CHAPTER - III

RESEARCH METHODOLOGY
REVIEW OF LITERATURE AND RESEARCH METHODOLOGY

3.1 Nature of the Study

In this chapter a brief outline of the overall research plan of the study is presented. The research study attempts to evaluate and ascertain the conceptual application and practice of OD models as part of HRM/OD strategies in cement industries. The purpose of this doctoral study is to evaluate and ascertain the intensity levels of implementation and practice of various Organizational Development conceptual Models enunciated by the luminaries in the field. The approach is to elicit the opinions from selected sample of employees from cement industry of AP, on the intensity of application and practice of OD application Models in their respective organizations. This chapter does present a brief description of the background and scope of the study, followed by the aims and objectives of the study. This chapter explains the context and the respondent base of the study, methodology and methods used, the contribution of the study, and finally, the structure of the thesis.

The study relies on data collection employing questionnaire, data tabulation, for application of statistical tools, to find out whether organizational development practices are really significant in helping the employees or not. Statistical analysis of empirical data by the researcher is used to establish the impact of OD practices on employees of cement industry in AP. The research offers hints to extend the implementation of organizational development practices as constructive tools for cement industry.

3.2 SIGNIFICANCE OF THE STUDY

The purpose and objective of OD is to address organizational problems in the process of perennial evolving needs of organization success - a concerted collaboration of internal employees and external experts in the field to discover the process an organization can employ to become more stakeholders effective. OD is a lifelong, built-in mechanism to improve immunity of organization's health to renew itself, often with the assistance of a change agent or catalyst and the use of enabling appropriate theories and techniques from applied behavioral sciences,
anthropology, sociology, and phenomenology. Although behavioral science has provided the basic foundation for the study and practice of OD, new and emerging fields of study have made their presence felt. Experts in systems thinking and organizational learning, mind maps, body mind synchronicity, structure of intuition in decision making, and coaching (to name a few) whose perspective is not steeped in just the behavioral sciences, but a much more multi-disciplinary and inter-disciplinary approach have emerged as OD catalysts. These emergent expert perspectives see the organization as the holistic interplay of a number of systems that impact the process and outputs of the entire organization.

Organization Development is an ongoing, systematic process of implementing effective organizational change. Organization development is known as both a field of applied behavioral science focused on understanding and managing organizational change and as a field of scientific study and inquiry. It is interdisciplinary in nature and draws on sociology, psychology, and theories of motivation, learning, and personality. Organization development is a growing field that is responsive to many new approaches including Positive Adult Development. Underlying Organizational Development are humanistic values. Margulies and Raia (1972) articulated the humanistic values of OD as follows:

1. Providing opportunities for people to function as human beings rather than as resources in the productive process.
2. Providing opportunities for each organization member, as well as for the organization itself, to develop to his full potential.
3. Seeking to increase the effectiveness of the organization in terms of all of its goals.
4. Attempting to create an environment in which it is possible to find exciting and challenging work.
5. Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.
6. Treating each human being as a person with a complex set of needs, all of which are important in his work and in his life.

### 3.3 Review of literature:

Jennifer Bellot (2011) reviews the development of the concept of organizational culture and methods for assessing organizational culture, focusing on the healthcare environment. The author
states that the concept of organizational culture remains controversial as conflicting definitions, lack of semantic clarity and debate over the most appropriate methods for assessing organizational culture have led to disagreement over the value and validity of such inquiry.

**Shanmukha Rao Padala (2010)** in his research paper explained the concept of organizational commitment. Job satisfaction has been described as the output of a congenial work environment. Organizational commitment maximized innovative and spontaneous behavior implying that organizations need not go beyond attracting and holding people in the system to achieve better efficiency. Organizational commitment may be related to the morale of the work force, it has come to be considered a desirable goal in itself and the characteristic of effective healthy organization. The author attempted to identify various parameters for employee job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemicals Limited (NFCL), Kakainda, India to measure the level of employee’ job satisfaction and organizational commitment. The study revealed that employees are found to have a positive inclination in their intensity of commitment towards their organization.

**Eby et al., (2000); Cunningham et al., (2002); Madsen et al.,( 2005); Rafferty and Simons, (2006); Cinite et al., (2009)** Viewing employee as a centrifugal force, researchers in the main have focused on employee issues to support the development of positive behaviours and attitudes. These issues can be broadly classified into two categories like individual and workplace factors.

**Koutroumanis, Dean A., Alexakis, George., (2009)** in their article “Organizational change in the restaurant Industry: Implications for change” states that in order to achieve the transformational change, organizations must first understand and manage the complexities of their respective organizational cultures and build stronger levels of organizational commitment. The authors are of the view that if the restaurant owners implement the findings of the existing literature of cultural development, among other aspects, a significant impact can be observed in increasing the productivity; building employee commitment.

**Armenakis et al., (1999; Smith, 2005; Susanto, 2008; Elias, 2009)** Within organisation, employees have been found to be a useful and successful source for mobilisation of organisational assets, while change management has explored the essential and dominant factors for sustaining organisational change programmes.
Ashford, 1988; Holt et al., (2007) Employees approach organisational change in different ways as some individuals perceive that it can provide opportunities for learning and growth, while others view it as a threat. Successful adjustment to change can result in higher levels of enthusiasm providing opportunities for learning and growth, while poor adjustment to change is characterized by feelings of uncertainty, frustration, alienation, and anxiety, particularly in relation to issues of job security, status, work tasks, co-worker relations, and reporting relationships. Thus, researchers and practitioners need to know the maximum level of employee readiness predictors so that management can endeavour to understand the maximum level of individuals’ beliefs, intentions and perceptions during implementation of change programmes.

Nadaraj Naicker (2008) To increase the commitment levels of the workforce in his study on “Organizational culture and employee commitment: A case study”. Recommended an improvement in the compensation benefits; innovative schemes to improve employee morale, leadership training to all employees and open communication. He further recommended that the management should create mentoring programs for skilled employees to pass on knowledge and skills to now and existing employees. The author favoured the introduction of a performance bonus that would help improve commitment levels and output as well.

Armenakis et al., 2001; Rafferty and Simons, 2006; Holt et al., (2007) Furthermore, domain literature describes that by changing the status quo or any transformation, those primarily affected are employees whose response might be positive or negative.

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Ruta Kazlauskaite et al, (2006) found in their study the level of employee organizational commitment as well as their empowerment, which can be reviewed as a possible means of stimulating employee commitment, as well as he interrelationship between employee commitment and empowerment. Findings – The levels of both organizational commitment and organizational empowerment in Lithuanian upscale hotels are rather low, while the correlation
between them is rather strong. This implies that improvement of conditions that foster empowerment would lead to a higher level of employee organizational commitment, especially the level of affective commitment that is of greater importance for the organization, in this case commitment rests on common values and stimulates emotional attachment to the organization.

Ming-Yi Wu et al., (2006) measured organizational cultures in a quantitative and qualitative study across twenty units from ten different organizations in Denmark and Holland. Of late, employee turnover has considerably increased in the Lithuanian hospitality industry. Given the fact that organizational commitment is negatively related to employee turnover. These factors may be related to individual’s psychological and financial predictors -Alvi and Ahmed, 1987; Chang, 1999; Goulet and Singh, 2002.

Armenakis et al., 1993; Bernerth, 2004; Madsen et al., (2005) The researchers effort at exhausting the literature has established that an individual’s attitudes, beliefs, behaviours and response to organisational change are the byproducts of employee readiness factors

Cummings and Worley, (2005) To achieve their objectives and goals in a challenging situation, organisations today need to change the status quo for future survival and staying competitive. This change might involve a transformation of strategies, cultures, structures, approaches, or processes that may overcome the challenges of organisations.

Vakola and Nikolaou, (2005) However, these feelings and perceptions can be learned by past experiences and demographic values. The literature reveals that stress due to organisational change is caused not only by the organisation but a prime source is employees within the organization. However, these feelings and perceptions can be learned by past experiences and demographic values. The literature reveals that stress due to organisational change is caused not only by the organisation but a prime source is employees within the organisation.

Desplaces, (2005) conversely a positive response shows employee readiness which can support the organizational change. This response may provide high commitment, low turnover, high performance and low absenteeism.

Cummings and Worley, (2005) Competing with important and often unknown challenges, managers of organizations are anxious to know how to survive for future and stay competitive. Change agents and practitioners suggest that an organisation must change its policies, strategies, structures, approaches, culture, and procedures to compete. In the organisation, change may be
small or large, quantum leap or incremental but requires proper attention because its consequences affect organisational performance, development, reputation, competition and future survival. Although in any sort of situation organisations require proper processes for controlling disruption and challenges.

**Madsen et al., (2005)** Change is concerned with the development of organisation. It is used to solve the problems and challenges of the organisation. In organisation, most problems and challenges are generated by competition, advanced technology, mergers, expansion, product quality maintenance, or enhancing employee efficiency on the one hand and rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches on the other.

**Lines, (2005)** Regarding attitudes and behaviours, employee may have a positive or negative judgment of a change implemented by the organisation.

**Cummings and Worley, (2005)** To achieve their objectives and goals in a challenging situation, organisations today need to change the status quo for future survival and staying competitive. This change might involve a transformation of strategies, cultures, structures, approaches, or processes that may overcome the challenges of organizations.

**Armenakis et al., 1993; Smith, 2005; 2006** Thus, in the domain of organisational change management, the human factor has been found to be the most crucial, complex and dominant factor in supporting effective and successful implementation of change in organisation.

**Armenakis et al., (1993); Ilgen and Pulakos, (1999); Bernerth,( 2004)** The existing literature on change management supports the idea that main focus has been concentrated on employee attitudes, behaviours, perceptions and beliefs which depend upon past experience, current situation, and future perspectives.

**Armenakis et al., (1993,Bernerth, 2004)** Literature of change management adds the idea that before or during the launch of any change programme, change promoters and agents should develop employee positive attitudes, beliefs, and intentions towards the proposed organisational change.

**Chonko,(2004)** Organisational change is defined by shifting from one stage to another or it is concerned with breaking down existing structures and creating new ones.
Vakola et al. (2003) argue that employee can be happy or excited or angry and fearful when confronted by change. It shows that the individual’s perceptions towards the new situation primarily affect organizational change goals and objectives.

Michael C.G. Davidson (2003) identified in his study the differences in climate and culture and examined organizational climate within the service quality framework, and how it should be incorporated into the quality initiatives. It has been identified that an overall positive organizational climate will be possible if the climate exists for service, innovation and employee welfare. Organizations need to recognize the climate for employee well being in their organizations ad the basis for the development of a climate for innovation and a climate for service. It was further identified that organizational climate is affected by the prevailing organizational culture but can be measured separately be a process of scoring individuals on a climate survey and then aggregating those scores to the department and organization as a whole.

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Cunningham et al. (2002) advocate the idea that research on individual, process, and workplace factors in readiness for organisational change is important to success. The following section discusses the role of employee in organisational change.

Kathryn A Baker (2002) highlighted that literature on organizational culture is as relevant to public sector management as it is to the management of private sector business organizations. Given a rapidly changing environment and continuing insight into organizational effectiveness, science organizations, as most other organizations are seriously rethinking what they do and how they can best define and accomplish their goals and objective. Once goals are define and accomplish their goals and objectives. Once goals are defined, it is necessary to address the type of culture that is necessary to advance these goals and objectives and ensure the successful implementation of the necessary to address the type of culture that is necessary to advance these goals and objectives and ensure the successful implementation of the necessary changes. In addition, the organizational effectiveness literature has been increasingly emphasizing the importance of culture in motivating and maximizing the value of its intellectual assets, particularly its human capital. This is particularly important in knowledge intensive organizations, such as publicly funded scientific laboratories.
**Bennett, 2001** Change might be small or large but are concerned with improvement, variation, alteration or modification of something.

**Gleick, (1987); Abrahamson, (2000)** Potentially change in organisation is referred to as chaotic and dramatic, because transferring from a known to an unknown position can develop particular uncertainties, anxiety and ambiguities. In this position, employee can develop different thoughts, feelings and behaviours towards the situation which might involve painful learning and relearning and create a feeling of uneasiness and tension.

**Collins and Porras (2000)** state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from the other. They believe that these shared meanings are a set of key characteristics, and that the organizational values and the essence of an organization’s culture can be captured using appropriate measures.

**Eby et al. (2000); Kotter (1996); and Martin (1998)** focused on positive attitudes and behaviours to promote effective change programmes.

**Ilgen and Pulakos, (1999)** It is important to remember that humans have different individual life experiences, motivational levels, socio-demographic characteristics, knowledge, attitudes, support systems, values, and behavioural patterns.

**Armenakis et al. (1993; 1999)** point out that employee positive response is viable towards change because of the level of their involvement.

**Armenakis et al., (1993; 1999)** Stress among employees can be disseminated by different factors like environment, culture, and situation. Employee response might be in favour or against, because of different feelings, thoughts and behaviours.

**Heracleous and Langham (1996)** advocate that understanding of employee is imperative for managing change due to the subtle issues involved.

**Barnett and Carroll (1995)** defined it as a transformation between two points in time with the key ability to compare the organisation before and after the transformation.

**Barnett and Carroll, (1995)** The source of change is both internal and external pressures associated with the expansion or need of businesses to respond to challenges. Internal change factors are concerned with organisational growth, while external factors are associated with issues like institutional and market volatility

**Arnold et al. (1995)** “Attitudes reflect a person’s tendency to feel, think or behave in a positive or negative manner towards the object of the attitude”.

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*References are not included in the natural text.*
Beer and Walton, (1990) the success of organisational change is often determined by employee attitudes and beliefs towards the change.

Coch and French, (1948; Kotter and Schlesinger, 1979; Goldstein, 1988; Martin et al., 2005) the response of employee towards change largely arises from his or her positive or negative perceptions. Employee positive response shows willingness towards change while negative reflects resistance. If employee response is negative, this means they don’t want to accept or believe and may intend to resist or quit. Given such a response, organisation might face threats from employee, high turnover rates, uncertainty, frustration, lower efficiency, anxiety, and a decline in output and decreased organisational commitment.

The literature review exercise exhausts a wide perspective of factors supporting the development of positive attitudes among employees. Review of literature conducts a critical analysis in business and management research, enables a clear comprehension of research topic, establishes the current state and status of the research topic, and supports any conceptual framework (Maylor and Blackmin, 2005, p-117). The literature review effort enable a clear understanding of the research topic, identify the major studies related to the research area, identifies the different points of the views on the research topic, draws clear and appropriate conclusions, and demonstrates the relevance and importance of the research problems (Hart, 1998, p-198).

3.4 Need for the study

Deviating from Chapter I which provided a brief setting of the study, this chapter dwells on exhausting literature on the issues that have direct affect on employee attitudes and behaviours to readiness for organisational change/development. Importantly, these insights highlight the fact that employee readiness for organisational change is imperative for successful implementation of organisational change/development programmes, and hence reinforce the need for the study. The objective of OD is to improve the organization's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, more effective communication, enhanced ability to cope with organizational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organizational members. These objectives stem from a value system
based on an optimistic view of the nature of man — that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Essential to organization development and effectiveness is the scientific method — inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results.

3.5 Scope of the study
The purpose and objective of OD is to address and ameliorate organizational problems in the process of perennial evolving needs of organization success - a concerted collaboration of internal and external experts in the field to ascertain the process an organization can implement to become more stakeholders effective. The present study limits its scope to conceptual Organisational Development models which are a pre requisite for effectively dealing organizational problems, that are manifestation of the external forces like competition, technological advances, mergers, etc. The geographical region chosen for the study is Andhra Pradesh, in India as the cement industry in this region is registering an annual growth rate, and abundance of raw materials. The local region selected for the study is the districts of Anantapur and Kadapa since the largest manufacturing plants are located in this region along with many other cement manufacturers. The period of the conduct of study is between the years 2007-13. The sample respondents for the present study consist of male and female employees working in the cement industry during the period in this region. The term change agent or catalyst is synonymous with the notion of a leader who is engaged in leadership - a transformative or effectiveness process - as opposed to management, a more incremental or efficiency based change methodology.

3.6 Research Methodology
The present research study strictly abides by the conceptual frame work enunciated by the subject Research Methodology for the design and conduct of the research, this part of the study aims at presenting all the components of the research in a descriptive style which includes Statement of the problem, Objectives of the study, Hypotheses formulation, Data gathering, Data processing, interpretation or Description, finally followed by presenting the Findings and Conclusions of the study. All elements in various stages of research process are explained descriptively, offering due importance to them and treating them individually and distinctively.
**Statement of the Problem**

Parameters employed for measurement of development in all organizations depend on Physical, Human, Financial, and Information resources; however, in the process of organization development employees do encounter problems that are resultant of the above forces. Handling or solving these problems is the aim of the OD which aims to enhance employee’s abilities in collectively handling the problems in an organizational environment. Evaluation of application intensities of various Organisation Development models in cement industry of AP assumes significance in the backdrop of stiff competition in a product of generic category like cement. Hence, evaluation of models dealing with the development of organization through the collective efforts of its own employee from all levels of the organization forms the core part of the present research.

**Objectives of the study:**

1. Appraisal of Conceptual Application Intensities of ‘Kurt Lewin Model’
2. Appraisal of Conceptual Application Intensities of ‘Action Research Model’
3. Appraisal of Conceptual Application Intensities of ‘Burke Letwin Model’
4. Appraisal of Conceptual Application Intensities of ‘Congruence Model’

**Hypothesis**

**Ho**

H$_1$. Factors of Kurt lewins Model influences problem solving in sample organizations.

H$_2$. Factors of Action Research Model influences problem solving in sample organizations.

H$_3$. Factors of Burke and Litwin Model influences problem solving in sample organizations.

H$_2$. Factors of Congruence Model influences problem solving in sample organizations.

**Sampling Plan**

The sample cement industries selected for the study is confined to the geographical region to Anantapuram and Kadapa districts of Andhra Pradesh. Further, the employees of the cement manufacturing firms are drawn as sample respondents, they are also drawn from various levels of the firms.
**Sample Universe** encompasses all those Male and Female employees of the cement manufacturing units in Anantapur and Kadapa Districts excluding hi-tech and mature organization like Ultratech.

**Sample size** sample size determination is a scientific process of arriving at an appropriate size of sample which is capable of representing the sample universe, further the size must also be capable of transforming the study to a meaningful exercise. A Sample size of 441 respondents, which is --% of the sample universe, is determined adhering to scientific principles and methodology of sampling.

<table>
<thead>
<tr>
<th>Location</th>
<th>ANANTAPURAMU</th>
<th>KADAPA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>109</td>
<td>223</td>
<td>332</td>
</tr>
<tr>
<td>FEMALE</td>
<td>34</td>
<td>75</td>
<td>109</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>298</td>
<td>441</td>
</tr>
</tbody>
</table>

**Sampling Technique** the process of drawing sample respondents from the sample universe is known as sampling technique, among many techniques available Clustered sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed in different organizations as clusters, so are they distributed among the hierarchical levels of the organization. The organizational setting of the employee pre determines the suitability of the sampling technique making the exercise more meaningful, appropriate and relevant.

**Sampling Framework** refers to the framework that is fixed for the purpose of predefining and drawing the sample from the sample universe, the framework pre supposes to draw the sample from the region of Anantapuram and Kadapa districts, from the selected cement manufacturing organizations existing in the region, from the male and female employees in all three levels of organization, during the period of conduct of the research study i.e. 2007-13.
**Sample Characteristics** are those that reflect in the sample respondents, all employees irrespective of their Gender, falling under the age group of – to --, with specified educational qualifications, working in all three levels of the organization, and in the income levels mentioned. These are Male and Female employees from any three levels of organization structure of cement manufacturing units in Anantapur and Kadapa Districts.

**Sampling Procedure** the study has been based on convenient sampling method which stipulates picking up of samples according to the convenience of the researcher from the clusters of samples existing in the organizations.

**Sample Unit** sample unit defines the single unit of the sample, in the pre decided sample which is to be drawn from the selected cement manufacturing organisations a respondent who finds a place will be a male or female, in the age group –yrs to –yrs, with any occupational title or hierarchical position, and with the income level presupposed.

**Questionnaire**
The literature review presented in the beginning of the chapter reveals that employees and management have always needed to know the attitudes and behaviours of employees regarding organisational development. By understanding the objectives, the majority of researchers have applied a positivist approach through survey questionnaires. Survey questionnaires can provide insight into individual perception and attitudes as well as organisational policies and practices (Baruch and Holtom, 2008, p-1140). According to Chen (2005, p-153) attitude measurement often involves asking respondents not just what they feel about a particular object, but what they believe about it. In positivist methodology, survey questionnaires use Likert scaling to measure the attitudes of individuals (Miller and Brewer, 2003) because the reliability of Likert scales tends to be good and partly because of the greater range of answers permitted to respondents (Oppenheim, 1992, p-200). Quantifying the opinions of respondents is crucial in a qualitative research, thus, the questionnaire in this research uses a five point ‘Likert’ measurement scale to measure and quantify the opinions of respondents.
The questionnaire for the study is based on the four pioneering and time tested conceptual models that have a great relevance to the study of Organisational Development, the individual elements of the models form the base for the Questionnaire. To evaluate the intensity of each element, each question is so aptly framed on the element and offered to the respondent, so that the rankings by the respondents appropriately indicate the level of intensity of each element. The questionnaire thus is a mirror reflection of the conceptual models selected for evaluation, and offers the flexibility of gathering data in an appropriate manner.

The first part of the questionnaire deals with questions concerning the respondent’s demographic profile in terms of their age, sex, occupation, education and income. The second part of the questionnaire is divided into four parts named against the titles of the conceptual models, the first set of questions based on ‘Kurt Lewin Model’ consists of 15 questions in three sets namely ‘Unfreezing’, ‘Defreezing’ and ‘Refreezing’. The second set of questions based on ‘Action Research Model’ consists of 31 questions under three sets namely ‘Preliminary Diagnosis’, ‘Data Gathering’ and ‘Data Feedback to the Client Group’. The third set of questions based on ‘Burke And Litwin Model Of Change’ consists of 26 questions under two sets namely ‘Elements of evolutionary changes’ and ‘Elements of Revolutionary changes’. The fourth set of ‘The Congruence Model of Change’ consists of 25 questions in three sets namely ‘Input’, ‘Throughput’ and ‘Output’. Thus, the efforts of the researcher at evaluating and ascertaining the intensities of conceptual OD models.

3.7 Sources of Data

All academic research exercises commence with the process of gathering of secondary data for developing a meaningful relationship between them, thus, to arrive at a Hypotheses formulation. Subsequently the exercise of proving or un-proving of the Hypotheses is the outcome of gathering primary data, processing of data and its interpretation leading to findings and conclusions. The present research is empirical and bases itself on a voluminous amount of data and its effective processing to arrive at a meaningful conclusion.

Primary Data plays a crucial role in descriptive research and it forms the base for empirical analysis, which is the characteristic of this research whose other name is empirical research. The primary data is a vital input for empirical analysis which is a crucial stage in research and
precedes findings, subsequently leading to conclusions. Besides, primary data forms the empirical base/evidence for all the research findings and conclusions. Source of primary data in the present research is ‘Questionnaire’, which are offered to respondents with a request to fill the questionnaire, by marking on the scale to indicate the intensity by simply ranking on the scale.

**Secondary Data** provides the ignition required for the research, besides it also lends the direction to the research by developing meaningful relationship among various elements of secondary data, which subsequently result in formulation of appropriate hypotheses. Today the major source of secondary data is worldwide web which is ushering a transformation in industries and daily lives, including the research activity. The other source of secondary data is print media comprising Magazines, Journals, Trade Journals, Tabloids, Publicity, Advertising and Sales Promotion material, survey reports and reference books etc. The other source of secondary data pertaining to Anantapur and Kadapa district were collected from various government publications and records; the major source of secondary data being Census of India 1991, 2001 (provisional results), District Statistical Centre and Collectorate.

### 3.8 STATISTICAL TOOLS APPLIED FOR ANALYSIS:

Data processing The study relies on data collection employing questionnaire, data tabulation, for application of statistical tools, to find out whether organizational development practices are really significant in helping the employees or not. Statistical analysis of empirical data by the researcher is used to establish the impact of OD practices on employees of cement industry in AP. The research offers hints to extend the implementation of organizational development practices as constructive tools for cement industry.

In the first stage the data collected through questionnaire offers individual weightage awarded by respondents for each element of the model in the questionnaire, the weightages are thus tabulated on the five points of the scale against classification of demographic profile, like age, sex, education, occupation, income. Further, the weightages are cumulated for each element and respondent demographic classification, providing a clear picture of total weightages for each classification of demographic profile. Statistical tools are applied to arrive at Cumulated Weighted Averages and Chi Square Test findings.
Chi-Square Test:- is used for the purpose of testing the influence of one variable on the other. The test has been administered to study the influence of the demographic variables, personality trait and attitude of employees.

Cumulative Weighted Average is used to describe the profile of the respondents and their behavior in the various stages of organization development practices.

3.9 LIMITATIONS OF THE STUDY
A research study of this nature could not be carried out without any limitations. Hence this research study is limited to principally the population, target population and sample population as their opinions, attitudes there on the findings of the study. Second factor is the time factor which exerts magnificent influence on the opinion of sample population.
In a study of this magnitude though, meticulous care has been taken in each and every aspect of study.
1. Some respondents were unaware of certain concepts and procedures.
2. A few respondents were reluctant to give precise details.
3. A sense of bias is inevitable in answers of the respondents.
Despite the above limitations, the researcher employs his best efforts to overcome them and to complete the study.

3.10 CHAPTER SCHEME
To meet the academic requirements of the research the whole research is presented in nine chapters. Brief contents of each chapter are presented in the following paragraphs which will help in understanding the contents of each chapter.

CHAPTER 1
This chapter deals with the Organization Development explaining the nature, definition, history, evolution, growth, global, Indian, and academic perspectives, approaches, Role of HRM, OD interventions, etc. Some references are also made to research papers in the field to highlight the development of different action plans.
CHAPTER 2
This chapter deals with the Profile of the cement Industry covering its evolution, Growth, Development, other important aspects.

CHAPTER 3
Comprehensive study of related literature on Organisation Development is presented in this chapter. This chapter presents Nature of the Study, Significance of the Study, Review of Literature, Need for the Study, Scope of the Study, Research Methodology-Objectives of the Study, Hypotheses, Sources of Data, Sampling, statistical Tools, Limitations of the Study and Chapterisation, to provide a view of the meaningful approach pursued, highlighting the methodology used for this research.

CHAPTER 4
Objective one is comprehensively dealt in this chapter to provide a meaningful and interpretative assessment of application levels of the ‘Kurt Lewin Model’ which is the first model selected for the research.

CHAPTER 5
Objective two is comprehensively dealt in this chapter to provide a meaningful and interpretative assessment of application levels of the ‘Action Research Model’ which is the Second model selected for the research.

CHAPTER 6
Objective three is comprehensively dealt in this chapter to provide a meaningful and interpretative assessment of application levels of the ‘Burke Letwin Model’ which is the Third model selected for the research.

CHAPTER 7
Objective four is comprehensively dealt in this chapter to provide a meaningful and interpretative assessment of application levels of the ‘Congruence Model’ which is the Fourth model selected for the research.

CHAPTER 8
Deals with summary of findings for all the four objectives, each dealing with one conceptual OD model exclusively. These findings are the outcome of empirical analysis of primary data secured by ‘Questionnaire’.

CHAPTER 9
Deals with summary of conclusions for all four chapters of interpretations, each dealing exclusively with one conceptual model, conclusions are the outcome of personal assessment and interpretation which is purely aided by empirical data processing.

BIBLIOGRAPHY:
2. Kathryn A Bakar, “Organizational Culture” 2002


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