



## **EMPLOYEES ATTITUDE TOWARDS ORGANISATIONAL CHANGE CAPABILITIES WITH REFERENCE TO HYDERABAD, A.P , INDIA**

By

**Asst Prof Dr. S.SURESH**

**Vel Tec Ranga Sangu College , Avadi, Chennai, Tamil Nadu, India.**

### **ABSTRACT**

Globalised business environment made the necessity towards dynamism for today's competitive business management. This demands frequent change management in business and adaptation. It is imperative that adaptors very specifically the employees as carrying out section should be viewed about the level of their psychological motive and strategies to be followed. The present study , after perceiving the lag in literature in relation to psychological stress for the employees, performed qualitative and quantitative approach to explore the descriptive or ex post factor results. The study conducted with administered questionnaire for selected sample of respondents about 150 employees from the IT companies located in Hyderabad district. Result of the study depicted that both male and female perceive the emotional trauma and effective communication and strategies in the context positively correlates with change management in business.

### **INTRODUCTION**

According to Elliot (1990), Management should pay special attention as the change is very change is a intricate that impact in psychological status of an respective individual . However , change in imperative as the modern organizations are facing globalized competitive condition, technological revolution. Hence, present business is demanded to adopt on the trend in environment with the scrutinized look in adaptation and transformation. Indeed, The previous studies depicted that the organization in 1980s required moderate organizational change at least

once in a year and the major change was demanded only with the gap of 4 to 6 years. Inversely present scenario and its demand level of change in business management is in the constant process and need to reshuffle with the influence of external environment. The vast gap in literature and cognitive aspects from the perspective of IT employees Resistance to change management in business. “Frequent organizational phenomenon is reflected in negative attitudes of staff towards strategic change initiatives” (Coetzee et al, 2007)..According to Wittig (2012) argue that many change efforts fail since change agents underestimate the importance of the individual cognitive nature of change and the value of emotions expressed during all phases of organizational change Hence the present study will explore the impact in staff in Information Technology (IT) resistance level to change management in business.

## **LITERATURE REVIEW**

Extensive literature review was viewed and considerable understanding to find the lag in study for the business management change in various forms and the resistance from the employees. Examining the relationship between resistance to and acceptance of change is important to fully understand that employees can react with both resistance and acceptance (Harding, 2005) .hence the phrases such as “eliminate employee resistance” (Jones & Smith, 2001) and “gain employee acceptance” (Sigler, 1999).The acceptance level must also be viewed from the part of effective communication Effective communication reduces employees’ uncertainty, and a negative correlation exists between uncertainty and employees’ willingness to accept change (Elving, 2005) .According to Bordia, Hobman, Jones, Gallois, & Callan, (2004)Participation is positively associated with employees’ perceptions of fairness, which is vital for acceptance of change and commitment to organizational goals .The argument placed by Gray and Laidlaw (2002) that the more embedded these processes are within management, the more effective the outcomes are because they enhance the quality of working relationships, harmony, and trust. But Individuals tend to have automatic thoughts that incorporate what has been described as faulty, irrational, or “crooked thinking” (Bovey & Hede, (2001). Employees’ reactions to change are influenced by a number of factors. It is reasonable to expect employees to react since the process of change involves going from the known to the unknown, and when employees react, it is important to distinguish between the symptoms of their reactions and the causes behind them.”Employees’ Reactions to Organizational ChangeLiterature indicates that a

high proportion of change initiatives are unsuccessful (Beer & Nohria, 2000). Researchers generally agree that employee resistance is one of the leading causes for the failure of change initiatives (Bovey & Hede, 2001b; Waldersee & Griffiths, 1996). It is reasonable to expect employees to react since the process of change involves going from the known to the unknown, and when employees react, it is important to distinguish between the symptoms of their reactions and the causes behind them (Bovey & Hede, 2001b). emotions and cognition are closely intertwined (Pessoa, 2008). The present research found on the basis of detailed study in previous literature and found the lag about recognizing gender differences in IT company employees in understanding internal consistency and their psychological acceptance to the change management in business.

### **OBJECTIVES OF THE STUDY**

- 1) To find the negative perception by both male and female with regard to change management in business
- 2) To understand the factors influencing motive between male and female with regard to change management in business
- 3) To evaluate the impact of communication and changes in psychological perception with regard to change management in business .

### **RESEARCH METHODOLOGY**

The population for the study considered only Information Technology (IT) staffs located in the district of Hyderabad.

. This study is designed on descriptive type and questioner is administered for collecting quantitative and qualitative data in order to measure staff reaction towards change. The sample of responded requested to participate in study are 150.

The questionnaire prepared with the closed ended type of questions with a view to get answers "Yes or NO". Statements of questionnaire were grouped into three one "psychological stress second factors influenced the male and female during change management in business" and "Strategies in communication that mitigate resistance to change". By testing internal consistency and reliability of the responses the reliability coefficients calculated. Before

distributing the questionnaire a pilot test was conducted. Statistical software was employed for the data analysis.

## DATA ANALYSIS

The data analysis was made on 114 questionnaires as 36 were returned blank out of 150. The questionnaire administered on the basis of following:

<b>EMOTIONAL STATUS DIFFERENCES</b>
My feeling of fear lost balanced mental condition
My mind started thinking about unknown future
I was not interested to listen changes
I want to find the way to stick with old system
I am really doubtful if I continue my job or not
I am happy that my career will develop by the change business management
I don't understand the exact reason for resistance to change management
<b>PERCEPTIONAL DIFFERENCES ON FACTORS INFLUENCING</b>
<b>I am thinking how can I cop up with new changes.</b>
I am worried about my age factor
I don't think my family situation will yield to the level of stress by new change management"
I feel inferior to face the level of standard that change management demands "
I will loose my peacefulness ,new system will not be apt to my present capability
I am with full hope that my compensation and package will be favorable
I don't have any particular reason for the worry on change business management "
Job appraisal may go negative that affect my career
<b>COMMUNICATION STRATEGY AND ITS IMPACT ON GENDER DIFFERENCES</b>
The way of impart about the change business management made me look it positively
I was worried when I see the circular about new business management but now happy after attending meeting with regard to change
I welcom the change because the message imparted self development nich in new change"
There will be training program that help my future male
I feel no connection with communication and change management résistance

**HYPHOTHESIS I : Null Hypothesis** There is no correlation between negative perception with regard to change in management between male and female.

Male (X Values)	40	47	36	41	50	19	53
Female (Y Values)	53	58	39	45	58	22	58

The questionnaire drafted for the purpose of identifying the response level for Emotional status with regard to change in management and the questions were sent as on seven responded yes by 40 male and 53 female to the question My feeling of fear lost balanced mental condition , 47 male and 58 female responded "yes" to the question My mind started thinking about

unknown future , 36 male and 39 female responded “yes” to the question “I was not interested to listen changes”. 41 male and 45 female responded “yes” to the question “ I want to find the way to stick with old system” 50 male and 58 female responded “yes” to the question “I am really doubtful if I continue my job or not” ,19 male and 22 female responded positively “yes” to I am happy that my career will develop by the change business management and positive response found maximum from 53 male and 58 male “yes” to the question “ I don’t understand the exact reason for resistance to change management” Result Details & Calculation X Values  $\Sigma = 286$  ,Mean = 40.857, $\Sigma(X - M_x)^2 = SS_x = 770.857$ ,Y Values: $\Sigma = 333$ , Mean = 47.571, $\Sigma(Y - M_y)^2 = SS_y = 1089.714$ ,X and Y Combined:N = 7, $\Sigma(X - M_x)(Y - M_y) = 881.571$ ,R Calculation : $r = \Sigma((X - M_x)(Y - M_y)) / \sqrt{((SS_x)(SS_y))}$ , $r = 881.571 / \sqrt{((770.857)(1089.714))} = 0.9619$ ,Meta Numerics (cross-check) $r = 0.9619$ . The value of R is 0.9619. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).The value of  $R^2$ , the coefficient of determination, is 0.9253. Thus Null Hypothesis There is no correlation between negative perception with regard to change in management between male and female is rejected

**HYPHOTHESIS 2: Null Hypothesis:** There is no correlation between factors affecting motive of business change management between male and female.

Male	40	, 53,	54	53	30	54	50
Female	48	57	50	45	42	40	59 48

The Response was collected with regard to the Hypothesis 2 for the following questions in relation to find the relationship between factors affecting motive of business change management between male and female. There were 40 male and 48 female responded “yes” to the question; I am thinking how I can cop up with new changes. The question “I am worried about my age factor” 40 male responded yes and 57 female responded “yes”. For the answer to “I don’t think my family situation will yield to the level of stress by new change management” 53 male and 50 female responded “yes” The questionnaire carried another “I feel inferior to face the level of standard that change management demands “ male responded 54 and 45 female responded positively “yes”. There were response from male 53 and female 42 responded yes: to the “I will lose my peacefulness, new system will not be apt to my present capability “. 30 male and 40 female responded “yes” to the “I am with full hope that my compensation and package

will be favorable” and finally 54 male and 59 female responded in the questionnaire “yes” for “I don’t have any particular reason for the worry on change business management “ in the end male 50 and female 48 responded positively “yes” for Job appraisal may go negative that affect my career progress Result Details & Calculation X Values  $\sum = 374$ , Mean = 46.75,  $\sum(X - M_x)^2 = SS_x = 565.5$ , Y Values:  $\sum = 389$ , Mean = 48.625,  $\sum(Y - M_y)^2 = SS_y = 311.875$  X and Y Combined:  $N = 8$ ,  $\sum(X - M_x)(Y - M_y) = 106.25$ , R Calculation:  $r = \sum((X - M_x)(Y - M_y)) / \sqrt{((SS_x)(SS_y))}$ ,  $r = 106.25 / \sqrt{((565.5)(311.875))} = 0.253$ , Meta Numerics (cross-check)  $r = 0.253$ . The value of R is 0.253. Although technically a positive correlation, the relationship between your variables is weak (nb. the nearer the value is to zero, the weaker the relationship). The value of  $R^2$ , the coefficient of determination, is 0.064. Thus Null Hypothesis There is no correlation between factors affecting motive of business change management between male and female is rejected.

**HYPOTHESIS 3: Null Hypothesis:** There is no correlation between strategies in communication and impact on mitigating resistance to change between male and female

Male	41	45	50	53	51
Female	48	57	56	55	56

Hypothesis with regard to strategies in communication and impact on mitigating resistance to change between male and female resulted by its sub questions as the male responded 41 and female 48 to the question “yes” The way of impart about the change business management made me look it positively. The question that “ I was worried when I see the circular about new business management but now happy after attending meeting with regard to change male answered 45 and female responded 57 yes . Male 50 and female 56 responded positively for the question “I am welcoming the change because the message imparted self development niche in new change” For the question “There will be training program that help my future male responded” 53 and 55 “yes. The response for “ I feel no connection with communication and change management resistance” male responded 52 and 57 yes” Result Details & Calculation X Values  $\sum = 241$  Mean = 48.2  $\sum(X - M_x)^2 = SS_x = 102.8$  Y Values  $\sum = 273$  Mean = 54.6  $\sum(Y - M_y)^2 = SS_y = 57.2$ , X and Y Combined  $N = 5$   $\sum(X - M_x)(Y - M_y) = 53.4$ , R Calculation,  $r = \sum((X - M_x)(Y - M_y)) / \sqrt{((SS_x)(SS_y))}$ ,  $r = 53.4 / \sqrt{((102.8)(57.2))} =$

0.6964 Meta Numeric's (cross-check),  $r = 0.6964$ . The value of R is 0.6964. This is a moderate positive correlation, which means there is a tendency for high X variable scores go with high Y variable scores (and vice versa). The value of  $R^2$ , the coefficient of determination, is 0.485. Thus Null Hypothesis There is no correlation between strategies in communication and impact on mitigating resistance to change between male and female partially accepted.

## **LIMITATIONS OF THE STUDY**

The study focused only Information Technology employees and the study is only with reference to Hyderabad.

## **CONCLUSION**

The strong positive correlation found between negative perception with regard to change in management between male and female. This shows that both male and female perceive strong emotional stress about the change management in business as it is unknown psychological status to compete. In addition to that second Hypothesis resulted that there is a relationship exist factors affecting motive of business change management between male and female. As all the factors are not affecting equally and differences in considering material and immaterial factor with regard to change in management between male and female, the relationship depict weaker.

But the moderate relationship between strategies in communication and impact on mitigating resistance to change between male and female.

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