A Study on Drivers of Organizational Change With Reference To Public-Sector Enterprise (PSE) Under the Ministry Of Steel In Visakhapatnam, Andhra Pradesh, India

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Abstract: *Organization change is as old as organizations themselves. The pharaohs of ancient Egypt probably struggled with a need to change the organizations that built their pyramids. And imagine the degree of organization needed, with continual modifications, to successfully construct the Great Wall of China. Significant happenings across the world are having their impact on organizations in both developing as well as developed countries. Today, business leaders are facing the complex task of leading not only organizations but also their countries into the future. Currently, a trend is under way to change the organizations. A look at the Indian organizations also indicates that to keep pace with change. Organizations exist in a changing environment and cannot afford to have rigid hierarchies, high degrees of functional specialization, job description having limited scope or impersonal and autocratic management. For successful companies, managing change is the main focus of its effectiveness. Change is necessary to meet the current challenges, while few organizations succeed in this attempt, others may fail. The research study analyzed the perceptions of 650 executives in theselect Public Sector Enterprise (Visakhapatnam) on drivers of organizational change.*
Keywords*: Organizational Change, Drivers, Importance, Need, Objectives, Methodology, Analysis, Findings and Suggestions.*

I. Introduction

Change is the law of nature and we see it all around usin the nature, the society and in the biological process. It isa necessary way of life in most of the organisms for their survival and growth. It will be apt to say that all developments have made change inevitable and change pervades everyone's life.

Nowadays it is quite common to hear about organizations adopting the needed changes and becoming more flexible enough to match the current market requirements. Globalization isbecoming a trend today, organizations have to change and gear themselves up to compete in the world market. Organizations exist in a changing environment and cannot afford to have rigid hierarchies, high degrees of functional specialization, job description having limited scope or impersonal and autocratic management. For successful companies, managing change is the main focus of its effectiveness. Change is necessary to meet the current challenges, while few organizations succeed in this attempt, others may fail.

Organizational Changes are occurring because of many developments taking place and technological development has resulted in sophisticated methods of producing goods and services. As with technology, jobs are also becoming increasingly complex requiring people with higher knowledge and skills to perform on the job.[1] Change will not occur unless the need for change is critical. Because individuals and organizations usually resist change, they typically do not embrace change unless they must. One Organizational Development consultant describes how "pain" drives change (Conner, 1990). Pain occurs when people pay the price for being in a dangerous situation orfor missing a key opportunity. As such, change is needed to relieve the pain.[2]

Organizational change is an important issue in organizations. It is actually a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. Organizational Development is a field of study that addresses change and how it affects organizations and the individuals within those organizations. Effective organizational development can assist organizations and individuals to cope with change. Strategies can be developed to introduce planned change, such as team-building efforts, to improve organizational functioning. Organizational development assists

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organizations in coping with the turbulent environment, both internally and externally, frequently doing so by introducing planned change efforts. [3]

Concept of Organizational Change
"Your success in life is not based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business"— Mark Sanborn.
Organizational change creates an imbalance in the existent patterns and situations in the organization. Adjustment among people, technology and structural set up will be established when an organization operates for a long time. Management can effectively meet the challenges through a systematic and planned change effort. [4]
Some of the authors define the Organizational Change as follows;
Cumming, G.T. and F.E. Huse (1985) defined change as, "A state of transition between the current state and a future one, towards which the organization is directed". [5]
Veldsman (2002), defined organizational change as "the difference in the state of an organization, at two separate locations in time or in space". [6]
According to Pettigrew (1983), "Changes within an organization take place both in response to business and economic events and to processes of managerial perception, choice and actions. Managers in this sense see events taking place that, to them, signal the need for change". [7]
According to Chirantan Basu (1955), *"Organizational Change is about reviewing and modifying management structures and business processes".* [8]

Importance of Organizational Change
Organizations have a major role in our daily lives and therefore, successful organizations are a key element for the development of a nation. Thus, many economists consider the organizations and institutions as a driving force in determining economic, social and political progress. For this reason, in the last 22 years, 6 Nobelprizes were awarded to researchers who have focused on analyzing organizations and institutions. [9] Organizations can be perceived as a system composed of interrelated subsystems (Burke and Litwin, 1992). [10] Thus, the impact of any factor in an organization such as structure, leadership, culture, etc. should not be considered independently of others. For this reason, the interdependence between these factors and the need for their diagnostic methods has been the subject of numerous investigations. Organizational diagnostic models have proved very effective in supporting organizational development programs. Continuous performance is the focus of any organization because only through performance, organizations are able to grow and progress.

Currently, a trend is under way to change the design of organizations. Today, business leaders are facing the complex task of leading not only organizations but also their countries into the future. A tendency aimed at stressing opposite values. Decentralization, involvement, and personnel development are believed to be better means to capture the essential value of all organizational coordination and productivity. For instance, cultural change has produced a workforce that virtually demands being involved into the life of the organization. This new organizational form is horizontal rather than vertical in its basic shape. It results from the elimination of layers of management and the delegation of more responsibility onto the employees. In this sense, the whole quality management movement has been largely responsible for the new shape of organizations.

In complex organizations it is unlikely that every employee will have an opportunity to involve in the diagnosis, even if the company follows the principle of broad participation. For this reason, there will be a need for creating a need for change in the organization. This involves making people so dissatisfied with the status quo that they are motivated to try new things and new ways of behaving. In a recent representative survey of change management, which covered 350 executives in a wide range of US industries, a lack of buy-in that change is necessary was quoted as the number one barrier to change (Arthur D. Little, 1994). There is widespread agreement in the literature reviewed upon that has created the importance of a felt need for change. Not only the models of top-down direction setting, but also several other sources were found to be in agreement with the need to establish a felt need for change.

Sharing important competitive information and discussing its meaning was found to be one of the most common methods for creating a need for change (Beer, 1990); (Young, 1991); Spector (1993). A simple presentation of the results of the diagnosis can be a powerful way to persuade people in an organization that the change is necessary. This information is likely to shatter the widespread assumptions about the current situation.

Linking the change effort clearly and obviously to the core strategic issues of the firm, employees must perceive the required changes to be critical to the basic strategic issues of the organization. According to Nadler and Tushman (1993), the connection should be so clear that the relationship between change and the company's health and survival is obvious. This point was confirmed recently in a survey of restructuring efforts at 531 US

companies. Executives quoted the number one success factor to be that the restructuring was based on a clear business imperative (The Wyatt Company, 1993).

According to Schein (1988; 1989), unfreezing a system involves three aspects. First is to disconfirm the present state; second is to arouse some anxiety or guilt because some goals will not be met or some standards will not be achieved; third is to provide enough psychological safety to make it unnecessary for the target individuals or groups to psychologically defend themselves. According to Schein (1988), the essence of an effective unfreezing process is a balancing of enough disconfirmation to arouse an optimal level of anxiety or guilt, without arousing it so much as to cause some definite mechanism to arise.

Lawler (1989) observed that any change effort that criticizes the way things have been done in the past would produce defensiveness. Usually the people who have created the past practices and policies are still in the organization, and it is impossible for them to separate criticism of their systems from criticism of themselves. One way to overcome this is to emphasize that the problems have to do with changes in the environment. It can for example be argued that the practices or policies are no longer effective because the environment has changed, not because they were wrong from the beginning. Burke (1987) suggested that a simple yet formal recognition that people had worked on important projects and that significant contributions were made which can help employees focus on the future instead of dealing with their wounded pride.[11]

NEED FOR THE STUDY
The success of any organization is highly dependent on the organizational change and development. Today's organizations need to be more flexible so that they can adapt changes. The review of literature on the organizational change shows that different authors theoretically explained the concept focusing on different factors that influence the organizational change and development like technology, people, and structure, culture and government initiatives. Some people like Richard W. Woodman (2015) have done research on "Organizational Change and Development: New Arenas for Inquiry and Action" in Texas, Jennifer Wilson (2014) on "Managing Change Successfully" in Nebraska, Monica Sharif Terra A. Scandura (2011) on "Leadership and Organizational Change" in Florida, Jyotsna Bhatnagar (2010) et al., on "Strategic Organizational Change and Transformation" in India, and some of the researchers conducted research studies on organizational effectiveness, organizational culture, and change management in India and abroad. Based on the reviews identified there has been little feedback existing on the organizational change in India. Keeping this in mind the present study makes an attempt to understand the organizational change in various dimensions by investigating it at a micro level. Much research has not been done in India especially in Andhra Pradesh related to Organizational Change. No research work has been done on the Organizational Changewith reference to a large Public-Sector Enterprise (PSE)under the Ministry of SteelinVisakhapatnam. Therefore, there was a great need to fill up this gap and to undertake research on this topic. Moreover, the results and conclusions drawn from studying such a huge organization may be useful for policy making w.r.t. the entire industrial sector at macro level in a fast-growing economy like India.

OBJECTIVES OF THE STUDY
The major objective of the research is to study the Organizational Change. In doing so, the study will seek to fulfill the following objectives.
1. To analyze the perceptions of the respondents on drivers of organizational change in the select public sector enterprise in Visakhapatnam.
2. To suggest some suitable measures to improve the efficiency oforganizations for organizational change.

SCOPE OF THE STUDY
Organizational change and development is occurring throughout the world. With organizations in the global scenario, undergoing drastic changes for their growth and development, it is clear that organizations either adapt to changing conditions or shut their doors. So, every organization in the world market is ready in accepting the change for their survival in the market competition. There is a great scope to conduct the present study on Organizational Change in India. To take up a study on organizational change, it needs an organization which is well established in global arena. Hence, public-sector enterprise which is a corporate entity under the Ministry of Steel has been selected to conduct the present study.

LIMITATIONS OF THE STUDY
1. During the collection of information, it was found that some of the respondents were rather hesitant and ambivalent in providing the required information and sometimes they were reluctant to discuss.
2. Another limitation of this study is that the personal bias of respondents may be involved in their opinions.

3. The generalizations of the study may or may not be expected to have universal application. Even when one tries to apply to organizations of similar nature, these must be applied with caution. This study being an analysis of PSE, its conclusions may not necessarily apply to all steel industries in India.
4. Employees were hard pressed for time in view of the job demands and rigorous work schedule. The researcher had to persuade them for sparing time for responding to the questionnaire and interviews. Establishing rapport with the respondents posed a problem initially.
5. To overcome the suspicion of the staff, frontline management, middle management and top management, took the help of the Unit HR Managers in establishing identity and explaining the nature and purpose of the study.

However, the above-mentioned limitations do not detract the quality output of the present study.

II. Research Methodology

Unit of Analysis

The study was on "Organizational Change and Development (With Reference to select public sector enterprise, Visakhapatnam)"; each employee was considered as an independent entity. Therefore, public sector enterprise in Visakhapatnam was the unit of analysis for this study.

Method of Data Collection

Keeping the objectives of the study in mind, the following methodology has been adopted for conducting the present study, both primary and secondary source of data have been used for this study.

Secondary Data

The secondary data has been collected from different text books journals, magazines, periodicals, different websites, administrative records, annual reports, management reports, organization personnel manual, and special project reports. This data has been largely used in providing the theoretical background of the subject and profile of the selected organization.

Primary Data

The study focuses on perceptions of employees with regard to Organizational change and Development. A well-structured questionnaire was used for collecting data from target respondents. The views and opinions on broad issues have been collected from selected employees from various departments of the organization. The respondents forming an integral part of the source of primary data are the executives from Top Management, Middle Management, Frontline Management and Supervisory level who are working in the different departments of PSE, Visakhapatnam.

The questionnaire administered to the respondents figured in the sample, was based on the prior appointments, consulted directly and distributed the questionnaire for the Top Management, Middle Management, Frontline Management and Supervisory level. The respondents were apprised of the purpose of the study and they were given time to answer the questionnaire.

Population and sample

The study has taken into consideration Executives category of employees working in PSE. All the major departments are selected for the study. Out of total 17,448 permanent employees of PSE, Trainees, Khalasis, Attendants, Technicians and Foreman who were non-executives have been intentionally excluded from the present study, as they may have no knowledge on the managerial issues and that too they are not aware with particular dimensions of the present study. So that the study is mainly focused on Executives, thus exits 6,505 number of total employees.

The sample size is calculated after conducting the pilot study, using the results obtained from the pilot study and by using the below formula we have selected the sample size as 650.

$$n = \frac{\left(\dfrac{P[1-P]}{\dfrac{A^2}{Z^2} + \dfrac{P[1-P]}{N}} \right)}{R}$$

Where:
n = sample size required
N = number of people in the population
P = estimated variance in population, as a decimal: (0.5 for 50-50, 0.3 for 70-30)
A = Precision desired, expressed as a decimal (i.e., 0.03, 0.05, 0.1 for 3%, 5%, 10%)
Z = Based on confidence level: 1.96 for 95% confidence, 1.6449 for 90% and 2.5758 for 99%
R = Estimated Response rate, as a decimal

Assume that the estimated variance in the population as P=50%=0.5, and precision desired is assumed to be A=5%=0.05, and the confidence level assumed is at 99%, then by the normal table value Z=2.58. Basing

on the pilot study the response rate is found to be R=0.93. Thus, by substituting all the constraints of the sample size is 649.3(Approximately 650). Thus, the sample size is approximately 10% to the total population. The details are mentioned in the table.

Sample for the Study

Name of the Organization	Population (Total Executives)	Percentage	Number of Employees taken as Sampling
Visakhapatnam steel Plant	6,505	10%	650
Total Sampling			650

Sampling Technique

Probability-Proportional-to-Size ('PPS') sampling, in which the selection probability for each element is set to be proportional to its size measure, probability proportion to size is a sampling procedure under which the probability of a unit being selected is proportional to the size of the ultimate unit.

For selecting the sample respondents, a multi stage stratified random sample technique has been adopted. In the first stage, public sector enterprise has been selected purposively for studying the organizational change and development. In the second stage, the total executives ofPSEhold (VSP) 6,505 permanent employees has been divided into four strata viz., Top level Management, Middle level management, Front line management and Supervisory level basing on their nature of job. Since the exact size of the population of each stratum is known, a sample of 10 per cent of the total population from each stratum has been drawn randomly, in the third stage, which constitutes a total sample of 650. The details of the sample design have been presented in table

Sample Design

S.No.	Stratum	Cadre	Size of the population	Sample of 10 % of the total population
1.	**Stratum – I**	Top level Management	469	46
2.	**Stratum – II**	Middle level Management	2157	216
3.	**Stratum – III**	Frontline Management	3039	304
4.	**Stratum – IV**	Supervisory level	840	84
	Grand total		**6505**	**650**

Hypotheses

The following hypothesis were formulated for testing the relationship between the variables.

H_0:There would be no significant correlation between each and every dimension related to the organizational change and development

H_0:There would be no significant difference in the opinions of the respondents among thecadres on the drivers of organizational change

Perceptions ofthe Respondents onOrganizational Change

Socio Economic Background of The Respondents

The socio-economic background of the respondents has a significant bearing upon the attitude towards behavior of the employees at the work place. Therefore, there is a need to understand the personal background of the respondents. The objective of this section is to analyze the personal background of the respondents in terms of their personal data like qualification, age, respondent's monthly income, cadre in the organization and work experience etc.

Gender

Distribution of Respondents According to their Gender

Gender	Cadre				Total
	Top Management	Middle Management	Front Line Management	Supervisory level	
Female	8	40	54	16	118
	17.4%	18.5%	17.8%	19.0%	18.2%
Male	38	176	250	68	532
	82.6%	81.5%	82.2%	81.0%	81.8%
Total	46	216	304	84	650
	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-square: 0.114, P-value: 0.990
Source: Field Study
Since the p-value(0.990) of the chi-square test(0.114) is greater than 0.05, the level of significance so it is concluded that there is no significant association between gender and cadre i.e., gender has no impact on cadre at 5% level of significance.

Analysis: The above tablefurnishes the Gender-wise distribution of therespondents by their cadre in PSE. It is observed from the datathat a vast majority of 81.8 percent of the respondents are male while the remaining 18.2 percent are female respondents. Further, in cadre top management82.6 percent respondents are male and 17.4 percent are female, in middle management 81.5 percent respondents are male and 18.5 percent are female, in frontline management 82.2 percent respondents are male and 17.8 percent are female whereas atsupervisory level 81.0 percent are male and the remaining 19.0 percent is female.

It can be concluded from the table that as the steel plant works round the clock and appointing women at shop floor is constraint because women cannot work in shift system involving physical stress and strain. As such there are few women in the plant, which is proved in our study also. In steel plant women are more in administrative jobs.

Age

Distribution of Respondents by their Age

Age	Cadre				Total
	Top Management	Middle Management	Front Line Management	Supervisory level	
31-40 Years	0	2	174	14	190
	0%	0.9%	57.2%	16.7%	29.2%
41-50 years	2	122	130	70	324
	4.3%	56.5%	42.8%	83.3%	49.8%
More than 50 years	44	92	0	0	136
	95.7%	42.6%	0%	0%	20.9%
Total	46	216	304	84	650
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Study

Analysis: From the table it is clear that, 49.8 percent of the respondents fall between 41-50yrs of age, 29.2 percent of the respondents are in the age between 31 -40 yrs and 20.9 percent of the respondents are more than 50years of age. It can be concluded that   half of the respondents of the study is in the age between 41-50yrs and above, who are experienced and had good knowledge in their work.

Educational Qualification

Distribution of Respondents According to their Educational Qualifications

Educational Qualifications		Cadre				Total
		Top Management	Middle Management	Front Line Management	Supervisory level	
	Under Graduation	14	6	28	68	116
		30.4%	2.8%	9.2%	81.0%	17.8%
	Post Graduation	32	210	276	16	534
		69.6%	97.2%	90.8%	19.0%	82.2%
Total		46	216	304	84	650
		100.0%	100.0%	100.0%	100.0%	100.0%

Chi-square: 282.052, P-value: .000
Source: Field Study

The chi-square value and its corresponding p-value make note that there is a significant association between educational qualification and cadre of the employees i.e., the majority of the respondents are in higher cadre if they acquire highest degree and the difference is statistically significant at 5% level.

Analysis: For the convenience of analysis, it has been sorted that therespondents into four categories according to their Educational qualifications viz., up toSSC/ITI, Intermediate/Diploma, Degree and Post Graduate. It is observed from the data that a majority 82.2 percent of the respondents possess post-graduation, while 17.8 percent respondents are undergraduate holders. It is revealed that 69.6 percent of the respondents from top management are post graduates and 30.4 percent respondents areunder graduates, 97.2 percent of the respondents from middle management are post graduates and 2.8 percent respondents areunder graduates, 90.8 percent of the respondents from frontline management are post graduates and 9.2 percent respondents are under graduates, where as 19.0 percent of the respondents from supervisory level are post graduates and 81.0 percent respondents are under graduates.

The study reveals that there are no below undergraduate respondents from top to supervisory cadre; this can be attributed to the fact that the minimum academic qualification for executive posts at PSE is under graduation. It is interesting to note that post graduates are considerably very high in number in total sample. This might be the reason that most of the universities are offering post-graduation in distance education and the respondents are utilising the opportunity. Moreover, the company is also encouraging the respondents by giving extra increments for extra qualifications than their qualification at the time of entry into the job. The employees with higher qualification and experience are an asset to the organisation. It also helps the individual to get better positions even after their retirement also.

Monthly Salary * Cadre
Distribution of Respondents According to their Monthly Salary

Present Monthly Salary in Rupees	Cadre				Total
	Top Management	Middle Management	Front Line Management	Supervisory level	
Below 40,000	0	0	76	84	160
	0%	0%	25.0%	100.0%	24.6%
41,000-60,000	0	0	98	0	98
	0%	0%	32.2%	0%	15.1%
61,000-80,000	0	64	130	0	194
	0%	29.6%	42.8%	0%	29.8%
Above 81,000	46	152	0	0	198
	100.0%	70.4%	0%	0%	30.5%
Total	46	216	304	84	650
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Study

Analysis: As income plays a vital role in any organization, the researcher has classified the Monthly income variable into four categories mentioned above for his convenience. The table represents the details of the

income particulars of the respondents who figured in the sample. It is divulged from the data that 30.5 percent respondents of the sample are earning an annual income of above Rs 81,000 followed by 29.8 percent respondents who receive between Rs 61,000-80,000 per month. The monthly income of 24.6 percent respondents is below 40,000 whereas 15.1 percent respondents are in between Rs.41, 000 - 60,000.

Respondents in each cadre have different designations, based on their designations the salary structure varies between the respondents of the same cadre.

Nature of Job * Cadre

The nature of an employee's work is best defined as the type of work that he does. This can refer to the basic daily tasks that he carries out as part of his job. An employee's work can be evaluated with the nature of the work performed. Evaluating an employee for his/her work is done relative to their position within the company. At this juncture it is important to know the nature of the Job of the respondents.

Distribution of Respondents by their Nature of Job

Nature of Job	Cadre				Total
	Top Managemen	Middle Managemen	Front Line Managemen	Supervisory level	
Both office job and site/field work	16	98	176	20	310
	34.8%	45.4%	57.9%	23.8%	47.7%
Mostly Office Job	30	114	126	22	292
	65.2%	52.8%	41.4%	26.2%	44.9%
Mostly Site/Field Work	0	4	2	42	48
	0%	1.9%	0.7%	50.0%	7.4%
Total	46	216	304	84	650
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Study

Analysis: The table designates that the distribution of cadre of the respondents by their nature of the job involved. It is noted from the sample that out of the total sample 47.7 percent of the respondents are involved in both office job and site work. 44.9 percent respondents are involved in only office job. Only 7.4 percent respondents are involved in site/ field work.

Work Experience * Cadre

Table – 6.1.11: Distribution of Respondents by their Work Experience

Total Work Experience	Cadre				Total
	Top Management	Middle Management	Front Line Management	Supervisory level	
6-10 years	0	0	76	4	80
	0%	0%	25.0%	4.8%	12.3%
11- 15 years	0	0	228	80	308
	0%	0%	75.0%	95.2%	47.4%
More than 20 years	46	216	0	0	262
	100.0%	100.0%	0%	0%	40.3%
Total	46	216	304	84	650
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Study

Analysis: The above table reveals the experience wise details of the respondents. The data indicates that a majority 47.4 percent of the respondents had 11 to 20 years of experience while 40.3 percent respondents had more than 20 years of work experience where as 12.3 percent respondents had 6 to 10 years of the experience. Further, cadre wise, in top and middle management cadre 100 percent of respondents had more than 20 years of experience, in middle management cadre 75.0 percent of respondents had 11 to 20 years of experience and 25 percent had 6 to 10 years of experience, in supervisory level cadre 95.2 percent of respondents had 11 to 20 years of experience and 4.8 percent had 6 – 10 years of experience. The experience of its employees enriches the quality of output of an organization. The organization under study has been fortified with the gainful experience in all the cadres. With this experience the respondents would increase the

productivity of the organisation. Hence, it is advantageous to the organisation for having more experienced work force.

PERCEPTIONS OF THE RESPONDENTS ON THE DIMENSIONS OF ORGANIZATIONAL CHANGE

Data was gathered from the employees through a structured Questionnaire aimed at various aspects as a part of the study. Qualitative data were gathered from target respondents focusing on the following five main dimensions measured in a well-structured questionnaire for collecting data, processing, analyzing and arriving at conclusions.

1. Employees
2. Culture
3. Technology
4. Structure
5. Leadership

The following tabledescribes the average values and the standard deviation values of each and every dimension related to the Organizational Change that prevails in PSE.

Descriptive Statistics of the Dimensions

Descriptive Statistics	Mean	SD
Employees	3.2217	.65102
Culture	3.3498	.62360
Technology	3.6839	.81072
Structure	3.2976	.65580
Leadership	3.4137	.87730

Source: Field Study

The table indicates the average scores and the standard deviation of each and every dimension of organizational change and development. The average value of technology (3.6839) is greater than the remaining dimensions.

DRIVERS/ENABLERS OF ORGANIZATIONAL CHANGE

Opinion of the Respondents on "Employees"

E= Excellent   VG=Very Good   G=Good   A=Average   P=Poor

Statements related to Employees	E	VG	G	A	P
Organization's strategy is thorough in examining the future markets, competitors, and business opportunities.	12.0	43.1	35.1	9.5	0.3
Role of organization in adopting necessary changes to compete in the world market (Globalization)	11.1	37.2	37.5	11.4	2.8
Organization's ability to change with present scenario	18.8	31.7	37.2	9.5	2.8
Management in providing awareness to the employees at all the levels regarding any changes in the organization	5.2	41.8	36.3	15.4	1.2
Management in creating a climate of trust, honesty, and transparency to the employees towards the change activities	4.0	36.6	40.0	17.5	1.8
Flexibility in organizational policies, procedures and strategies to provide an opportunity to employees to participate during any change making decisions	3.4	32.6	38.8	20.6	4.6
Employees' attitudes/behavior towards enabling any changes in the organization	1.5	19.7	45.5	28.9	4.3
Employees' attitude in acquiring additional skills/ Competence as a consequence of organizational change	2.8	28.3	44.6	21.2	3.1
Employees' commitment and participation during changes adopted by organization	3.4	29.5	44.6	19.7	2.8
Employees' attitude/behavior in improving the individual and team efficiency in the organization	3.1	32.9	45.2	16.9	1.8
Management supports to the employees who takes risks and apply innovative ideas to enable change	4.9	39.4	36.0	14.2	5.5
Employees' participation during organizational change helps in developing their skills, knowledge and intelligence	4.9	43.7	35.7	12.6	3.1
Employees' participation during any changes in the organization promoting cordial industrial relations	2.5	42.5	42.5	12.0	0.9
Employees' commitment in their work during organizational change to achieve organizational objectives	4.6	47.4	33.5	13.8	0.6
Overall Perception	5.87	36.17	39.46	15.94	2.54

Source: Field Study

NOTE: In the following analysis the respondents' opinions on the first three points of the scale i.e. Excellent, Very Good and Good are taken as the positive side of the dimensions, whereas respondents opinions on the remaining two points i.e. Average and Poor are taken as the negative face on the dimensions.

Analysis: Theabove table furnishes the overall opinion of the respondents on the dimension "Employees" in PSE. It is observed from the data that an average, 39.46 percent respondents of the sample have expressed 'good' with the statements of the said dimension while 36.17 percent respondents have expressed 'very good'. However, only 5.87 percent respondents have stated 'excellent' as their opinion and the remaining 18.48 percent respondents are against the said statement. From this analysis it can be conveniently concluded that the employees' attitude towards enabling changesin the organizationis up to the satisfaction, it can be observed from the affirmative response of about 81.52 percent respondents of the total sample.

Opinion of the Respondents on "Culture"

Statements related to Culture	E	VG	G	A	P
Organization in representing culture i.e shared assumptions, beliefs, expectations, ideas, values, attitudes and behavior of all the employees	13.8	42.2	36.3	7.1	0.6
Managing diversity in the workplace as a culture in the entire organization (Diversity in the workplace means bringing together people of different ethnic backgrounds, religions and age groups into a cohesive and productive unit.)	23.4	38.5	25.5	11.4	1.2
Organization culture towards change in the organization to meet market requirements	10.8	37.5	40.0	8.9	2.8
Role of culture in enabling change in the organization	9.5	39.1	38.8	12.0	0.6
Management support towards employees' attitude, behavior, ideas and values towards adopting any changes in the organization	3.4	28.3	45.2	20.9	2.2
Employees 'commitment and participation as an organizational culture duringany changes in the organization	3.4	20.9	56.3	18.2	1.2
Management in creating awareness to the employees regarding any cultural changes in the organization	4.0	40.9	34.2	16.9	4.0
Role of cultural changes in the organization in achieving organizational goals	4.3	39.7	39.1	15.7	1.2
Overall Perception	9.08	35.89	39.43	13.89	1.73

E= Excellent   VG=Very Good   G=Good   A=Average   P=Poor
Source: Field Study

Analysis: The above table divulges that average 39.43 percent respondents of the sample have expressed their opinion as 'good' with the statements of the dimension 'Culture' as 35.89 percent respondents expressed 'very good'. While 9.08 percent respondents have stated 'excellent' as their view on the said dimension, 15.62 percent respondents have expressed negative with the dimension. From the foregoing analysis, it may be asserted that culture in enabling change in the organization is prompt and to the satisfaction of the employees as it can be observed from the majority affirmative opinion of 84.38 percent respondents of the total sample.

Table-6.2.10: Opinion of the Respondents on 'Technology'

Statement related to Technology	E	VG	G	A	P
Today's decision making in the organization regarding technological changes in view of future scenario	21.5	37.8	29.5	8.3	2.8
Organizational advancement in upgrading new technology	20.9	42.8	25.5	10.2	0.6
Role of technology in the organization in enabling change	21.8	42.5	28.9	6.5	0.3
Employees' acceptance and interest towards adopting technological changes in the organizations	18.2	34.2	33.5	13.5	0.6
Management encouragement to the employees in adopting new technological advancements in their work	19.4	38.8	27.4	10.8	3.7
Providing training and awareness programs to the employees regarding new technology in the organization	22.8	33.5	32.9	9.5	1.2
Employees participation in training programs on new technology in the organization	20.2	34.8	35.1	9.2	0.9
Technological advancement in the organization helps the employees in doing their work with more accuracy and in time	20.6	37.5	35.7	5.8	0.3
Technological advancement in the organization in improving employee efficiency and organization productivity	20.3	40.6	25.2	13.2	0.6
Technological changes in the organization in meeting market competition	18.8	45.2	26.8	6.2	3.1
Overall perception	20.45	38.77	30.05	9.32	1.41

E= Excellent   VG=Very Good   G=Good   A=Average   P=Poor
Source: Field Study

Analysis: It is from the above table revealed that the overall opinion of the respondents on the dimension 'Technology' is positive as can be noticed from the majority 89.27 percent positive perception. However, 10.73

percent respondents are negative in their perception in relation to the said dimension. It is interesting to note that technology in thePSEis enabling very good change in the organization. Technological changes in the organizationis well and that it is appreciated and welcomed by the employees is evident from the majority positive feedback from the respondents. It should be focused on upgrading necessary new technology to meet market competition and to improve organization productivity. Management should encourage employees in adopting new technological advancements in their work. They should be given constant guidance and training to improve their technical knowledge.

Opinion of the Respondents on 'Structure'

Statements related to Structure	E	VG	G	A	P
Organizational structure is dynamic and favorable in accepting the changes	20.9	34.2	33.5	8.9	2.5
Management's role in sharing the vision and the mission of changes in the organization with all the levels of employees in the hierarchy	13.5	36.6	32.9	13.2	3.7
Role of structure in enabling change in the organization	8.9	36.9	41.2	12.0	0.9
Formal way of downward communication in the hierarchy during any changes in the organization	5.2	39.1	38.2	14.5	3.1
Formal way of upward communication in the hierarchy during any changes in the organization	3.4	15.1	55.1	24.9	1.5
Decentralization of decision making process during changes in the organization	4.3	21.5	42.8	28.3	3.1
Centralization of decision making process during changes in the organization	3.7	43.7	41.5	10.5	0.6
Management involvement in the work specialization during the change	3.7	40.9	32.3	20.6	2.5
Employees' attitude in acquiring additional skills/ competence as a consequence of employee transferability to other role / job during change	6.2	44.0	34.5	15.1	0.3
Employees' involvement and participation during any structural changes adopted by the organization	4.3	20.9	49.5	23.7	1.5
Structural changes in the organization enable an increase in the organizational efficiency	5.5	54.2	32.6	7.4	0.3
Overall Perception	7.24	35.19	39.46	16.28	1.82

E= Excellent   VG=Very Good   G=Good   A=Average   P=Poor
Source: Field Study

Analysis: Above table divulges the overall opinion of the respondents on the dimension "Structure". It is evident from the above table that an average, 81.89 percent respondents optimistically responded towards the said dimension. However, the remaining 18.11 percent respondents have expressed their dissatisfaction with the said dimension. From the foregoing analysis, it is quite interesting to know that at PSE structure is dynamic and favourable to accept the changes and that it is appreciated and welcomed by the employees as it is evident from the majority positive feedback from the respondents. Management should share and encourage the employees while making changes in the organization.

Opinion of the Respondents on 'Leadership'

Statements related to Leadership	E	VG	G	A	P
Role of leadership in enabling change in the organization	17.8	40.6	29.5	8.6	3.4
Leaders' role in identifying the need for change in the organization to meet market competition	17.2	36.6	31.7	13.5	0.9
Leaders' communication to the people about the need for change	15.4	32.0	34.2	15.1	3.4
Employees' attitude towards leadership during any changes in the organization	16.9	28.9	39.4	14.2	0.6
Employees' co-ordination and cooperation with the leaders during any changes in the organization	16.3	22.5	38.8	22.5	0.0
Leaders' support to the management activities to manage the changes in the organization	16.6	35.4	33.2	14.5	0.3
Role of Leaders in motivating the employees to accept the needed changes in the Organization	15.7	33.2	30.2	19.4	1.5
Leaders' role in negotiation between Employees and Management in managing the changes in the organization	16.6	32.3	33.8	13.2	4.0
Leadership Team (right people) in managing the changes in the organization	15.4	34.5	28.6	17.2	4.3
Organization in providing Leadership Development Programs to the employees	12.6	20.3	23.1	36.0	8.0
Role of leadership in improving the organizational performance during organizational change	14.5	34.5	34.2	15.1	1.8
Overall Perception	15.91	31.89	32.43	17.21	2.56

E= Excellent   VG=Very Good   G=Good   A=Average   P=Poor
Source: Field Study

Analysis: The table furnishes the overall opinion of the respondents on the dimension "Leadership" in PSE. It is observed from the data that an average, 32.43 percent respondents of the sample have expressed 'good' for the statements of the said dimension, while 31.89 percent respondents have expressed 'very good'. However, only 15.91 percent respondents have stated 'excellent' as their opinion and the remaining 19.77 percent respondents are against the said statement. From this analysis it can be concluded that the leadership during changes in the organization is prompt and up to the satisfaction of the employees as it can be observed from the affirmative response of about 80.23 percent respondents of the total sample.

ANOVA TEST FOR THE DRIVERS OF ORGANIZATIONAL CHANGE BY CADRE

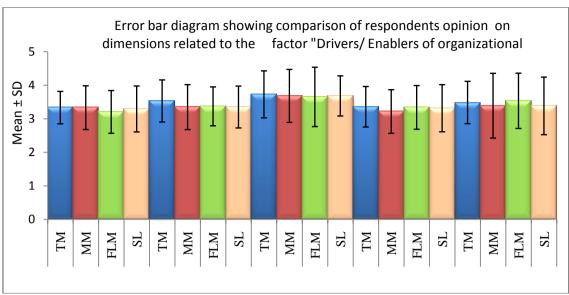| Dimensions	Cadre	n	Mean	SD	F-Value	P-Value	Decision
Employees	Top Management	46	3.3340	.48216			
	Middle Management	216	3.3323	.65232	1.912	0.126	Not Significant
	Front Line Management	304	3.2054	.63689			
	Supervisory level	84	3.2942	.68516			
Culture	Top Management	46	3.5326	.62718			
	Middle Management	216	3.3484	.67083	1.160	0.324	Not Significant
	Front Line Management	304	3.3720	.57998			
	Supervisory level	84	3.3520	.62424			
Technology	Top Management	46	3.7286	.70053			
	Middle Management	216	3.6824	.78968	0.146	0.932	Not Significant
	Front Line Management	304	3.6533	.88537			
	Supervisory level	84	3.6826	.59826			
Structure	Top Management	46	3.3597	.60331			
	Middle Management	216	3.2180	.65025	1.643	0.178	Not Significant
	Front Line Management	304	3.3397	.65178			
	Supervisory level	84	3.3160	.70283			
Leadership	Top Management	46	3.4862	.63136			
	Middle Management	216	3.3914	.96508	1.465	0.223	Not Significant
	Front Line Management	304	3.5368	.82450			
	Supervisory level	84	3.3846	.85793			

Excellent (5),   Very Good (4),   Good (3),   Average (2),   Poor (1)
Source: Field Study

Analysis: From the above table it is evident that the average opinion scores between the four categories of employees viz., Top Management (TM), Middle Management (MM), Front Line Management (FLM) and Supervisory level (SL) has no significant difference as per the insignificant p-values of the ANOVA test mentioned above at 5% level of significance. This indicates that there is no significant difference in the perception of the respondents among the four cadres in terms of dimensions related to the factor "Drivers of organization change". Thus, whatever may be the cadre of the respondents, their opinion on Drivers of Organizational Change factor is similar. Further, the average opinion scores are greater than "3" for all the cadres, which reveal that the opinion of the respondents on the factor 'Drivers of organization change' is nearer to 'Very Good', it is a positive sign in the organization because all the cadres agreed that the five dimensions viz, employees attitude, culture, technology, structure and leadership named as drivers of organizational change are 'very good' in enabling change in the PSE.

The variation in the opinion score of the respondents of the four cadres in relation to the above said factor is presented in error bar diagram. Bars represent the mean values and the lines represent the standard deviations.

Error bar diagram

Error bar diagram showing comparison of respondents opinion on dimensions related to the factor "Drivers/ Enablers of organizational

MAJOR FINDINGS

Based on the analysis carried out in the earlier chapters, it can be found and concluded that;

1. From the Study, it is observed that a vast majority (81.8 percent) of the respondents are male while the remaining 18.2 percent are female. However, in PSE women are more in office jobs.
2. The study makes it clear that, 49.8 per cent of the respondents fall between 41-50years of age, 29.2 per cent of the respondents are in the age between 31 -40 years and 20.9 per cent of the respondents are more than 50years of age. It concludes that half of the respondents are in the age between 41-50years and above, who are experienced and have good knowledge in their work.
3. It is observed from the study that a majority (82.2 percent) of the respondents are post graduates, while 17.8 per cent respondents are graduates. The chi-square value and its corresponding p-value (0.000) make note that there is a significant association between educational qualifications and cadre of the employees i.e., the majority of the respondents in the higher cadre are with highest qualification and the difference is statistically significant at 5 per cent level.

    Moreover, the company is also encouraging the employees by giving extra increments for extra qualifications than their qualification at the time of entry into the job. The employees with higher qualifications and experience are an asset to the organisation. They will be ready to accept the changes in the organization, which helps for the organizational growth and development. Higher qualification also helps the individual to get better positions even after their retirement also.
4. It is evident from the study that a majority (98.5 per cent) of the respondents from the total sample are married and holding responsibility of their married life followed by1.5 per cent of the respondents who are in widow, divorced and unmarried status.
5. It is divulged from the study that, 30.5 per cent of the respondents are earning above Rs 81,000 per month as salaries followed by 29.8 per cent respondents who receive between Rs 61,000-80,000 per month. The monthly salary of 24.6 per cent respondents is below 40,000 whereas 15.1 per cent respondents are in between Rs.51, 000 - 60,000. Respondents in each cadre have different designations, based on their designations the salary structure varies among the respondents of the same cadre.
6. It is noted from the study that, out of the total sample 47.7 per cent of the respondents are involved in both office job and site work. 44.9 per cent respondents are involved in only office job. Only 7.4 per cent respondents are involved in site/ field work.
7. The study indicates that a majority (47.4 per cent) of the respondents have 11 to 20 years of work experience while 40.3 per cent respondents have more than 20 years work experience. Whereas 12.3 per cent respondents have 6 to 10 years of work experience. Since almost all the employees in the sample have an experience of more than 6 years, they may be ready to accept the changes in the PSE to face challenges in the global competition. It is advantageous to have more experienced work force.
8. The study found that from the overall opinion of the respondents on the dimension ***"Employees"*** is high at PSE. From this analysis it can be concluded that the employee's attitude towards enabling changein thePSE is up to the satisfaction, it can be observed from the affirmative response of about 81.52 per cent respondents of the total sample. However, it is observed from the data that only 18.48 per cent respondents are negative towards the statements. As it is a large public-sector organization which gives much importance to changes with world market competition, more than 80 per cent of the respondents of the total sample agreed with the statements in the dimension.

9. The study divulges that 39.43 per cent of the respondents from the sample have expressed their opinion as 'good' with the statements of the dimension *"Culture"*, 35.89 per cent of the respondents expressed 'very good'. While 9.08 per cent respondents have stated 'excellent' on the said dimension, 15.62 per cent respondents have expressed negative with the dimension. From the analysis, it may be asserted that culture in enabling change in the PSE is prompt and to the satisfaction of the employees as it can be observed from the majority affirmative opinion of 84.38 per cent respondents of the total sample.

10. It is revealed from the study that the overall opinion on the dimension *"Technology"* is positive as it can be noticed from the majority of the respondents (89.27 per cent). However, 10.73 per cent respondents are negative in their perception in relation to the said dimension. It is interesting to note that technology in thePSEis enabling a very good change in the organization. Technological changes in the organization is well and that it is appreciated and welcomed by the employees as is evident from this analysis. Itis doing good job in upgrading necessary new technology to meet market competition and to improve organization productivity. Management continuously encouraging employees in adopting new technological advancements in their work and giving constant guidance and training to improve their technical knowledge.

11. The study divulges the overall opinion of the respondents on the dimension *"Structure"*. It is evident from the study that an average, 81.89 per cent respondents responded optimistically towards the said dimension. However, the remaining 18.11 per cent respondents have expressed their dissatisfaction with the said dimension which is negligible. It is quite interesting to know that at PSEorganization structure is dynamic and favorable to accept the changes. It is evident from the positive feedback of the majority respondents in the total sample.

12. It is observed from the study that, 32.43 per cent of the respondentshave expressed 'good'with the statements of the *"Leadership"*, while 31.89 per cent respondents have expressed 'very good' and 15.91 per cent respondents have stated 'excellent' as their opinion. However, the remaining 19.77 per cent respondents are against the said statement. From this analysis it can be concluded that the leadership during the changes in PSE is prompt as it can be observed from the affirmative response of about 80.23 per cent respondents of the total sample. It reveals that Leadership in the PSE is playing an important role during any changes in the organization.

13. It is evident from the study that the average opinion scores among the four categories of employees viz., top management, middle management, front line management and supervisory level have no significant difference as per the insignificant p-values of the ANOVA test mentioned at 5 per cent level of significance. This indicates that there is no significant difference in the perception of the respondents among the four categories in terms of dimensions related to the factor *"Drivers of organizational change"*. Thus, whatever may be the cadre of the respondents, their opinion on drivers of organizational change factor is similar. Further, the average opinion scores are greater than "3" for all the cadres, which reveal that the opinion of the respondents on the factor 'Drivers of organization change' is nearer to 'Very Good'

III. Suggestions

On the basis of above findings, the following suggestions may be suitable measures to improve the efficiency of organizations for organizational change and development:

1. As the world evolves, customer needs are changing and growing, creating demand for new types of products and services.Change is important for any organization because, without change, businesses would likely lose their competitive edge and fail to meet the needs of customers.PSE is not an exception to this. In the existing era of rapid and ongoing Globalization, even public-sector organization has to adopt necessary changes to survive in the market competition. It is known from the study that the PSE is thorough in examining the future markets, competitors, and business opportunities and in adopting necessary changes to compete in the world market (Globalization). In spite of majority respondents having good opinion, there are few respondents who disagree with it. So, it is suggested that the public-sector organizations should be more thorough and improve its ability to adopt necessary changes with Global market further to satisfy all the employees in the organization.

2. It is known from the study that majority of the respondents from the total sample had expressed positive opinion that management is providing awareness to the employees at all the levels regarding any changes in the organization and creating a climate of trust, honesty, and transparency to the employees towards the change activities. However, few respondents expressed their negative opinion on this aspect. So, it is suggested that management needs to provide awareness programs explaining the need, benefits, process of change to all the level of employees regarding any changes which are going to take place in the organization to reduce employee resistance. Employees trust on change activities in the organization helps to increase employee commitment.

3. Employees' attitude towards enabling the change and in acquiring additional skills during any change in the PSE was good, which is known from the positive opinion from the majority of the respondents. Though, a

small number of respondents expressed their negative opinion on this facet. It is suggested that PSE needs to focus more on employees' attitudes/ behavior,which is important to accept or reject any changes in the organization. Management should create an attitude of acceptance to organizational changes in employees through proper counseling programs. Changes in the organizations make employees to learn new skills, explore new opportunities and exercise their creativity in ways that ultimately benefit the organization through new ideas and increased commitment.

4. The study shows that majority of respondents atPSE expressed positive opinion on employees' commitment and participation during changes adopted by the organization and in turn improving individual and team efficiency. Yet, a little percentage of respondents opined negative opinion on this piece. It is suggested that management should motivate the employees to increase employees' commitment and involvement to improve individual and team efficiency in the organization,further to satisfy all the employees in the organization.

5. Management should supportsuitable innovative ideas of employees to enable change and development in the organization. Management support will help to exercise their innovative ideas which payback to the organization.

6. Employees' participation during any changes in the PSE promoting cordial industrial relations in the organization and employees' commitment in their work during organizational change helps in achieving organizational objectives, which is found from the study by the majority of the respondents' positive opinion. Still, a small percentage of respondents' negative opinion on this aspect, themanagement of PSEneeds to encourage all the employees to take active participation in management activities which helps to promote cordial industrial relations between employees and management.

7. It is revealed from the study that the culture in enabling change in the PSE to meet market requirements is effective. Nevertheless, a small number of respondents opined it as ineffective. In this aspect PSE should maintain effective organizational culture to increase customer satisfaction and to meet market requirements in a most effective way.

8. Management support towardsemployees' attitude, behavior, ideas and values towards adopting any changesadopted by PSE is supportive. Employees' attitudes/behavior in the organization would always have great impact on any changes in the organization. On the other hand, only some percentage of the respondents are not supportive on this issue. The management should focus on employees' attitude and should incorporate positive attitude to drive changes in the organization. Employees' involvement and commitment as a culture during change makes change successful in the organization.

9. Cultural change is not an easy task; it's really a difficult process in any organization.The majority of the respondents had revealed positive opinion on implementing cultural change awareness programs to the employees at all the levels to accept the cultural changes in the organization. Yet, there are few respondents who expressed negative opinion to it. In this particular aspect, management of PSE needs to provide cultural change awareness programs to the all the employees in the organization which helps to accept the changes and improves their commitment and learning during changing process. Changing organizational culture helps to achieve organizational goals.

10. Technology will have an impact on organization. Almost every business relies on technology for day-to-day operations. Technology plays an important role in enabling the change in the organization. Decision on burgeoning technology represents changes that allow organizations to adopt and learn more quickly. Today's decision-making in PSE regarding technological changes in view of future scenario and organizational advancement in upgrading new technology is impressive. The role of technology in enabling change in theorganization is good.From the study it can be noticed that only petite percentage of respondents expressed negative opinion. Further to satisfy all the employees in the organization, management should focus on adopting new technology, while it can be disruptive at first, ultimately the technological change tends to increase productivity and service, which helps the organization to stand in the market competition.

11. Employee acceptance to technology improves productivity. Management needs to motivate employees regarding new technology. Without acceptance from the employee side, organization cannot utilize new technology. Lack of management support is often the primary reason where the implementation of new technology fails in most of the organizations. In this background, to satisfy all the employees in the organization it is suggested that management should provide training and awareness programs to all the employees regarding new technological changes in the organization.

12. It is suggested that organizational structure of PSE should maintain formal design of hierarchy, setting forth both reporting relationships and information flows from top to bottom and bottom to top during change process.

13. It is suggested that management should encourage the employees to take part in decision making process during any changes in the organization. Employee involvement during decision making helps to reduce the resistance and increases commitment during organizational change.

14. Management ofPSE should improveemployee engagement which makes an employee to connect all aspects and changes in the organization and motivates them to acquire new skills during their job transfer and enrichment as this helps to increase organizational efficiency and growth.

15. It is found from the study thatrole of leadership in enabling change in the organization was really good. Leader's role in identifying the need for change to meet the market competition and communication to the employees about the need for change and support to the management activities to manage the changes in the PSE is supportive, which is known from the majority of the respondents although few have expressed negative opinion. Further to satisfy all the employees, it is suggested that management should encourage and support the leaders to motivate the employees to accept the changesin the organization. Through this management can receive co-ordination and cooperation from the employees. Leaders provide negotiation between employees and management to manage the changes in the organization.

16. It is recommended that management of steel plant should organize leadership development programs to the employees in the organization, which helps to develop leadership skills of the employees, which in turn helps to improve the organizational performance during change.

IV. Conclusion

As a whole it can be concluded that around 80 per cent of respondents of the PSEhave positively perceived with more number of statements relating to the drivers of Organizational Change. It clearly reveals that the PSE is dynamic towards organizational change.

However, the percentage of respondents whose perceptions are negative is around 20 per cent, which is common in any organization. Since, it is a Public-Sectororganizationattitude of employees will have impact on Government revenue, so management should formulate a policy further to reduce the percentage of respondents with negative attitude towards the Organizational Change. The Policy may include the programmes like change awareness programmes, counselling programmes, leadership development programmes, workshops, seminars and so on, to enable change in PSE.

PSE should always keep itself ready to accept the challenges to change with global competition to excel in the world market. It will make PSE a role model for the other public and private industries. So, it should always strive to keep its position as excellent in all aspects in present global era.

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