CHAPTER V
SUMMARY AND CONCLUSION

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5.1 SUMMARY
Change is essential for organizations for its survival. Hence they continually embark on programmes of organizational change. Organizations place an ongoing and seemingly endless change effort which creates strain not only on organizations but also on individuals. Individuals experience uncertainty as a result of organizational change, and start fearing about the potential failure in coping with the new situation (Coch and French, 1948). Stress at workplace creates low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts etc. (Schabracq and Cooper, 2000; Murphy, 1995; McHugh, 1993). Chusmir and Franks (1988) accepted that all the aforesaid problems are related, directly or indirectly, to stress and they have an effect on overall organizational efficiency and effectiveness. McHugh (1997) recommended that stress should be included in the change management programme. She argued that stress management programme to be incorporated within the change management programme. And individuals concerned in the management of change need to admit the fact that employees feel increased pressure and stress because of continuous organizational change. Moreover, Armenakis and Bedeian (1999, p. 307) argued that stress is an obstacle to change planning and implementation:
“Receptivity, resistance, commitment, cynicism, stresses, and related personal reactions are clearly relevant criterion variables to be considered in the framework of planning and implementing an organizational change. Change can obviously cause cynicism and stress, thereby inhibiting success.”

Hence, organizations need to draw and maintain creative, dedicated, and thriving employees who make organizations boom. Working environment has to be created in such a way to inspire employees to be engaged and to give their best, go really extra mile, and persist in the face of difficulties. Modern organizations focus on the management of ‘human capital’ whereas traditional organizational structures greatly rely on management control and economic principles of cost reduction, efficiency, and cash flow. Modern organizations expect their employees to be proactive and show initiative, collaborate smoothly with others, take responsibility for their own professional development, and to be committed to high quality performance standards. Thus organizations are in need of employees who feel energetic and dedicated, and are absorbed by their work. In other words, organizations need employees who could able to withstand with uncertainty. Positive Organization Behaviour assert the importance of positivity, effective application of positive traits, states, and behaviours of employees in organizations and research should be focused more on these aspects (Luthans & Youssef, 2007). More positive approach is needed not only in psychology, but also in management and business (Walsh, Weber, and Margolis, 2003).
The individual factors (self-esteem, change self-efficacy, internal locus of control, neuroticism, openness to experience, risk aversion and tolerance for ambiguity) which was indentified in the present study is very much required for any manager to function effectively. And all these factors are positive factors that help any employee to be committed and satisfied with his/her job. These positive psychological resources would help the employees in coping during change process and in turn lead to organizational commitment and job satisfaction. The aim of the present study is to investigate the influence of coping with organizational change on organizational commitment and job satisfaction with reference to individual factors such as self-esteem, change self-efficacy, internal locus of control, optimism, neuroticism, openness to experience, risk aversion and tolerance for ambiguity. In order to select the sample for the study, the researcher had developed a check list to assess the change implementation that had occurred in the organization. Using the check list organizations were selected for the study and the managers from that organization were selected based on certain inclusion and exclusion criteria.

Pilot study was undertaken to ascertain the suitability of the instrument which were administered to 170 participants from three different organizations out of which 53 from insurance company, 49 from BPO and 68 from production sector. Reliability of the tools was established. The content validity of the tool was established by getting the opinion from the experts such as Psychologist, HR professionals, OD consultants.

An ex-post facto, multivariate, cross-sectional research design was used in the main study to investigate the research problem. Respondents selected as sample for the study were working in the organization which had undergone change. All the
employees were experiencing change in their organization. They all belong to management cadre (junior, middle or senior) in the same organization. Purposive sampling method was adopted with certain inclusion and exclusion criteria. A total sample of 442 from 6 different organizations (production, e-publishing, logistics, pharmaceuticals, hotel and insurance) was selected. The age of the sample ranges from 20 to 60 and experience from 2 years to 18 years. Out of 442 employees, 324 were men and 118 were women. 57 were junior, 295 were middle and 90 were senior level management employees. All the participants were assessed with the questionnaire for individual factors, coping with organizational change, organizational commitment and job satisfaction.

After examining the data for normality and homogeneity of variance, Independent t-test and one-way analysis of variance (ANOVA), Pearson’s correlation, Hierarchical Regression analysis, Principal Component Analysis, Baron and Kenny’s (1986) model of mediational analysis and Sobel test was done. Structural diagram was drawn for each independent variable with mediating variable (coping with organizational change) and dependent variables (organizational commitment and job satisfaction) to ensure the acceptance of the hypotheses.

The salient findings of the study are given below:

1) Self-Esteem is positively related to coping with organizational change.
2) Change self-efficacy is positively related to coping with organizational change.
3) Internal locus of control is positively related to coping with organizational change.
4) Optimism is positively related to coping with organizational change.

5) Neuroticism is negatively related to coping with organizational change.

6) Openness to experience is positively related to coping with organizational change.

7) Risk aversion is negatively related to coping with organizational change.

8) Tolerance for ambiguity is positively related to coping with organizational change.

9) Coping with organizational change is positively related to organizational commitment and job satisfaction.

10) Coping with organizational change partly mediated the relationship between individual factors and the following outcomes: (a) Organizational commitment, (b) Job satisfaction.

Within the limitations of the present study, the following conclusion could be drawn from the results obtained.

5.2 CONCLUSION

Psychological reinforcers are essential for manager to cope with change. These psychological reinforcers are individual factors such as self-esteem, change self-efficacy, internal locus of control, optimism, neuroticism, openness to experience, risk aversion and tolerance for ambiguity. If these factors are strengthened organizational commitment and job satisfaction are enhanced. Even if changes are sudden and radical, psychological factors like self-esteem, change self-efficacy, internal locus of control, optimism, neuroticism, openness to experience, risk aversion and tolerance
for ambiguity keep employees in good stead and ensure organizational commitment and job satisfaction.

5.3 LIMITATIONS

1. Predictor variables such as psychological empowerment, communication about change, and other individual factors like hardiness, positive affectivity were not considered.

2. Responses to individual factors might have been influenced by social desirability as many of the items were transparent. But at the same time it has to be mentioned that responses were cross checked through an intensive interviews following the administration of the scales.

5.4 SUGGESTION FOR FUTURE RESEARCH

Although the research implied that these individual factors can be used as criteria for assessing and selecting individuals for managerial position, further research is required to find out how change management programs can be effective with the help of these findings. Future research may expand the individual factors to determine whether they would add to systematic variance beyond those included in the present study. Person based interventional program can be designed and included in the study as these individual factors can be enhanced through training. And the effectiveness of the training program can be checked whether it acts as psychological booster and can promote coping with organizational change.
5.5 UTILITY OF THE PRESENT STUDY

The present study highlights the importance of psychological reinforcers for employees to cope with change process as well as to increase productivity. Managers being the change agents, they need to possess certain positive factors to implement the change process. During the selection and recruitment process, these individual factors may be considered.

Changing nature of work created changes in the employee relationship with co-workers, supervisors and management. Due to change process, patterns of work are complex and often difficult and its effect on workers is readily understood. The challenges that employers and employees face not only reflect their relation with external environment but also guide and influence inner life of organization. Positive psychological factors help managers to understand work in a desirable way. They also help in maintaining cordial relationship with others, besides encouraging employees to do meaningful work with pleasure and not with pressure. Healthy work place lays a strong foundation for both physical and psychological well-being of the employees.

Generally it is said “work is worship”. By creating a conducive psychological atmosphere, employees start worshipping the work with zest, zeal and enthusiasm.