is to sustain the change and to get used to it in life. Due to the difference in individual employees' ability to adapt, as some might rapidly embrace change, while

others might take a longer time to engage in the change. Just like some employees will be happy with the change, and some might not.

Change Factor Lead by Leadership:

In terms of leadership, it is defined as the ability to influence a group of employees' values, beliefs, attitudes and behaviour. (Ganta, and Manukonda, 2014).

According to Atkinson, if there is no effective leadership in an organization no changes will be made, because there are no leaders that motivate and lead the organization's employees as well as provide a clear direction for the organization (Atkinson, 2015).

Trust is an essential issue in leadership for leaders, as gaining the trust of group members or employees could help to improve the overall performance and commitment of the group members or employees (Lee et al., 2010).

If the employees or the group members trust in their leaders, it reflects that they are good, effective leaders. Only when the employees trust in their leader will change be brought about, because people will only follow a person that they trust to lead them.

If the employees trust their leader, this relationship will bind them together and improve the overall performance and commitment of the employees; if it happens conversely, the performance and commitment of the employees will go downhill and could cause a high employee turnover rate in the organization.

b) Organizational Culture: A culture is shaped within the trust between the employees and the leaders of an organization, or it can have defined as cultures need trust to be able to form. Leaders with strong leadership skills are able to shape a positive culture in the organization (Ionesco, 2014), due to them being able to inspire trust from their employees. A positive organizational culture not only improves achieve the kind of teamwork and rapport that is necessary for the birth of innovative ideas, leaders need to

cultivate a positive culture where the employees trust each other , are allowed to do their own jobs without too much interference and have the freedom to establish a dialogue with one another (Malloch and Melnyk,2013).Leaders that wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other, for this is how people are able to create and discover new ways to think(Gilley, Dixon and Gilley, 2008), which produces greater outcome for the organization and also encourages them to learn from different people the ways to improve themselves. Communication helps people to get to know each other, and also could help to create more new ideas by sharing opinions with each other. It is also one of the best ways to gain each other's trust and bond the whole employees in the organization together. Lastly, leadership not only influence the employees in the organization, but also provides a clear direction to the employees according to the organization's vision and mission. Effective leaders set strategies to help the employees to achieve the company's target and objectives. Leader also play a role in monitoring the direction of the employees to make sure the employees are on the right path to achieve the goals according to the strategies. This is only possible with effective leadership that inspires employee trust, as employees are unwilling to follow someone who has little to no idea of what they are doing and who wastes too much time and resources on the unnecessary.

c) Learning: Continuous learning is one of the ways to improve the overall performance of the organization. It is not only the employees that need to improve but even all segments of the leadership levels of an organization, if only to set a good example to the bottom line to motivate them to learn. The same goes for employees, as sending employees for further training will improve their ability to do their job as well as help to facilitate the effective implementation of the desired changes. Since learning does not have an end, leaders need continuous improvement of their leadership skills and knowledge to be competitive in the business market nowadays (Park, et al., 2014). The organization, Nokia, is a very good example, Nokia was once one of the best cell phone brands in the world, but Nokia did not continuously improve their skills and make changes in order to adapt to the new trends and needs of the market, and Nokia

dropped from the one of the best to a brand that not many people pay attention to (Lee, 2013).

d) Team work, Communication and Leading: Besides strengthening their leadership skills, leaders also need to encourage the employees of the organization to be innovative and cooperative. Teamwork and communication are the best way to create innovative ideas.

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1.2 Industry Profile

FACTORS TO CONSIDER BEFORE BUYING A REFRIGERATOR

One should consider a number of additional factors before buying a refrigerator. The table below lists a number of factors with a short description of each.

Factor	Description
Capacity	The capacity needed will vary from person to person, and depends on the size of the household, and shopping and cooking habits. Generally, about four to six cubic feet of fresh food storage is needed per adult.
Look and Finish	Fridges come in a variety of finishes, including colored enamel and brushed metal. Some fridges come with interchangeable front panels to allow one to refresh the fridge's look without having to replace the entire unit.
Features	Refrigerators are available with a huge range of features, from ice and water dispensers to LCD displays and web access. One should carefully consider which features are essential and which are merely nice to have as additional features tend to push the price of the appliance up. More basic features include adjustable or deep door bins, adjustable or elevator shelves, pull-out shelves or bins, shelf snugger, and other creative storage options. Some fridges also feature controllable chill features that affect different areas in the compartment, and sensors to let one know what is happening inside the fridge.
Energy Efficiency	Refrigerators may not contain ozone depleting CFCs anymore, but they do use a lot of energy. Energy Star rated appliances use 15 percent less energy than required by federal standards and 40 percent less than models sold in 2001. One should not buy a bigger fridge than one needs as this wastes energy cooling a bigger space.

TYPES OF AIR CONDITIONERS:

SPLIT AIR CONDITIONER: The **split air conditioner** comprises of two parts: the outdoor unit and the indoor unit. The outdoor unit, fitted outside the room, houses components like the compressor, condenser and expansion valve. The indoor unit comprises the evaporator or cooling coil and the cooling fan. For this unit you don't have to make any slot in the wall of the room. Further, present day split units have aesthetic appeal and do not take up as much space as a window unit. A split air conditioner can be used to cool one or two rooms.

PACKAGED AIR CONDITIONER: An HVAC designer will suggest this type of air conditioner if you want to cool more than two rooms or a larger space at your home or office. There are two possible arrangements with the package unit. In the first one, all the components, namely the compressor, condenser (which can be air cooled or water cooled), expansion valve and evaporator are housed in a single box. The cooled air is thrown by the high capacity blower, and it flows through the ducts laid through various rooms. In the second arrangement, the compressor and condenser are housed in one casing. The compressed gas passes through individual units, comprised of the expansion valve and cooling coil, located in various rooms.

CENTRAL AIR CONDITIONING SYSTEM: Central air conditioning is used for cooling big buildings, houses, offices, entire hotels, gyms, movie theaters, factories etc. If the whole building is to be air conditioned, HVAC engineers find that putting individual units in each of the rooms is very expensive making this a better option. A central air conditioning system is comprised of a huge compressor that has the capacity to produce hundreds of tons of air conditioning. Cooling big halls, malls, huge spaces, galleries etc is usually only feasible with central conditioning units.

1.3 Company Profile

Bihar electric & refrigeration and company Jamshedpur was started in 1968 by Mr. Harilal Gupta with an initial investment of 50 thousand rupees. His visionary leadership and hard work has converted it more than a 25 crore company. The company is into

selling air conditioners, and refrigeration equipment's. The company is into selling of Oasis Brand air conditioners as well as other brands. The company is into providing annual maintenance service of more than 45 companies. The company is now headed by Mr. Rajiv Gupta (MD) and his team of 15 executives and 35 other staff. After the incoming of globalization, the company is facing severe competition with other competing brands.

PARTS OF A REFRIGERATOR AND AIR CONDITIONERS SOLD BY BIHAR ELECTRIC REFRIGERATION CO AND ITS FUNCTION:

REFRIGERATOR PARTS

COMPRESSOR: The compressor is considered the heart of the refrigeration system. It is a pump, like the heart in the circulatory system of the human body. However, the compressor only pumps vapour. The compressor has cool refrigerant entering the suction valve to fill the cylinders. This cool vapour contains the heat absorbed in the evaporator where the refrigerant was boiled and absorbed heat. The compressor pumps this heat-laden vapour to the condenser so that it can be rejected from the system. The vapour leaving the compressor can be very warm and on a bottled water cooler with a discharge of pressure of 180 psig. The discharge line at the compressor could easily be 200°F.

CONDENSER: The condenser rejects heat from the refrigeration system that the evaporator absorbed and the compressor pumped. The condenser receives the hot gas after it leaves the compressor through the discharge line and is forced into the top of the condenser coil by the compressor. The gas entering the condenser is so hot compared to the surrounding air that a heat exchange begins to take place immediately in the air. As the gas moves through the condenser, it begins to give up heat to the surrounding air which causes a drop in gas temperature. The gas keeps cooling off until it reaches the proper condensing temperature and the change of state takes place. The change of state begins slowly at first with small amounts of liquid and gets faster as the combination gas-liquid mixture moves toward the end of the condenser. When the

refrigerant gets about 90% of the way through the condenser, it becomes almost pure liquid. Bottled water coolers use a static type condenser which means that no additional parts, such as a fan motor, are used to help remove the heat from the system.

FILTER: DRIER the warm liquid moves from the condenser outlet line in the direction of the filter-drier which is a device that removes foreign matter from the refrigerant. This can be dirt, flux from soldering, filings, moisture and acid caused by moisture. The most common agents found in the filter-driers are activated alumina, molecular sieve or silica gel. The drier has a fine screen at the outlet to catch any small particles. Sunroc uses two different types of filter-driers, one for R-12 systems and one for R-134a systems.

CAPILLARY TUBE: The capillary tube is a metering device which holds back the full flow of refrigerant and is the dividing point between the high pressure and low pressure sides of the system. Sunroc Bottled Water Coolers use 5' of .026 capillary tube pre-engineered and tested to meet the capacity rating on the name plate.

C3 EVAPORATOR COIL: The evaporator absorbs heat into the system. When the refrigerant is boiled at a lower temperature than that of the substance to be cooled, it absorbs heat from the substance. In a Sunroc Bottled Water Cooler, the evaporator assembly consists of a 3 quart stainless steel can with 4 coils of 1/4" copper tubing pressed into the can for maximum heat exchange. As the liquid in these coils boils, it removes the heat from the water inside the can until the thermostat is satisfied. The evaporator coils help form a 1/2" ice ring inside the can to constantly produce cold water between 36° - 45°F. The purpose of the evaporator is to boil all of the liquid into a vapor just before the end of the coil. Once absorbed into the system, the heat is now in the refrigerant gas and drawn back to the compressor in the suction line.

COLD THERMOSTAT: the cold thermostat is a switching device used to maintain the cold water temperature in the cooling can. The thermostat operates by using a temperature sensitive gas sealed inside the thermo bulb which is attached to bellows

assembly inside the thermostat housing. As the water temperature increases, the gas expands which forces the bellows to expand causing points inside the housing to start the compressor. Once the water temperature begins to decrease, the sensitive gas will contract until the bellows shrink and separates the two contacts, cutting off the power to the compressor, thus shutting off the refrigeration systems. If for any reason the thermo bulb would become broken, allowing the sensitive gas to escape, the thermostat would fail in the open position. This would result in no refrigeration and a new thermostat would have to be installed. The cold thermostat has an external adjustment which may increase or decrease the temperature of the water approximately 8°F. Never turn thermostat to the off position (completely-counter clockwise) as this will turn of the refrigeration system altogether.

HEAT LIMITER: The heat limiter above is a device to protect the hot tank from overheating. Sunroc uses a no resettable type which is pre-set to cut out at 84°C. This type works the same as a fuse. When the hot tank reaches a predetermined temperature, the wire breaks, shutting off the power to the hot tank.

TESTING: the heat limiter is considered operative when tested positive for continuity across the spade terminals.



THE MAJOR PARTS AND FUNCTIONS IN A SPLIT AIR CONDITIONING SYSTEM COMPRESSOR:

CONDENSER COIL: OUTDOORS: A network of tubes filled with refrigerant that remove heat from the heated gas refrigerant and convert the refrigerant into a liquid form again. The excess heat escapes into the outside air.

FAN: outdoors: Pulls air through the condenser coil for heat dispersal.

EVAPORATOR COIL: indoors: A network of tubes filled with refrigerant that remove heat and moisture from the air as the refrigerant evaporates into a gas again.

AIR HANDLING UNIT: indoors: the blower and related portion of the central air conditioning system that moves air through the air ducts.

AIR FILTERS: indoors: Air filter elements trap dust, pollen, and other airborne particles as air moves through the air conditioning system. Air filters contribute to both reliable air conditioner operation and health, so we dedicated a page to them.

DRAINAGE SYSTEM AND PAN: During the normal condensation process, an air conditioner produces a significant amount of water as a by-product. In a central A/C system, there is a primary system of pipes, often made of PVC, that carry this condensate water to the outside of the building. This piping needs periodic flushing to prevent it from getting stopped up with the algae and similar growth. At a minimum, this maintenance should be done by your service company during your annual system tune-up. Your inside A/C system should have an emergency drain pan in case the primary drain lines stop up. This pan usually comes equipped with an automatic cut-off switch that turns your air conditioning system off when the pan fills up with water. Otherwise, water will run out of the pan onto your ceiling or whatever is located below it. The need to flush the drain lines is a prime example of how a little preventive maintenance can prevent a major repair.

Air conditioning with a heat pump, often shortened to “heat pump” is a combination central air conditioning and heating system. In one mode, it functions as an air conditioner. In the reverse mode, it becomes a heater. Due to their unique design and special considerations, we have given heat pumps their own page on this website.

Today’s air conditionings systems are more efficient and cost more upfront. Today’s central air conditioning systems are much more efficient than their predecessors. The industry uses a rating called SEER for central systems, which is an acronym for Seasonal Energy Efficiency Ratio. Essentially, a higher SEER rating means the air conditioner uses energy more efficiently. When other factors such as thermostat settings are kept equal, a higher SEER results in lower monthly utility bills for the owner or occupant. Central air conditioning unit rated at 13 SEER uses almost a third less electricity than a 10 SEER system. Some outside A/C units are rated at a range, such as 14/15 SEER, depending on what type of indoor equipment they are paired with. For example, if paired with a manufacturer recommended evaporator coil and a variable speed furnace or variable speed air handler; an outside unit could be rated as a 15 SEER system. Otherwise, the rating would be 14 SEER.

As you might imagine, higher efficiency A/C equipment costs more to build. Why? For one reason, more efficient condensers and evaporators contain more metal in their extra coils. Additionally, to gain higher efficiency, the systems may have more complex technology such as motor speeds and electronics. If you are buying a new air conditioner, make sure you clearly understand the relationship between higher upfront costs and lower monthly utility bills of the more efficient equipment. The Energy Guide label clearly displays the SEER rating of all new A/C equipment.

AIR CONDITIONER REPAIRS

As an air conditioning system ages, it naturally requires more repairs due to ordinary wear. Other than age, repairs usually stem from inadequate maintenance and can be divided into one of the following categories: refrigerant leaks, control or electrical component failure, drainage problems, and major component failure.

The following list shows some specific symptoms that lead to air conditioner service calls

- Air comes out the vents, but will not cool down to the thermostat setting
- No air is blowing out of the vents and your indoor thermometer reading is higher than the thermostat setting
- Unit will not run and ice is visible on the coils.
- It is cool in one part of house or building, but not the other.
- Water leaks from drain line or pan onto floor, ceiling, etc.

If your system shows one of more of these symptoms, turn the air conditioning setting to “Off” at the thermostat. Call a contractor right away for service and interim advice. Turning the system off could be especially important if parts of the A/C unit are frozen up or making unusual noises or odours. When an A/C repair company visits your location, they will usually have charges in some or all the following areas: minimum trip charge, mileage costs, parts/supplies, hourly labour, and taxes. The repair company should be able to quote standard items such as a minimum trip charge and possibly a price per pound of refrigerant, etc. However, it is not realistic to expect them to diagnose the problem or estimate a total cost over the telephone. Air conditioning contractors will often give on-site price quotes for new systems for no charge, but trips for a repair almost always involve a minimum cost. It pays in many ways to plan ahead. You can interview several air conditioning contractors at the time you choose one to do your maintenance. It’s much easier to have planned maintenance done yearly at your convenience than to call for repairs at random times of extreme temperature. Due to rising electricity costs, a well-maintained air conditioning system can easily outlive its economic life. If your system is more than about ten years old you should compare the costs and benefits of buying a new system before pumping a lot of repair money into an old one. If you are on the fence” regarding repair versus replacing your air conditioning system, you will want to talk about this fact while setting the appointment with your local HVAC company. [Internal Link to Repair vs. replacement.](#)

Size matters a great deal when purchasing a new air conditioning system. Contrary to the assumption often made, bigger is not better—when it comes to the

sizing air conditioners, its optimum for your situation that you want to achieve. The cooling capacity of an air conditioner is measured in British thermal units per hour (Btu/hr.) or in “tons”. One ton of cooling equals 12,000 Btu/hr. If you get a system with too low a tonnage rating, the system will work too hard and use too much electricity attempting to cool the air. Conversely, if you get a system with too much tonnage, the system will cycle on and off too quickly to “condition” the air properly. This results in “clammy” uncomfortable feeling cold rooms plus extra wear on certain parts of the system. Air conditioning contractors use a complex process and formula to calculate the size of equipment and design each system. Three of the major factors that affect A/C load calculations are location and climate, amount of area within in the structure to be cooled, and relationship of the structure’s “envelope” to the outside air. The cooling and heating needs of modern home can be challenging. For example, a high capacity kitchen vent hood can remove so much air from a home that it adds substantially to the cooling or heating load. Homeowners can mitigate this somewhat by minimizing use of the hood on its higher settings during the hottest or coldest months.

Within the U.S., demand for cooling and on air conditioning equipment varies greatly with location. At the extremes, the southernmost zone of the U.S. has approximately 4.8 times as many cooling hours as the northern or lowest demand zone. Factors that affect the envelope include the R Value of insulation in attic, walls, and (if applicable) under the floors, proper ventilation in the attic, whether or not radiant barriers are present, the type of windows and doors, weather stripping, caulking, and more. Some situations call for air conditioners that do not require ductwork. In the online search related portion of our research we found a substantial interest in basic information on this topic.

TYPES OF REFRIGERATORS

Refrigerators come in a variety of styles and designs, from basic to feature-rich models.

TOP FREEZER REFRIGERATORS:-Top freezer fridges are the most popular type of refrigerator as they tend to be the least expensive. Traditionally these appliances feature a freezer on top and a refrigerator at the bottom. The freezer typically makes up

about a third of the unit's total size. These fridges have a lot of room and one can easily store larger dishes. The design is familiar to most people, and these refrigerators are not as pricey as other models. However, top freezer refrigerators are not flexible when it comes to installation and they require wide, deep spaces to allow the door to fully open. Children and shorter adults may also not be able to reach items at the back of the freezer.

BOTTOM FREEZER FRIDGES:-Bottom freezer refrigerators are designed along the same lines as top freezer models, but with the freezer at the bottom. The freezer section at the bottom can be designed to open like a door or pull out like a drawer. With these models the fresh food section is at a more convenient level and one does not need to bend down to access it. While these fridges are a little more expensive than top freezer models, they are still economically priced. Similar to top freezer refrigerators, they require the same type of space for installation and are not particularly flexible. In addition, these fridges may have less packing space in the fresh food section and access to frozen foods may be less convenient than with top-freezer models.

SIDE-BY-SIDE REFRIGERATORS:-Side - by - side fridges feature refrigerator and freezer compartments that are parallel to each other, and both take up the full length of the appliance. Each compartment has a door that opens from the middle of the fridge, like the doors on a cabinet or closet. Although the refrigerator side is often slightly wider than the freezer side, both are narrower than those found in bottom freezer fridges. The narrow design is great for smaller kitchens as less space is needed for the doors to open fully. One also has easy access to both frozen and fresh foods, with a lot of freezer space. These fridges often feature extras like ice and water dispensers in the doors. Disadvantages of this design include limited space for bigger items (like frozen pizzas) and less space for fresh food items. Side-by-side models tend to be more expensive than basic fridges.

FRENCH DOOR FRIDGES:-French door fridges combine the side-by-side design with a bottom freezer. Although these refrigerators are among the most expensive models,

they give users the best of both worlds. Wide shelves in both sections mean that one has enough space to store anything from platters to pizzas. French door fridges are available in a range of designs, with some featuring three doors and others featuring four. Most models feature extras like through-the-door water and ice dispensers. These fridges are elegant and aesthetically pleasing, can hold a variety of foods, and narrow doors make for more flexible installation. Four-door models have adjustable cooling areas to deliver the best performance.

COUNTER DEPTH REFRIGERATORS:-Counter depth fridges have a shallower profile than standard depth fridges. This allows these models to blend in with built-in cupboards and cabinets for a seamless look. Although they take up less space, they generally offer less storage space. To compensate for this, some models are wider. Usually side-by-side, French door, or bottom freezer fridges are also available in this design, and they tend to be more expensive than their standard depth counterparts.

COMPACT FRIDGES:-Compact fridges are miniature versions of traditional refrigerators, and are perfect for compact spaces like dorm rooms or home offices. Most have little to no freezing capacity, with some featuring a freezing compartment inside the fridge compartment. Some designer compact fridges come with separate freezing compartments like full size fridges.

FREEZERLESS REFRIGERATORS:-A freezer less fridge does not have a freezer compartment. The entire unit is used only for cooling fresh foods. This is a great option if one has a full-sized chest freezer for frozen goods or if one does not need to freeze a lot of food.

REFRIGERATOR DRAWERS:-Refrigerated drawers are installed under one's kitchen countertop, like a dishwasher. These cooled drawers are pulled out to allow one access to fresh foods and perishables. Refrigerated drawers are often seen in luxury kitchens and are expensive. They cannot keep food frozen and are not energy efficient.

WINE AND DRINKS COOLERS:-Wine and beverage coolers are designed specifically to keep drinks cool and are sometimes known as cellars. They range from basic, compact models to elaborate, full-size refrigerators with enough space to store hundreds of bottles. Top-of-the-range models feature multi zone digital temperature regulation to keep different wines and drinks at the optimal drinking temperature.

1.4 Need for the Study

- To locate marketing & H/R policy changes to participate in globalisation
- To locate the competition that exists and to transform policy changes to be ahead of completion
- To find strategies for survival
- To locate new markets for growth
- To find ways to overcome local competitions and become price leader less price better quality products.

1.5 Scope and Significance of Study

There is importance of organizational change and accepting the key role leadership in change process, the purpose of this thesis is to explore the relationship between successful organizational change and leadership on basis of his or her two characteristics which are “Vision” and “Innovative approach”. We will try to see this relation under the light of literature review and case studies, the results will be analysed then on the basis of proposed model.

Significance

- The study will help to analyze the market demand of assembled air conditioners and refrigerators .
- The study focusses on buying of parts at lower rates , so that low priced ac and refrigerators can be manufactured .
- Locate competitors and their strategies.
- Bring change in policy making and make strategies to lead.

1.6 Objectives of the Study

- To identify the needs for sales promotion strategies.
- To identify the existing sales promotion strategies.
- To analysis the competitors sales promotional strategies.
- To compare the competitors strategies and the existing strategies.
- To suggest the best strategy to increase the sales volumes of the company.

1.7 Limitations of the Study

- To locate local competitors strategy is not very accurate.
- Sustenance and survival strategy has to be modified with time.
- New market has to be located
- Customers has to be more interacted so that they become aware regarding cost leadership.

CHAPTER 2

REVIEW OF LITERATURE

Globalization has engendered changes in all aspects of human endeavor. Therefore, everywhere, people, institutions, roles, statuses, organizations etc., are changing. Changes are therefore inevitable consequence of globalization in any organization. It has been argued that change is the very essence of the environment in which an organization operates. A change is any deviation from normal situation and its management requires special skills to weather the change. To drive home, the essence of change in organization,

Drucker (2019) identified three types of formal organizations vis-à-vis their responses to changes. They include; those that make things happen; those that watch things happen and those that wonder what happened. Hence he argued that less formal organizations are managed by change, the dynamic organizations manage change and the outstanding organizations create change themselves.

Okafor (2019) had disagreed with the change concept by arguing that changes could either be positive or negative. It is positive if it sparks off technological innovations and inventions thereby leading to better living conditions. On the other hand, it could be negative if it creates cultural lag or spark off other kinds of problems that are detrimental to human survival.

Afonja and Pearce, (2018), have mentioned in their research, that Whatever the case, change is, more often than not irresistible, irreversible and irrevocable Globalization has created changes in the socio-economic and political environments in which work organizations operate and this has in turn engendered various types of changes within work organizations themselves.

Palmer (2018) have studied the change strategy as: change simply is an alteration of an existing state or condition. According to him change in itself is neither good nor bad.

It is merely an observed difference between a past and a present.

The International Monetary Fund, IMF, (2017) defines globalization as “the growing economic interdependence of countries defines globalization as “the growing economic interdependence of countries worldwide through the increasing volume and variety of ‘cross border’ transaction in goods and services and of international capital flow and also through the more rapid and widespread diffusion of technology”.

Kwanashie (2016) defines globalization as “a process of integrating economic decision-making such as the consumption, investment and saving process all across the world. It is a process of creating a global market in which increasingly all nations are forced to participate”. The concept of *change* in relation to organization, it can be taken as a significant alteration of structure including consequences and manifestations embodied in the organizational culture and other components.

Slade, (2015) consequently examined that since 1999, anti-globalization demonstrations by the workers and other vulnerable groups in the society have escalated Change is a process that requires action and whichever way workers react to it, it has implicit and explicit implications for realization or non-realization of organizational goals and objectives. Indian work organizations are not insulated from changes emanating from globalization forces. And, since globalization presently appears irreversible, every organization in both public and private sectors must prepare its workforce in line with the frequent changes associated with globalization. Globalization has become one of the most prominent phenomena characterizing ending part of 20th century and of course has become the major force that will propel the direction of most organizational activities in the now emerged 21st century. Terms like a “global village”, “international competitiveness”, “liberalization”, “deregulation” “casualization” “downsizing” etc. have almost become universal. Against this background it useful to explore briefly the meanings of globalization.

Streeten, (2015); Isamah, (2014)have studied about globalization, which is the way it

has widened the gulf between the rich and the poor not only among the nations of the world but also within nations. While global wealth has undoubtedly increased, it has become concentrated in fewer hands and fewer countries. Consequently, while globalization has made wages continue to rise in some countries together with profits especially in the developed countries, it plays havoc with many workers lives in the developing countries.

Onyeonoru, (2005) Globalization has enriched the world scientifically and culturally. It has also benefited most nations and peoples economically. It has been argued that globalization offers enormous potential to eradicate poverty in the 21st century (UNDP, 1999; World Bank, 2003). However, globalization has produced a whole series of consequences – economic, political, cultural and environmental. Unfortunately, some of these consequences have been negative to “many developing countries, people without assets, workers with few skills, small firms, workers, women and children, those dependent on public service.

Onyeonoru, (2005)¹⁸In the past few decades, all over the world, organization environment has undergone rapid and tremendous changes largely due to globalization. Globalization has resulted in huge advances in the areas of technology. This has completely reshaped the landscape of formal organizations all over the world, the less sighted organizations operating in the same environment lost their fortunes and in some cases were faced with virtual extinction as a result of the inability to anticipate and adapt their operations to changes brought about by the latent forces of globalization in the society.

Technological Changes:

Eitzen and Maxine(2000) argued that today’s technology would permit organizations to replace many workers with machines that increase productivity and profit, hence they typically reduce labor cost whenever possible by downsizing and keeping wages and benefits as low as possible.

Nnebe (1991); Aribisala (2005) and Odulaja (2005) This type of change encompasses new products, new techniques of production, up grading of quality of labor force, the introduction of new skills and improvement in the quality of management. It also includes invention and innovation. On daily basis new plants and machinery, new tools, equipment, new procedures are emerging as a result of change. Essentially this equipment may be cost saving devices that can render some workers redundant in their workplace thus forcing management to trim down the number of workers needed to accomplish certain tasks.

Structural Changes

These consist of organizational structure, that is, system of communication, authority, work flow, planning, controlling, directing, motivating, leading etc. Moreover, alteration and modification of the structure of an organization e.g. the appointment of new Director, appointment of new Board, new Management team, are all structural changes. Expansion or reduction of departments and the creation of new departments are also included here.

Okhomina, (2006), Oritse and Ekwujuru, (2006) the change occurs in an organization when there is a new organizational structure. The focus or goal of the organization might change with a new Board, new Management Team. The goals that may change include: societal goals, output goals, system goals, product goals and derived goals.

ORGANIZATIONAL CHANGE MODELS:

Variety of models and theories exist in the literature for implementing change in organizations. We have chosen these five theories that will demonstrate the fundamental approaches to understand the nature of change process and the basis for successful change implementation.

Coch and French (1948) In order to understand impact of a change initiative and the responses from employees to it have composed four different groups which were having different levels of participation to the change process. While the first group was consciously kept away from the process in terms of why change was needed and how should it be, the last group was given a chance to participate in all activities from strategy formation, deep discussions about necessity and implementation to feedback sessions. Other two groups were also given chance to participate at certain levels but the first and the last groups which were treated completely different, were critical determinants of outcomes of the study. Not surprisingly, the first group, which was only given instructions about how they had to operate and their work under new system, performed poorly compared to pre-change period and even some of its members had quitted the job. On the other hand, last group, which was given the opportunity to participate change process, despite the initial decline in their performance; they increased their productivity in a very short period of time. Having conducted different empirical studies, Coch and French (1948) basically claimed that individuals and groups that are given the opportunity to participate in creation and development of change activities are less likely to resist in implementation than those who are kept away from these processes.

Zander (1950) explains resistance by focusing on individuals and their attitudes toward change. He perceives resistance as a type of behavior of an individual who aims to protect himself and his interests from possible impacts of the change efforts. What seems also significant in his analysis is the distinction between the causes and symptoms of resistance. Therefore, he urges manager who has to deal with resistance in change implementation to focus on causes instead of merely eliminating the symptoms of resistance. According to Zander (1950), there are six main reasons for resistance to occur in change initiatives; Ambiguity in the mind of those who will be affected by change about the nature of change.

1. Existence of diverse interpretations about the change and its impact
2. Existence of strong forces preventing individuals from changing
3. Strong top down imposition on individuals who will be influenced by change, lack of

participation

4. Existence of personal interests directing change
5. Ignorance of pre-established institutions in the group

Kurt Lewin's Three Step Model and Force-Field Theory

Lewin (1951) and became one of the most quoted theories in the field of organizational change. According to force-field theory, there are two sets of forces- drivers for change and resistance to change- in the organizations that are in opposition to each other. The situation in which drivers and resistance forces are in balance in the organization is called state of inertia. And during this process no change is possible to make. If the organization wants to change, forces for change should be more than resistance to change. Therefore, managers should concentrate on decreasing the resistance and increasing the forces for change. In order to achieve organizational change and to break the state of inertia, there are three steps: unfreezing, move, refreezing. *Unfreezing* step consists of describing current state, showing the resistance and change drivers to create awareness about the necessity for change, and setting intended end-state. The second step is *move* which refers to taking action and forcing people to participate and to involve in change process. The third step is *refreezing* that aims to stabilize the organization and to make change permanent after the process of implementation has ended.

John Kotter's Eight Step Model

Lewin (1951) As one of the pioneers in development of the concept of resistance to change, had advanced a theory, called force-field theory, focusing on resistance during the process of organizational change. Accordingly, two different types of forces are embedded in an organization. While one group of them works in favor of change, the other group opposes it. When these two groups of forces are balanced, the organization experience inertia, and in order to change this equilibrium, forces for change need to be strengthened and resisting forces should be weakened. The responsibility of managers who plan to implement change is to work towards diminishing the impact of resistance forces while on the other hand reinforcing the forces for change. The following figure

reveals the basis of Levin's (1951) force field theory in the organizational context.

Company evaluates its performance and decides to increase it by changing certain processes within organizations and it has three options. First is to increase for changes, second is to decrease forces against change and third one is to make both of them simultaneously. Successful implementation of any of these alternatives can lead organization to move level P2 and to increase its performance. While Lewin's view on change represents a dialectical approach involving opposing forces,

Lawrence (1954)²⁹, evaluated findings of the study conducted by Coch and French (1948) in Harwood Manufacturing Company in a quite different way and claimed that resistance to change in the factory resulted from different treatment towards each group which eventually damaged social status quo in the factory rather than participation. According to Lawrence (1954), the main reason for employees to perform poor and to resist change was about the loss of social status within the organization and the ignorance of their skills in the previous setting. Drawing on the empirical studies and their implications, Lawrence (1954) argued that a change initiative has different dimension namely technological and social. Therefore the outcomes of a change need to be evaluated differently by considering these two dimensions. Lawrence (1954) identified key points to consider for managers those who have to manage a change process and to deal with resistance.

1. Managers need to take the interests of employees into consideration during implementation.
2. Managers should communicate with employees to make them understand the meaning of change.
3. An alternative approach to resistance can be guiding because not all employees resist change in the same way, differences between staffs and department have to be considered.
4. New job definition can facilitate generation and implementation of new ideas.
5. Managers have to recognize their role in providing communication with the staff at different levels to achieve successful implementation.

Resistance to change has always been conceived as a significant obstacle for

organization those need to shift their direction and it is usually tried to be handled by tactics that perceive issue of change and resistance from a managerial point of view.

Carnall (1991) has developed an alternative model for organizational change and revealed that how managerial skills affect the change process and the success rate of change implementation in organizational level. He puts his model on the basis that the level of managerial skills in areas, such as managing transition, organizational culture and organizational politics, are fundamental determinants of effective management of change process. Through achieving organizational change and learning, the level of management skills of internal and external pressures for change, will allow the creation of suitable environment for creativity, risk-taking, learning, rebuilding, self-esteem and performance within organizations.

Carnell's (1991) change management model has been built by Nadler and Tushman (1997). It is called congruence model and has been based on the understanding the factors that have impact on the success of change process. According to congruence model, an organization is a system (organism) that consisted of sub-systems, which sort out and translate the changes from external environment. As a system, organization diagnoses the inputs both from internal and external change drivers; puts them into the transformation process of an organization and acquires outputs that can be used in three levels; individual, team and total. Sub-systems are the components of the transformation process, which are not independent from each other.

Hammer & Champy, (1993)³² have studied that the rate of fail in organizational formation has been fifty to seventy per cent. Although this high percentage, which indicates the large number of organizations that are unable to realize their change plans, has attracted the attention of those who are interested in the topic i.e. researchers, consultants, academicians, managers, complex nature of the activity of transforming an organization makes it difficult to construct a perfect solution or a plan that can be valid in different contexts for achieving intended outcomes. One may list various causes for the failures experienced in implementation processes but resistance

to change is more likely to be described as one of the most widespread ones. Even though the concept of resistance to change is not a new one, no consensus about its content and the ways it is experienced has existed among the researchers who have studied it. In the following section, we will review the concept of resistance to change from the perspectives of some influential researchers in this field.

Although resistance has been usually conceived as an impediment to change, significant number of arguments which emphasize the positive role of resistance have been existed in literature. There have been a lot of books and scientific papers in the literature, and many of them have approached the issue from different perspectives. Therefore, to prevent repetition, we find it appropriate to review authors who have contributed to literature by representing each of these different perspectives in terms of resistance to change. Since the core concept of this review section is —resistance to change, it is necessary to look at existing definitions of resistance in the organizational context.

Kotter, (1995) Kotter's Eight Step model is another practical and useful model for the managers, which intend to transform the organization through the change process. It was constructed by Kotter as a result of his experiences as a consultant. After analyzing his own consultancy experiences, he has identified eight steps that need to be followed for successful change management and these steps are mainly focused on improving communication during the change process.

- 1. Create sense of urgency:** analyze the competitive environment by foreseeing future threats and opportunity; and aware and activate the organizational sources for the urgency of change.
- 2. Form a powerful coalition:** establish power managerial team for leading change.
- 3. Create a vision for change:** build clear vision for effective perception of the change ideas among employees.
- 4. Communicate the vision:** the communication is the key part for the success of change, thus build functioning communicative tools to full perception of vision.
- 5. Getting rid of obstacles:** taking care of the resistance factors by empowering the

people that can execute your vision.

6. Create short-term wins: plan for short-term success and reward people to increase motivation.

7. Build on change: Consolidation of the change for promoting new products and changes.

8. Institutionalize new approaches: make sure that organization will ready for upcoming changes.

It can be concluded that the communication is the key factor for successful change.

Kotter (1995) focuses on the importance of creating clear and realistic visions with an appropriate change team. Through the direction of the eight steps, vision, ideas, achievements and failures should be communicated intensively by the empowered people within the organization. It is emphasized that communication possesses a vital importance during the process and we think that his model and its emphasis on intense communication can also be beneficial for managing resistant behaviors of employees.

According to **Strebel (1996)** success of a change initiative lies within the ability of managers to revise these personal compacts in an appropriate way. What he has suggested for managers are first to draw the attention of their employees to the urgency of change, secondly managers need to start up a new process in which new characteristics of personal compacts can be grasped and idea of change is understood by employees. Finally, they need to obtain commitments of employees to the new strategic goal by using revised personal compacts. The approaches which explain resistant behaviors of employees have varied substantially in accordance with the researchers 'point of views. The issues such as organizational dynamics, relations between managers and employees, and perception of change are some of the most referred ones to identify the roots and symptoms of resistant behaviors. In addition to these views, Kegan and Lahey (2001), explain employee resistance to change by relying on individual psychologies. Although they recognize the resistance as a quintessential human response to protect status quo, they emphasize the importance of understanding sources of resistance to cope with it. The core concept of their study is

— competing commitments^{ll} which refers to two opposing motivation embedded in the minds of people.

Nadler and Tushman (1997) propose that all four components of transformation process should be managed at the same time by managers. The sources of resistance to change process can be resulted from the management, which ignores to consider all these for sub-systems and the interaction among them. If one plans to introduce a change programs on the formal organization, the other sub-systems should be put into the consideration; such as the compatibility of the people and to the work of organization.

Interaction and dependency among sub-systems through the transformation process are fundamental for the success of change management process. Each organization has unique features for change process according to the characteristic of the interaction among sub-systems. Sub-systems are described as follows:

The work: This is the daily activities of individuals in the organization.

The people: Personality (backgrounds), capabilities and expectation of people working in the organization can be put in this part.

The formal organization: This is the organizational structures, policies and systems organized in formally; written rules.

The informal organization: This means the emerging structures, systems and norms among the interaction of individuals throughout the time. These are unwritten rules and power structure of the organization.

They also describe that inputs are obtained from both external and internal sources, and they are turned into the outputs, which are the results of the transformation processes, namely activities, behaviors and performance.

Senge (1999)³⁷ it is mainly concerned by the sustainability of change. Systematic view believes that like nature, organizations consist of systems that put them into status quo with the forces of systems balancing processes. The reason behind why the most of change attempts have not resulted in success does not always stem from the

managerial mistakes. The prevailing balance process of the systems within the organizations, which the managers are not always able to recognize or manage, also plays an important role in these failures. The systematic change in organizations refers to sustainable change, which is expected to be realized in a gradual manner. To load higher hopes and results to the change initiatives carries high possibility of being unsuccessful.

The study revealed some points for managers or change agents in order to increase the rate of success:

1. Start from the small part of change instead of whole systems.
2. Make growth them regularly.
3. Plan your action not for whole systems, but for small intended change initiatives.
4. Be ready for the challenges.

Piderit (2000) has classified the existing definitions in the literature by considering three main dimensions. Firstly she looks at descriptions which see resistance as a behavior, similar to definitions made by Zander (1950), Folger and Skarlicki (1999). Resistance is defined as either taking action against change or being passive to respond it (Brower&Abalofia, 1995). Parallel to this, Ash forth and Mael (1998) define resistance as “intentional acts of commission (defiance) or omission (cited in Piderit, 2000, p.785). Secondly, some researchers pay attention to emotional factors as sources of resistance.

Piderit (2000) illustrates this tendency with Watson (1982), who defines resistance simply as reluctance of employees. Alternatively, Bartlem and Locke (1981), who evaluates the study of French (1948), argue that, participation which was a key concept in this case study, plays a critical in providing employees with necessary motivation to adopt new ways of working.

According to **Kegan and Lahey (2001)**, these commitments prevent individuals from achieving their goals. While employees usually seem to understand suggested change initiatives, the hidden beliefs that they have conflict with the idea of change and

therefore hinder implementation.

Kegan and Lahey (2001) compare the role of a manager to psychologists' and expect managers to disclose the employees 'hidden beliefs to execute change efficiently. .

Cameron and Green, (2004) have studied that , the congruence model is important in terms of showing the close relation between the organizational system and management and the possible sources of resistance for successful change implementation. The point that needs to be considered has been that the lack of congruence among sub-systems creates potential sources for resistance to change process. Critiques of this model claim that this model has a much more focus on the problems instead of solutions and therefore it was seen as incapable of producing sufficient solutions to existing problems.

Kreitner (2004) also approaches the resistance by focusing on possible reactions from employees and provides managers with a framework to apply in dealing with resistance. He basically identifies three different stages in a change process. First one is called unrealistic optimism and it refers to the situation that when managers present the new strategy it usually creates a sense of optimism. Managers tend to describe the idea of change as a quite unique way of doing their business that can contribute development of organization. Second stage, contrary to first one, is a process whereby individuals start to realize that the initial idea is not as good and realistic as it is presented and they are likely to be shocked and disrupted by actual conditions. Having experienced this decline in employee's attitudes toward change, probability to face resistance increases.

Kreitner (2004)⁴³ argues that through managerial effort organization can move to the third stage which is labeled as constructive direction in which employees are expected to understand the difficulty of achieving new targets but at the same time they tend to commit their energy to follow this new direction.

During these three stages process;

Kreitner (2004) defines key points in employee's attitudes and in their perception of the

change. Employees, who are negative towards change either because of fear or dislike, tend to evaluate idea at the very beginning as useless and completely wrong.

Kreitner (2004) encourages managers to act as a role model for their subordinates and to try to clarify any type of misunderstanding about the content of idea. Thanks to these efforts, there can be improvement in the attitudes of employees but it is more likely to be temporary. They seem to agree upon the idea whereas they do not necessarily believe its applicability. Then next stage, point 3 in the figure, is described as the moment when individuals experience a growing self-doubt about their capabilities and the requirements of task, and they tend to lose their motivation.

Literature on Competitive Advantage:

“Competitive advantage is at the heart of a firm’s performance in competitive markets. After several decades of vigorous expansion and prosperity, however, many firms lost sight of competitive advantage in their scramble for growth and pursuit of diversification. Today the importance of competitive advantage could hardly be greater. Firms throughout the world face slower growth as well as domestic and global competitors that are no longer acting as if the expanding pie were big enough for all.”

Penrose (1959) ⁴⁴referred to competitive advantage in several places.

Ansoff (1965) ⁴⁵also used the term, but only in such a way as to describe what a firm needed to compete effectively; it was but one of four strategy components.

Ackoff (1970) and Andrews (1971) ⁴⁶, specific firm strengths and weaknesses were identified, but not expressed in the overarching framework of competitive advantage. Interestingly, Michael Porter, writing in Harvard Business Review in 1979, did not mention competitive advantage at all, still describing strategy as a matter of positioning companies in relation to the five forces (Porter, 1979). His book ‘Competitive Advantage’, published in 1985, seems to have introduced the term in its current usage

(he made no reference to previous authors, suggesting no direct lineage). In the preface he claimed that his earlier book 'Competitive Strategy' had 'described three generic strategies for achieving competitive advantage' (Porter, 1985: xv). In fact, 'Competitive Strategy' (Porter, 1980) never actually used the term. In the two books, a virtually identical diagram entitled 'Three Generic Strategies' shows the x-axis as 'strategic advantage' in Porter (1980: 39) and 'competitive advantage' in Porter (1985: 13).

The term almost certainly emerged as an analogue to the concept of comparative advantage – the theory that explains the goods that a nation imports and exports in terms of its differential resource endowments. Comparative advantage was a familiar term in economics. Though 'Competitive Advantage' is now often seen as an orthodox work rooted in industrial organization economics; it can also be seen as radical. Along with its predecessor 'Competitive Strategy', the book paved the way for a discussion of competitive outcomes which were not conducted solely in terms of choice of industry, industry structure (the structure conduct performance model), or in portfolio effects (such as the BCG model). There is no doubt strategy and planning texts of the 1960s and 70s are rather light on their treatment of competition compared with current ones.

Michael Porter's book (Porter, 1985: xv) ⁴⁷, 'Competitive Advantage' whetting our appetites to find out some more about this thing – competitive advantage – that is so important. Attempting an elucidation of this important concept, a few pages later we read that 'Competitive advantage grows fundamentally out of the value a firm is able to create for its buyers that exceeds the firm's cost of creating it' (Porter, 1985: 3). So competitive advantage is somehow correlated with value added, but the question remains, what exactly is competitive advantage? We learn that it can be created through cost leadership or differentiation, but competitive advantage is never defined as such, though there are several allusions to its meaning. The secret of success, we are repeatedly told, is competitive advantage, but he never manages to define it in any other way than as the quality that brings about success. Here, at the heart of a classic strategy to me is a tautology. The circularity is breath-taking. And yet, despite this, we all talk about competitive advantage. It trips off the tongue in our conversations and we all use the term in papers, books and reports. It is hard to imagine a discussion over

strategy being conducted without at least some recourse to this term. This is true for academics (including critical theorists (e.g. Palmer and Hardy, 2000: 155; Alvesson and Willmott, 1996: 129)), managers and consultants alike. As Porter remarks with evident pride in the introduction to the revised edition of 'Competitive Advantage', 'the phrases competitive advantage and sustainable competitive advantage have become commonplace' (Porter, 1998: xvii).

Porter's recipes for achieving competitive advantage were highly prescriptive. He asserted that firms could achieve competitive advantage through either cost leadership or differentiation, and he advised firms to avoid being 'stuck in the middle'. These formulae have been widely discredited. For example, Knights (1992) reported on research in a financial services firm. He found the model difficult to follow in practice because costs of a firm's own operations, let alone competitors, are not calculable, and products are easily imitated.

Pitelis and Taylor (1996) argued that a value for money strategy was becoming a preferred strategy for corporate success despite –or indeed because – it is one of being stuck in the middle. We can conclude that Porter's specific recommendations for achieving competitive advantage are deficient. But the purpose of this paper is not to critique the various prescriptions in the literature for how to generate different types of competitive advantage. Rather, it is to problematize the concept itself. Given the centrality of competitive advantage to strategy discourse, I believe that the concept is in urgent need of critical appraisal. Furthermore, such an appraisal leads to a range of critical explorations of competition and strategy.

Despite its current usage, competitive advantage is a comparatively recent concept. Until the late-1980s, strategy discourse was conducted largely with only sporadic use of the term. Looking back at the strategy textbooks of the time.

Johnson and Scholes' widely used textbook (Johnson and Scholes, 1999)⁴⁸ contains a glossary which defines competitive strategy as 'the basis on which a SBU might achieve competitive advantage in its market', but does not elaborate on the meaning of competitive advantage. In these definitions of strategy, competitive

advantage means nothing more than success.

Hunt (2000: 68)⁴⁹ states that 'modern business strategy maintains (1) that the strategic imperative of a firm should be sustained, superior financial performance and (2) the belief that this goal can be achieved through a sustainable competitive advantage in the marketplace'. Strategy texts tend not to define competitive advantage, even though they use the term liberally.

Barney (1991)⁵⁰ suggested that the resources that are scarce and valuable at the same time can create competitive advantage, and if these resources are also difficult to duplicate, substitute and hard to deliver, they can sustain the advantage. Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, such as high grade ores or inexpensive power, or access to highly trained and skilled personnel human resources. It signifies the competitive advantage as the ability to stay ahead of present or potential competition, thus superior performance reached through competitive advantage will ensure market leadership. Also it provides the understanding that resources held by a firm and the business strategy will have a profound impact on generating competitive advantage.

Hay and Williamson (1991: 42) do define the term. For them, it is a 'deceptively simple idea of assessing a company's capabilities and market position by how they give it advantage relative to competitors'. Having claimed simplicity, they then note that competitive advantages are ephemeral and only worth as much as the value that the market places on them.

Barney (1991: 99) uses as a working definition that 'a firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by and current or potential competitors'. This definition has the same problem of circularity as that which befalls Porter.

Kay (1993) asserting that competitive advantage can be measured: 'The strength of Glaxo's competitive advantage can be measured by looking at the ratio of added value to the firm's gross or net output' (Kay, 1993: 24). Kay makes a direct link between competitive advantage and the value added that can be calculated from annual reports. Porter's work and that of other members of the Business Policy Group at the Harvard Business School has been described by Mint berg et al (1998) as adhering to the 'design school'. Mint berg's critiques of the design school have questioned many of its tenets, as have many papers associated with critical management. However, the essential identity between strategy and the search for competitive advantage as laid out by Porter seems to have been largely or universally accepted by strategy authors, even where they have explicitly disagreed with Porter's work and the design school more generally.

The framing of competitive advantage in terms of a possession relationship is not neutral. It implies tangibility, as if competitive advantages can be objectively observed. It is also a short step from the idea that competitive advantage can be possessed to the idea that it can be purposefully created or acquired. Much strategy literature purports to be about how to create or acquire advantages. At one extreme Porter gives prescriptions whereas at the other Hamel and Prahalad (1994) cite the case of Komatsu to describe more organic process by which competitive advantage can be built through a series of corporate challenges.

The internal sources of competitive advantage cover a wide range of areas. The important competitive advantages behind an organization are not merely determined by its external factors. The internal sources of competitive advantage of a firm have been considered as crucial factors to success. The research looks at the extensive literature in relation to competitive advantage. The formation of main theories in literature review was illustrated by the concepts of competitive advantages through proper management action when managing the structure, process, culture and people of an organization. Therefore, the aim of competitive advantage recognition is connect with resources, capabilities and core competencies of the organization. By means of exploring and understanding the theories in literature review, to underpin the research.

A competitive advantage exists when the firm is able to deliver the same benefits as

competitors but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage). Competitive advantage is a theory that seeks to address some of the criticisms of comparative advantage. Competitive advantage theory suggests that states and businesses should pursue policies that create high-quality goods to sell at high prices in the market.

Porter (1995)⁵⁴ emphasizes productivity growth as the focus of national strategies. Competitive advantage rests on the notion that cheap labor is ubiquitous and natural resources are not necessary for a good economy.

Mose, (2010)⁵⁵ Differentiation strategy is usually developed around many characteristics such as product quality, technology and innovativeness, reliability, brand image, firm reputation, durability, and customer service, which must be difficult for rivals to imitate. A firm implementing a differentiation strategy is able to achieve a competitive advantage over its rivals because of its ability to create entry barriers to potential entrants by building customer and brand loyalty through quality offerings, advertising and marketing techniques. Thus, a firm that implements a differentiation strategy enjoys the benefit of price-inelastic demand for its product or service.

Harmsen, Grunert, and Declerck, (2000)⁵⁶. Process innovation refers to new processes which either reduce the cost of production or enable the production of new products.

Dasgupta, Sahay, and Gupta, (2009)⁵⁷ In spite of the increasing importance of innovation and the role played by technological capabilities in a firm's growth trajectory, little is known how technological innovation in different organizations is driven by their technology strategy, the plan that guides the accumulation and deployment of technological resources and capabilities. That is, the most innovative firms engage in a continual search for better products, services, and ways of doing things. They try to continuously upgrade their internal capabilities and other resources. Aggregate innovative capacity of a nation is derived from the collective innovative capacity of its

firms. The more innovative firms a nation has, the stronger that nation's competitive advantage. Innovation also promotes productivity, the value of the output produced by a unit of labor or capital. The more productive a company is, the more efficiently it uses its resources.

Globalization Is the process of international integration arising from the interchange of world views, products, ideas and other aspects of culture.¹²Advances in transportation and telecommunications infrastructure, including the rise of the telegraph and its posterity the Internet, are major factors in globalization, generating further interdependence of economic and cultural activities. Roland, professor of sociology at University of Aberdeen, an early writer in the field, defined globalization in 1992 as...the compression of the world and the intensification of the consciousness of the world as a whole.³Sociologists Martin AL brow and Elizabeth King define globalization as...all those processes by which the peoples of the world are incorporated into a single world society. In *The Consequences of Modernity*, Anthony Giddens uses the following definition:

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Keeping in mind the nature of data required for the study, simple random sampling technique will be used. The respondent for the survey will be selected from various sections/departments of Bihar electric and refrigeration and company Jamshedpur.

3.2 Sampling Technique The following tools and techniques were used to test the factors related to face the completion and challenges in the global steel market through using SPSS-21 Software.

- Correlation (Cross matrix)

- Descriptive statistics

- Cross fact oral measurement

- ANOVAs

Different changes required to respond to globalization are proposed with the support of relevant and extensive literature review. The changes or reformation proposed in the present work is– Leadership Skills.

A questionnaire was set for respondents of Bihar electric & refrigeration and company Jamshedpur which was pre-tested and latter on it was tested for its reliability and validity of scores.

Sampling Frame: In this study, it constitutes the database of employees of both operations. Executive and non- executive cadre of Bihar electric and refrigeration and company Jamshedpur.

Sampling Unit: In this study, the sampling unit is one employee of Bihar electric and refrigeration and company Jamshedpur.

Sampling Method: It will be stratified random sampling from total employees of Bihar electric and refrigeration and company Jamshedpur.

Sample unit: Each individual of Bihar electric and refrigeration and company was taken as one unit

3.3 Sources of Data

The Primary data is collected from Interviews which have been done personally visiting the various departments and Questionnaire has been collected through mail, post or by personal interview. Whereas the Secondary data is collected from the secondary sources such as newspapers, Journals, Annual Reports, corporate Reports Broachers and websites of the various steel companies.

Sources: Bihar electric and refrigeration and company Jamshedpur

3.4 Structure of Questionnaire

The Primary data has been collected by administering a structured questionnaire and also same via direct mail to the employees and Open Ended Unstructured Interview Schedule.

3.5 Sample Size

The sample size was so selected that it is adequate enough to represent the whole population, and also give the true picture. The total sample size is taken from the members of 15 from Executive and 135 from Non- Executive.

3.6 Period of study: 30 days

3.7 Hypothesis framed

1. Local air conditioners & refrigerators are lost effective.
2. HR and marketing policy has to be effective to sale more.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Different changes required to respond to globalization are proposed with the support of relevant and extensive literature review. The changes or reformation proposed in the present work are – Leadership Skills, The consequence of these changes can be viewed as the company being more competitive to meet the Global standard in terms of cost and quality and converge as a market leader and sustain. So, to measure this the interpretations has been prepared through a valid questionnaire and responses from 15 executive and 135 non-executive to a total of 150 responses have been collected and have been measured through statistical tools and techniques like , descriptive statistics, Anova , regression analysis and bi-variate analysis . The questions were framed in Likert scale assigning the values like i.e. Strongly Agree (1) , Agree (2) Disagree (3) , Strongly Disagree (4) Undecided (5). So lower values indicate more significant to the response.

INTERPRETATION OF RESULTS:

Table-4.1: Cross tabulation of Age and Cadre of the respondents

Cadre	Age in Years					Total
	Below 25	25-35	35-45	45-55	Above 55 yrs.	
Executive	2	3	5	4	1	15
Non-Executive	20	50	30	20	15	135
Total	22	53	35	24	16	150

The descriptive table(table-4.1) reported the results of respondents (sample) and the age has been categorized in to five types as below 25 years , 25-35 years ,35-45 years ,45-55 years and above 55 years as in Bihar refrigeration and company ,

maximum employees are in the age group of 35-55 i.e. 13 has been taken as sample followed by above 55 years . Employees are taken from executive cadre and Non-Executive cadre. The executive cadre really shows their leadership towards the achievement. For this 150 respondents have been taken in this sample For this analysis, the following major variables have been taken to measure the relation effect and identified factors to meet the changes in the adjustment trend of Bihar electric & refrigeration and company Jamshedpur.

1. Leadership Skills: Leadership interview questions focus on exploring and evaluating recognized leadership competencies. It consists of nine questions.

V1.Leadership style ids amicable

V2.Values and ethics demonstrated as a leader

V3.Innovative solution that are being developed to a non-traditional problem

V4.Time when the going got really tough, the staffs build morale

V5.Conflict situations means disagreement that you personally face

V6.Leader persuade employees to follow your strategic vision for the organization

V7Most significant change you brought about in an organization and to identify your style of leadership

V8.Employees wants to be a part of the decision-making process.

V9.In complex situations, leaders let subordinates work problems out on their own.

Table- 4.2: Descriptive results of Leadership

		No. of respondents	Mean Score	Std. Deviation	Std. Error
V1	Executive	15	2.961	1.19	.0798
	Non-Executive	135	2.853	1.30	.1495
	Total	150	2.935	1.22	.0705
V2	Executive	15	1.855	.95	.0637
	Non-Executive	135	1.488	.70	.0805

	Total	150	1.762	.90	.0525
V3	Executive	15	3.565	1.45	.0975
	Non-Executive	135	3.512	1.44	.1659
	Total	150	3.545	1.45	.0839
V4	Executive	15	1.901	1.18	.0791
	Non-Executive	135	1.710	1.00	.1151
	Total	150	1.852	1.14	.0659
V5	Executive	15	1.654	.88	.0590
	Non-Executive	135	1.381	.89	.1025
	Total	150	1.585	.89	.0515
V6	Executive	15	3.641	1.57	.1051
	Non-Executive	135	2.565	1.56	.1790
	Total	150	3.367	1.63	.0944
V7	Executive	15	2.609	1.28	.0858
	Non-Executive	135	1.723	1.17	.1345
	Total	150	2.384	1.31	.0758
V8	Executive	15	1.443	.91	.0614
	Non-Executive	135	1.276	.60	.0690
	Total	150	1.401	.85	.0492
V9	Executive	15	2.026	1.40	.0940
	Non-Executive	135	2.250	1.44	.1655
	Total	150	2.083	1.41	.0818

Source: Own Compilation

Table-4.2 indicates the descriptive analysis of the “Leadership Style” between the two category of employee i.e. Executive cadre and Non-Executive cadre. This

descriptive statistics indicate the mean scoring of the total responses with total scores in each variable. I.e. questions. As lower value indicate more significant , it is taken as most reliable to the cause .Here the result indicate in the table shows better on V2,V4,V5 and V8 as the values are below than average score .So it is concluded that the Values and ethics demonstrated as a leader are more prominent , Time when the going got really tough, the staff build morale to combat with depression, Conflict situations means disagreement that the staff personally face and Employees want to be a part of the decision-making process . That means leadership style is quite satisfactory except some conflicting situations.

Table- 4.3 indicate the Anova of the factor variable i.e. Leadership. Leadership sometimes can be challenged as total HR depends upon the simple variable. Best leader produce best output. Employees are convinced, motivated for work. So here, nine variables have been measured to find out the significant variance in between the two group of resources i.e. Executive and Non-executive group. Sometimes there exist some deference of opinion between the groups and these values are identified from the descriptive test.

The variable named as V2, V4, V5, V7 and V8 indicate significant as P indicate less than 0.05 is significant. Further, in between the two groups of HR, no difference of opinion on leadership arises on V2i.e. Values and ethics demonstrated as a leader, V4, i.e. Time when the going got really tough, the staff build morale V5.i.e. Conflict situations mean disagreement that you personally face, V7 i.e. most significant change you brought about in an organization and to identify your style of leadership and V8. I.e. Employees want to be a part of the decision-making process. But in other five variables indicate insignificant. So, it is concluded that, leadership style may be taken positively in the resource pattern of Bihar electric and refrigeration company and better productivity can be expected by solving the identified problems

Table-4.3.. ANOVA of Leadership

		Sum of Squares	df	Mean Square	F	P≤0.05
V1	Between Groups	.672	1	.672	.450	.503
	Within Groups	443.121	297	1.492		
	Total	443.793	298			
V2	Between Groups	7.746	1	7.746	9.650	.001
	Within Groups	238.395	297	.803		
	Total	246.140	298			
V3	Between Groups	.127	1	.127	.060	.806
	Within Groups	627.920	297	2.114		
	Total	628.047	298			
V4	Between Groups	2.064	1	2.064	1.590	.008
	Within Groups	385.461	297	1.298		
	Total	387.525	298			
V5	Between Groups	4.228	1	4.228	5.405	.021
	Within Groups	232.347	297	.782		
	Total	236.575	298			
V6	Between Groups	1.593	1	1.593	2.208	.138
	Within Groups	214.247	297	.721		
	Total	215.839	298			
V7	Between Groups	44.514	1	44.514	28.234	.000
	Within Groups	468.256	297	1.577		
	Total	512.769	298			
V8	Between Groups	65.560	1	65.560	26.674	.000
	Within Groups	729.972	297	2.458		

	Total	795.532	298			
V9	Between Groups	2.821	1	2.821	1.410	.236
	Within Groups	594.089	297	2.000		
	Total	596.910	298			

Source: Source: Own Compilation

Table-4.4 : Correlations matrix of variables under leadership

		V1	V2	V3	V4	V5	V6	V7	V8	V9
V1	Correlation	1								
	Sig.									
V2	Correlation	.086	1							
	Sig.	.137								
V3	Correlation	-.037	-.099	1						
	Sig.	.523	.086							
V4	Correlation	.090	.581*	-.111	1					
	Sig.	.122	.043	.055						
V5	Correlation	.022	.869*	-.124*	.207**	1				
	Sig.	.705	.037	.031	.000					
V6	Correlation	.005	.124*	-.084	.237**	.079	1			
	Sig.	.928	.033	.149	.000	.175				
V7	Correlation	.055	.310**	-.071	.567*	.280	.276**	1		
	Sig.	.342	.000	.223	.000	.070	.000			

V8	Correlation	.182**	.393**	-.067	.698*	.331	-.078	.344**	1	
	Sig.	.002	.000	.248	.000	.55	.181	.000		
V9	Correlation	.085	-.050	-.083	.039	.054	.139*	.149**	.053	1
	Sig.	.144	.391	.153	.503	.350	.016	.010	.357	

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own Compilation

Table—4.4. reported the correlation matrix of “Leadership” and its Nine associated independent variables ,The coefficient of V1 is somehow correlated significantly with V8 i.e. .182 at 99 percent significance level , where as V2 is positively and significantly correlated with V4,V5,V7 and V8 with 0.581,0.869,0.310 and 0.393 respectively at both 95 percent and 99 percent significance level . So it indicates the relation of four variables that makes a significant relation with Leadership style of the company. The other variables have not represented any significant result or contribution to any change of “leadership” with the company. But company may look forward to elevate the standard of leadership.

Contributions

Organizational and leadership change is not only important but also is a demand of time, our research work may contribute to better understand the role of leadership, competencies and capabilities, while addressing the issue of organizational change. Our work may also inspire the companies and organizations to think about the qualities of “Vision” and “Innovative Approach” in a leader, which may lead organizations to change and manage better.

Further Research:

In the modern theories and research deny this statement strongly, by arguing that it will

be not wise to wait for these accidents. Innovation can also happen by managing it. Likewise, it is a big debate now some days that leaders born or made? Different scholars have different views over the matters. If we go with the theory that leader can be produced, then it will be the interesting area for researchers that how to produce visionary leaders, who can bring in desired changes.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings of the Study

1. Leader can be produced, and then it will be the interesting area for researchers that how to produce visionary leaders, who can bring in desired changes.
2. Effective leadership is essential in managing change and change is the only method to sustain the organization in the current business environment.
3. A good culture in the organization not only provides a good working environment for their employees, but also gives a sense of belonging to the employees and increases the commitment of employees to continue working in the organization.
4. Innovative ideas will be produced when leadership motivates the employees to communicate with each other and share their thoughts with each other.
5. When an organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, then any organisation can sustain and improve.

5.2 Suggestions

1. Leadership style should be amicable
2. Values and ethics demonstrated as a leader should lead to organisational success
3. Innovative solution that are being developed to a non-traditional problem should be analysed and implemented.
4. Time when the going got really tough, the staffs build morale to achieve sales.
5. Conflict situations means disagreement that you personally face
6. Leader should persuade employees to follow leadership strategic vision for the organization.

7 Most significant change you brought about in an organization and to identify your style of leadership

8. Employees want to be a part of the decision-making process.

9. In complex situations, leaders let subordinates work problems out on their own.

7 Most significant change you brought about in an organization and to identify your style of leadership

8. Employees want to be a part of the decision-making process.

9. In complex situations, leaders let subordinates work problems out on their own.

5.3 Conclusion

Effective leadership is essential in managing change and change is the only method to sustain the organization in the current business environment. As usual, change is hard for people, people will feel uncomfortable because of change and even sometimes deny the change, continue as they are and be eliminated by the society. Leadership can be a factor to continuously help people change for better. A good culture in the organization not only provides a good working environment for their employees, but also gives a sense of belonging to the employees and increases the commitment of employees to continue working in the organization. Innovative ideas will be produced when leadership motivates the employees to communicate with each other and share their thoughts with each other. When an organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, then any organisation can sustain and improve.

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