Chapter Five

CONCLUSION, LIMITATIONS AND SUGGESTIONS
CONCLUSION

The results of the study indicate that dimensions of organizational change—structural change, technological change, cultural change extend significant influence on work commitment of employees, in the total sample, male and female group and different age groups. The result of the study is presented in two phases:

1. Table 4.1 to 4.4 showed the t-test results for different groups of employees.

2. Table 4.5 to 4.24 showed the Stepwise Regression analysis results for different groups.

One of the objectives in this study is to find out the significance of difference between male and female group of employees on dimensions of work commitment. Table 4.1 indicates that both the group showed significance difference on affective commitment, there was a difference in the mean score of these groups also. Male employees scored higher on affective commitment whereas female employees scored higher on normative commitment suggesting their different commitment levels.

Investigator also tried to find out the significant difference between the two age groups i.e. age group, above 29 and below 29 years on dimensions of work commitment. Table 4.2 suggests that both the age groups show significant difference on total work commitment, but did not show any difference on other dimensions of work commitment. Findings showed that mean scores of younger employees were higher than older employees. It can be concluded that younger employees are more energetic, enthusiastic and love to work in an environment where change takes place. These results are supported by findings of earlier studies on age. Age was found to be
significantly related to work commitment rather than experience and education (Sommer, et.al, 1996).

Table 4.3 shows the significance of difference between male and female group of employees on dimensions of organizational change as well as on total organizational change. Results illustrate that there was significance of difference between the two groups of employees. The t-value was found to be significant at .01 level of confidence for all the dimensions of organizational change. Mean score of female employees was found to be higher as compared to male employees. Result indicates that female employees perceive more change as compared to their male counterparts.

Table 4.4 shows the significance of difference between employees having age below and above 29 years on one of the dimension of organizational change—technological change. The t-value is found significant for technological change. Results also indicate that younger employees perceive more organizational change as compared to older employees. Thus it can be concluded that younger employees love to work in a challenging environment, prefer to introduce change whereas older employees don’t prefer change.

The result of regression analysis in table 4.5 to 4.8 for total sample specified that structural change negatively influenced affective commitment whereas there was positive influence of structural change on normative, continuance and total work commitment. Technological change emerged as predictor for normative commitment for total sample. From the result it can be concluded that structural change has great impact on employees’ commitment both in positive and negative way. It is the perception of the employees which makes the direction of impact. Novelli et.al (1995)
noted that positive perception of outcome of change tends to increase employees commitment. Thus those employees who perceive structural change in a positive manner their commitment to organization increases.

Results of table 4.9 to 4.12 for the female group indicate that structural change has a positive impact on the female employees’ commitment whereas total change was also found to be significant predictor among female employees. It can be concluded from the findings that female employees are given extra preference and their choice are taken into consideration in Godrej InfoTech, which increases their work commitment.

Tables 4.13 to 4.16 depict the regression analyses of male group of employees. Male group showed structural change, technological change and cultural change as strong predictors on different dimensions of work commitment. Structural change emerged as the strongest predictor. There was a negative impact of structural change on affective commitment and continuance commitment among male group of employees while a positive influence was found on normative and total work commitment. Findings show that technological change has a negative influence on continuance commitment of male group. It could be associated to the reason that technological change brings uncertainty, threat and stress to employees, thus, impacting their continuance commitment. In male group cultural change also emerged as a predictor on total work commitment.

Table 4.17 to 4.24 shows the regression analyses for different age groups. results indicate that technological change emerged as a strong predictor for employees below 29 years of age on two dimensions of work commitment-affective and continuance commitment as well as on total work commitment. Technological change
showed negative influence on work commitment. This could be associated to the reason that younger employees think that technological change will lower down their ability as they are not well acquainted to the new launched technology, they will have to again learn these new techniques this will lower down their commitment.

In case of employees above age 29 years, total change and cultural change emerged as predictors in normative and continuance commitment respectively. There was no significant predictor found on affective commitment and total work commitment.

Limitations:

1- One of the limitations of the present study could be the sample size as present study has been conducted on a small sample i.e. 151.

2- In the present study only one unit of the organization has been taken, while ignoring other units of the organization which might be significant in this context. The data collected and analyzed came from a subset of employees from a single company; therefore, findings can not be generalized to other settings.

3- This study has taken only two variables i.e. organizational change and work commitment but there are numerous other variables like job involvement, turnover, work performance etc. that can be investigated as outcome of organizational change.
SUGGESTIONS

- Most of the studies of change focus on one organization, or one change. So for future research it could be suggested that investigating cross organizations relationships would help in better understanding and generalization, which is not possible when studying a single change or single organization.

- Future research should expand the dimensions of change and explore the possible impacts and relationships or other related constructs.

- Attempts should be made to study actual behavioural reactions to change as well as other attitudes and emotions associated with change.

- Longitudinal study can be conducted to get a clear understanding.

- In addition to organizational change, other factors which influence work-commitment can also be included.