AN EMPIRICAL STUDY ON EMPLOYEES’ ACUITY TOWARDS ORGANISATIONAL CHANGE AT B.H.E.L, TRICHY

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ABSTRACT

When change occurs in any part of the organization, it disturbs the old equilibrium necessitating the development of a new equilibrium. The type of equilibrium depends on the degree of change and its impact on the organization. A study on attitudes of employees towards organizational change at B.H.E.L. Trichy was conducted to study the perception of the employees on change situations, to study the level of acceptance of new roles and responsibilities by the employees, to assess the level of technological changes introduced and employee’s perception towards it. The descriptive-cum-diagnostic study has been adopted for the study. The universe of the study included 245 respondents. Random sampling method was applied with the sample of 50 respondents. Both primary and secondary data for the study were collected. The primary data collected was with the help of the questionnaire and the secondary data was collected from the books, journals, magazines and from unpublished dissertations. To analyze the data the statistical tools like Chi-Square test $\chi^2$ and Karl Pearson’s correlation co-efficient were used. It was found from the study that there was no significant association between educational qualification of the respondents and the dimensions of organizational change. The respondent’s professional training and the trade union membership did not have a significant association with organizational change. As change is inevitable and attitudes are important in determining the response to change and employee’s perception about the likely impact of change depends upon his attitudes, the study can be done to any type of organization to understand the attitudes and perception of employees’ towards change.

Key words: Technology, introduction of new systems, increased level of responsibility, changes in duties, increased level of work, attitudes towards change.
INTRODUCTION

In a dynamic society surrounding today’s organization, the question of whether change will occur is no longer relevant. Change is inevitable in a progressive culture. Now, the issue is how managers cope with the inevitable barrage of change that confronts them daily in attempting to keep their organization viable and current. Organizations that do not adopt to change find it difficult or even impossible to survive. Organizations are trying to adapt to the change with devasting rate of internal and external changes with the help of some fundamental changes in the management philosophy and organizational technology. Change refers to and alteration in a system whether physical, biological or social. Keith Davis (1997) explains the nature of work change by experimenting with an air filled balloon. Equilibrium in an organization means that people learn to expect various relationships within their working surroundings. It can be said that when equilibrium of its social relationships within their working surroundings. The essence is that change requires new adjustments and new equilibrium. The nature of work change is so complicated that the management should gain acceptance for the change and restore the group equilibrium and personal adjustment that change upsets.

Organizational change has become a challenging phenomenon which high lights the inter-relationships of a variety of internal structures and sub structures that cumulatively land faces the process of organizational dynamics, this study is a modest attempt to identify major determinants of organizational change and to assess the extent of its influence in the minds of the employees of the organization who face threat on account of the introduction of change. Also the various aspects of organization change based on few variables which can be identified in the organizational systems which is the structural variable human variable and the risk variable. The perception of persons in the organization on the concept of change is measured.

NEED AND IMPORTANCE OF THE STUDY

Established in the late 50’s, Bharat Heavy Electricals Limited (B.H.E.L) is, today a name to reckon with the industrial world. It is the largest engineering and manufacturing enterprise of its kind in India and one of the leading international companies in the power field. The greatest strength of BHEL is its highly skilled and committed people. Every employee is given an equal opportunity to develop himself and improve its position. Continuous training and retraining, career planning, a positive work culture and participative style of management have engendered development of a committed and motivated work force leading to enhanced productivity and higher levels of quality. B.H.E.L - Trichy unit has started its collaboration from M.S.Soda exports of Checkoslovakia to meet the increasing power needs of the country as one of the manufacturing divisions of B.H.E.L. At B.H.E.L. Trichy, every system is tuned towards servicing the customer.

There is a dramatic change in global business in organizations and in response to that organizations have planned to implement changes to cope with it. Irrespective of the size, place, and process organizations constantly underwent and undergo changes. To facilitate major changes, the organization must be proactive and must have knowledge and experience about strategies and reactions to such change. Change in any organization must be positioned and seen as a part of continuous business as usual process in the context of other changes,
planned or in progress. Progress of change initiatives must be tracked which proactively initiate changes in technology marketing or any other dimensions of business faster than their competitors’ are found to be successful. These factors of the change in organization are considered as few key points to take up the present study.

**STATEMENT OF THE PROBLEM**

Organizations introduce change for some reasons, but workers perception about the change may be same or different. They are the persons who get affected by the changes to a greater extent. Their perception must be in congruence with the organization perception. The determinants of changes are many but the major determinants are the driving forces change. The initial attitude of the employee may change as time passes and so it must be periodically diagnosed in order to maintain the change. The workers general change feeling is also important and assessed for this purpose. Along with workers managers are faced with many concurrent changes. This negative spiral result in resistance, irrational behavior, remorse, stress and result in failure to achieve the objectives. A successful change required good leadership and ongoing communication of strategic vision and direction as well progress. Concerning these factors an attempt is made to make a study organizational change and the attitude of the employees towards change.

**SCOPE OF THE STUDY**

The study attempts to study the change process, the attitudes towards the change situation and other factors that may be useful to academicians, consultants and behaviorists. As change in the organization has become a must to survive in the competitive world this study should be useful as reference for the future studies, irrespective of the types of changes.

**OBJECTIVES**

1. To study the perception of the employees towards the level of acceptance of new roles, responsibilities, introduction of new technologies, work pressure of employees after introducing change.
2. To assess the level of acceptance and to provide suggestive measures.

**HYPOTHESES**

1. $H_0$: There is no significant relationship between the respondent’s age and the dimensions of organizational change.
2. $H_0$: There is no significant relationship between the respondent’s income and the dimensions of organizational change.
3. $H_0$: There is no significant association between educational qualification and various dimensions of organizational change.
4. $H_0$: There is no significant association between professional training to the various dimensions of organizational change.
5. $H_0$: There is no significant association between Trade Union Membership of the respondents to the various dimensions of organizational change.
RESEARCH METHODOLOGY

The main purpose of study is to describe the various characteristics of organization change as perceived by the employee and to find the relationship between the selected key variable and the dependent variables. Hence descriptive cum diagnostic design has been adopted.

SOURCE OF DATA COLLECTION

The data was collected with the help of primary and secondary sources. The primary data was collected from employees through the questionnaire and the secondary data was collected through books, magazine and unpublished dissertation.

TOOLS OF DATA COLLECTION

A questionnaire (assessment inventory on reactions to change) was used to know the opinion of the employees in the organization with regard to the changes made. The questionnaire had altogether 25 questions with 5 dimensions (introduction of new technology, introduction of new systems, practices, policies and procedures, increased level of work, responsibilities and change in duties).

The 5 dimensions were assigned different scores on the 5 point scale namely

Strongly agree- 1, agree-2, uncertain -3, disagree – 4, strongly disagree – 5

The checklist questionnaire had 3 scores on 3 point scale:

Good   -1   satisfactory - 2   poor - 3

To analyze the data statistical tools namely $\chi^2$ (Chi Square) test, to find the association between variables, Karl Pearson’s Co-Efficient of correlation test to find the relationship between the variable was used. The checklist questions and assessment inventory were measured by assigning scores to each response given by the respondent with Likert Scale; lower the score higher will be their perception level.

SAMPLING DESIGN

Systematic random sampling method was used to collect the data. As there were more number of executives and supervisors for executive every 10th executive out of the list were sorted out and every 9th supervisor was selected out of the list. In this manner 15 executives from both the departments that bring a sum of 30 executives and 10 supervisors from each department were selected and that brings a sum of 20 supervisors. The researcher had a sample of 50 which included the executives and supervisors.

REVIEW OF LITERATURE

Harold Leavit (1972) in his study has identified 3 primary variables which managers can manipulate to produce change in the task performance. These are (1) people – the attitude, beliefs and feelings of members (2) technology – the machines and the work processes that are used (3) structure – the pattern of normal relationship among people in the organization.
He found that all of these targets and the interactions among them are useful management tools for effective change.

Allan H. Church, Wes Siegal, Miriam Javitich, Janine Waclawski, W. Warner Burke. (1996) in their study stated that managers and executives should have a better framework for understanding organizational change based on data from 1,840 managers and executives regarding understanding of issues by the participants inherent in change management.

A study in organizational change was conducted (2002) by A. Vasumathi and R. Amutha for 25 organization in and around vellore district. Findings of the study revealed both the positive and negative outcomes. It was found that 36% of the respondents were not satisfied with the changes made in the organization and it was found that employees wanted to know about the future if at all change has accrued in their organization.

In a study conducted by Bill McCarthy, (2004) revealed that change fails in an organization because the people aspect is not addressed. Six common reasons were found out as to why organizational change fails and an approach was suggested for people to accept change before during and after change.

Naimatullah Shah (2011) in his study found out that employees of public sector organization can develop positive attitudes and behaviors for organizational change on the basis of procedural and distributive justice. He also found that the demographic variables like age, gender and marital status does not have significant relationship with employee readiness.

SOCIO DEMOGRAPHIC VARIABLES OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>VARIABLES</th>
<th>No of respondents (n:50)</th>
<th>Percentage to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Educational qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PG (MGT/CA/ACS/ICWA)</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>PG (OTHERS)</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>GRADUATE (ENGG)</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GRADUATE (OTHERS)</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>DIPLOMA</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>HSC</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>SEX</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>38</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>MARITAL STATUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>45</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>Unmarried</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>TYPE OF FAMILY</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nuclear</td>
<td>32</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>Joint</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>5</td>
<td>NUMBER OF DEPENDENTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nil</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>1-2</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3-4</td>
<td>24</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>5 &amp; above</td>
<td>11</td>
<td>22</td>
</tr>
</tbody>
</table>
AGE

<table>
<thead>
<tr>
<th>AGE</th>
<th>4</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>UPTO 35 YEARS</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>36-40</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>41-45</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>46-50</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>ABOVE 50 YEARS</td>
<td>18</td>
<td>36</td>
</tr>
</tbody>
</table>

Source: Primary Data

From the above table it is clear that majority of the respondents (36%) have finished their P.G. (mgt, CA, ICWA), 22% of the respondents have finished their graduation (in other disciplines), 20% of the respondents are engineering graduates, 6% of the respondents are post graduates in other disciplines and 8% of the respondents have completed H.S.C. and diploma. Majority of the respondents 76% are Male and 24% of the respondents are female. The above said composition is due to the specified allocation of the departments where male members are high in numbers. With regard to marital status of the respondents it is inferred that absolute majority 90% are married and 10% of the respondents are unmarried. The types of the family to which the respondents belong are nuclear and joint families where in 64% belong to nuclear and 36% of the respondents belong to joint family. 10% of the respondents do not have any dependents, 20% of the respondents have 1-2 respondents, 48% of the respondents have 5 and more dependents, 8% of the respondents belong to the age group 35 years, 4% of the respondents form the age group between 36 years to 40 years, majority 36% of the respondents are from the age group of 41-45 years, 22% of the respondents belong to the age group 46-50 years and 30% of the respondents are above 50 years.

JOB FACTORS OF THE RESPONDENTS

TABLE 2

<table>
<thead>
<tr>
<th>S.No.</th>
<th>VARIABLES</th>
<th>No. of Respondents (n=50)</th>
<th>Percentage to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nature of job</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non executive</td>
<td>21</td>
<td>42%</td>
</tr>
<tr>
<td></td>
<td>Executive</td>
<td>29</td>
<td>58%</td>
</tr>
<tr>
<td>2</td>
<td>Professional training</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>32</td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>18</td>
<td>36%</td>
</tr>
<tr>
<td>3</td>
<td>Trade Union Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>23</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>27</td>
<td>54%</td>
</tr>
<tr>
<td>4</td>
<td>Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Up to 25 years</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>21-25</td>
<td>8</td>
<td>36%</td>
</tr>
<tr>
<td></td>
<td>26-30</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>Above 30 years</td>
<td>9</td>
<td>16%</td>
</tr>
<tr>
<td>5</td>
<td>Monthly income (Rs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Up to 15000</td>
<td>12</td>
<td>24%</td>
</tr>
<tr>
<td></td>
<td>15001-20000</td>
<td>22</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>20001-25000</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Above 25000</td>
<td>6</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: Primary Data
From the above table it is inferred that most of the respondents (58%) are executives and 42% of the respondents are non-executives. It is seen from the table that majority of the respondents 64% have undergone professional training and 36% of the respondents have not undergone professional training. 54% of the respondents do not possess trade union membership where as 46% of the respondents are trade union members.36% of the respondents have experience of 21-25 years, 30% of the respondents have experience up to 25 years, 18% of the respondents have 26-30 years of experience and rest 16% of the respondents have above 30 years of experience. 44% of the respondents have earnings per month between Rs.15001-Rs.20,000, 24% of the respondents earn up to Rs.15,000 per month, 20% of the respondents earn between Rs.20,001-Rs.25,000 and 12% of the respondents earn above Rs.25,000 per month.

Distribution of Respondents by various Dimensions of organizational change

**TABLE 3**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Various dimensions of organizational change</th>
<th>No. of respondents (n:50)</th>
<th>Percentage to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Introduction of new technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td><strong>Introduction of new system</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>3</td>
<td><strong>Increased level of responsibility</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>24</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td><strong>Changes in duties</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>5</td>
<td><strong>Increased level of work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>6</td>
<td><strong>Overall opinion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>23</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>7</td>
<td><strong>Attitude towards change in situation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>13</td>
<td>26</td>
</tr>
</tbody>
</table>

Source: Primary Data
It is inferred from the above table that majority of the respondents 44% perceive introduction of new technology at moderate level, introduction of new systems, practices and procedures perceived at moderate level (52%) by the respondents, 48% of the respondents perceive increased level of responsibility at moderate level, 60% of the respondents perceive changes in duties at moderate level and half of the respondents perceive increased level of work at moderate level. 50% of the respondents perceive attitudes towards change in situation at moderate level.

**H₀: There is no significant relationship between the respondent’s age and the dimensions of organizational change**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>VARIABLE</th>
<th>CORRELATION VALUE</th>
<th>STATISTICAL INFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age and introduction of new technology</td>
<td>0.0896</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>2</td>
<td>Age and introduction of new systems</td>
<td>0.0766</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>3</td>
<td>Age and increased levels of responsibility</td>
<td>0.0545</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>4</td>
<td>Age and increased level of work</td>
<td>0.1947</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>5</td>
<td>Age and overall opinion</td>
<td>0.1795</td>
<td>P&gt;0.05 Not significant</td>
</tr>
</tbody>
</table>

From the above table it is inferred that the respondents age do not influence the various dimensions of organizational change like introduction of new technology, new systems, increased level of responsibility and work and the overall opinion towards the organizational change. To test the above hypothesis Karl Pearson’s co-efficient of correlation was applied and as P>0.05 there is no significant relationship between age and the variables of organizational change hence H₀ is accepted.

**H₀: There is no significant relationship between the respondent’s Income and the dimensions of organizational change**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>VARIABLE</th>
<th>CORRELATION VALUE</th>
<th>STATISTICAL INFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Income and introduction of new technology</td>
<td>0.1801</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>2</td>
<td>Income and introduction of new systems</td>
<td>0.1588</td>
<td>P&gt;0.05 Not significant</td>
</tr>
<tr>
<td>3</td>
<td>Income and increased levels of responsibility</td>
<td>0.1133</td>
<td>P&gt;0.05 Not significant</td>
</tr>
</tbody>
</table>
From the above table it is inferred that the respondents income do not influence the various dimensions of organizational change like introduction of new technology, new systems, increased level of responsibility and work and the overall opinion towards the organizational change. To test the above hypothesis Karl Pearson’s co-efficient of correlation was applied and as P>0.05 there is no significant relationship between income and the variables of organizational change hence H₀ is accepted.

H₀: There is no significant association between educational qualification and various dimensions of organizational change.

**TABLE 6**

<table>
<thead>
<tr>
<th>Dimensions of organizational change</th>
<th>Calculated value</th>
<th>Table value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new technology</td>
<td>10.85</td>
<td>18.3</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Introduction of new systems</td>
<td>12.2086</td>
<td>18.3</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Increased levels of responsibility</td>
<td>13.9715</td>
<td>18.3</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Changes in duties</td>
<td>19.9210</td>
<td>18.3</td>
<td>CV &gt; TV, H₀ not accepted</td>
</tr>
<tr>
<td>Increased level of work</td>
<td>19.48</td>
<td>18.3</td>
<td>CV &gt; TV, H₀ not accepted</td>
</tr>
<tr>
<td>Overall opinion</td>
<td>17.50</td>
<td>18.3</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Attitude towards change situations</td>
<td>12.99</td>
<td>18.3</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
</tbody>
</table>

Source: Primary Data

The analysis of above table has been done considering the various dimensions of organizational change with education of the respondents. It is inferred from the table that education of the respondents does not influence Introduction of new technology, new systems, increased level of responsibility and attitude towards change situations. To test the above hypothesis chi-square χ² test was applied at 5% level of significance and degree of freedom being 10. As the calculated value is lesser than the table value the null hypothesis is accepted. Hence it can be inferred that there is no association between education and dimensions of change. The educational qualification is perceived at a moderate level by the respondents. 44% of the respondents perceived introduction of new technology at moderate level which does not affect change in an organization. Introduction of new systems, policies
and procedures were again perceived at moderate level with 52% of the respondents. 48% of the respondents perceived increased level of responsibility at moderate level. Education of the respondents have an influence on changes in duties and increased level of work as the calculated value is higher than the table value which means there is an association between education and changes in duties and increased level of work. Education of the respondents does not influence the overall opinion and attitude towards change in situations at moderate level as half of the respondents perceive attitudes towards change in situation at moderate level. The calculated value is lesser than the table value which means there is no association between education and attitude and opinion towards change in situation and hence the null hypothesis is accepted.

**H₀: There is no significant association between professional training to the various dimensions of organizational change**

**TABLE 7**

Association between Professional Training to the various dimensions of organizational change

<table>
<thead>
<tr>
<th>Dimensions of organizational change</th>
<th>Calculated value</th>
<th>Table value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new technology</td>
<td>0.4238</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Introduction of new systems</td>
<td>2.4694</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Increased levels of responsibility</td>
<td>1.0173</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Changes in duties</td>
<td>0.7197</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Increased level of work</td>
<td>0.4599</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Overall opinion</td>
<td>2.5934</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
<tr>
<td>Attitude towards change situations</td>
<td>0.36</td>
<td>5.99</td>
<td>CV &lt; TV, H₀ accepted</td>
</tr>
</tbody>
</table>

**Source: Primary Data**

The above table analyses the professional training of the respondents with that of dimensions of organizational change. It is inferred that professional training of the employees does not influence the various dimension of organizational change. To test the hypothesis chi-square \( \chi^2 \) test was applied at 5% level of significance and degree of freedom being 2. As the calculated value is lesser than the table value related to introduction of new technology, new systems, increased level of responsibility, changes in duties, increased level of work and attitude towards the change situation the null hypothesis is accepted and hence there is no association between professional training given to the employees and organizational change.

**H₀: There is no significant association between Trade Union Memberships of the respondents to the various dimensions of organizational change**
TABLE 8
Association between Trade Union Memberships of the respondents to the various dimensions of organizational change

<table>
<thead>
<tr>
<th>Dimensions of organizational change</th>
<th>Calculated value</th>
<th>Table value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of new technology</td>
<td>1.4544</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Introduction of new systems</td>
<td>0.4662</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Increased levels of responsibility</td>
<td>0.0042</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Changes in duties</td>
<td>0.8185</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Increased level of work</td>
<td>2.013</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Overall opinion</td>
<td>2.0175</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
<tr>
<td>Attitude towards change situations</td>
<td>1.6536</td>
<td>5.99</td>
<td>CV &lt; TV, H0 accepted</td>
</tr>
</tbody>
</table>

Source: Primary Data

From the above table the various dimensions of organizational changes have been taken to find the association with trade union membership. From the above table it is inferred that trade union membership of the respondents does not influence the dimensions of organizational change. To test the hypothesis chi-square $\chi^2$ test was applied at 5% level of significance and degree of freedom being 2. As the calculated value is lesser than the table value related to introduction of new technology, new systems, increased level of responsibility, changes in duties, increased level of work and attitude towards the change situation the null hypothesis is accepted and hence there is no association between trade union membership and organizational change.

ANALYSIS AND DISCUSSION

36% of the respondents are in the age group 41-45. A sizeable majority (76%) of the respondents are males. 48% of the respondents have 3-4 dependents in the family. A sizeable majority (90%) of the respondents are married. 64% of the respondents are from nuclear families. 36% of the respondents have finished their professional education (Mgt., ICWA, CA). Majority of the respondents 58% belong to executive category. A majority 64% of the respondents have undergone professional training. 54% of the respondents do not possess trade union memberships. 36% of the respondents have 21-25 years of experience. 44% of the respondents draw an income of Rs. 15, 001-Rs. 20, 000. 44% of the respondents fall in line with moderate level of perception with regard to introduction of new technology. More than half of the respondents’ have moderate level of perception with regard to introduction of new systems, practices, policies and procedures. 48% of the respondents have moderate level of perception with increased level of responsibilities. 50% of the respondents have moderate level of perception with regard to increased level of work. There is no significant association between educational qualification of the respondents and dimensions of organizational...
There are no significant association between the respondents who have undergone professional training and dimensions of organizational change. There is no significant association between the respondents’ trade union membership and the dimensions of organizational change. There is no significant relationship between age of the respondents with regard to various dimensions of organizational change. There is no significant relationship between income of the respondents and dimensions of organizational change. Based on the finding evolved the following suggestive measures can be taken to improve the attitude of the employees in accepting the change from the moderate level to the high level of acceptance.

It is suggested that in order to know the effectiveness of change introduced an attitudinal survey can be conducted by the personal department after every new change is introduced. Training can be given to all the employees with regard to job in which the change has been brought about. To avoid the threat from the minds of the workers with regard to the new change introduced a good communication network can be set up. In order to avoid lack of interest in taking of new responsibilities, job rotation in the field of employee’s familiar trade can be introduced. Before introduction of any major or minor change an opinion study can be conducted by the management. The suggestion committees may be established with proper reward systems. Workers participation in management may be encouraged.

CONCLUSION

Employees' support is most essential in implementing the change successfully as they are at the helm of affairs, though an agent of change is the management. The various dimensions of organizational change which was taken into consideration for understanding the perception of employees after change revealed that the introduction of new systems or technology did not have much impact on perception of employees towards change. The changes have been taken into a moderate level of perception by the employees. Exactly half of the respondents have taken the change neither at a very high level of acceptance or lower level of acceptance; it has been balanced equally by the employees to accept the change in the organization.

REFERENCES


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