INTRODUCTION:

In recent years organizational change has assumed greater significance, because change is perceived to be inevitable. Change may take place so slowly that it may not be immediately perceptible or it may be so rapid that we are left spell bound (Kolasa, 1969). It is contended that change activities should be planned and goal oriented.

"Through change, it is possible to improve the technique so that better performance could be obtained and the change may provide job satisfaction to the employees" (Francis & Milbourn, 1980). Seigal and Lane (1972) opine that change is introduced to rectify the financial difficulties facing the organization.

Robbins (1991) advocates that there are two goals of planned change. First it seeks to improve the ability of the organization to adapt changes in its environment. Second it seeks to change employees behaviour.

It has been observed that contemplated change often leads to resistance. Organizational change may be a product of the forces that motivate to bring about change. But forces must be stronger enough to counteract the resistance to change (Klein & Ritti, 1984). Inertia, limited focus of change, group inertia, threat to expertise, threat to established resource allocations are the major sources of organizational resistance (Katz & Kahn, 1978). Group contact, participation, and group dynamics are suggested as
strategies for overcoming resistance to change (Cartwright, 1951).

'Participation', 'influence', 'supportive environment', 'rewards' and 'recognition' are the factors which facilitate organizational change.

Strategic should include management of culture, development of skill, productivity improvements and improving the quality (Sparrow & Pettigrew, 1988). Management of strategic change in organizations require diagnosis of 3 subsystems: the technical, political and cultural (Gluskinos, 1987). Edwards & Kleiner (1988) have concluded that the strategy for carrying out change depends on the type of corporate culture that exists within the organization, the stage in the organizational development, and the types of change desired. Boulden (1983) opines that imposing change will not work unless followed by negotiated change, therefore he focuses on a combination of imposed and negotiated change.

Supervisor plays an important role in the organization. His behaviour influences almost all the facets of the organization. It may be considered that his style of functioning would also influence organizational change.

Change initiated by the managers at the top has greater chances of success because they have the authority and power to implement changes (Gehraman, 1986). Ekvall (1991) pointed out that change-centered leadership are found
strongly committed and motivated.

Organizational change initiated by the chief executive provides support and leadership for its success. Many studies have been conducted which throw light on leadership behaviour and organizational change (Sinha, 1976; Krishnamurthy, 1977; Dayal, 1969; Ansari, 1986; Maheshwary and Ganesh, 1974).

Work related variables such as age, tenure, experience, promotion earned and such other variables immensely influence behaviour in the organization. But review of literature leads us to conclude that work related variables have not been taken into consideration to study organizational change. We have selected such variables as salary, job tenure and promotion to study their influence on organizational change.

AIMS & OBJECTIVES:

Review of literature reveals that few investigators have attempted to empirically study organizational change. It was found that lack of availability of a psychometrically sound tool to measure organizational change (OC) was one of the deterrent factors. This single factor might have discouraged many researchers to undertake OC studies. The second important factor is related to managers believe in status quo. They are aware of the facts that change may lead to resistance and destablize the functioning of the
organization. If public sectors run in losses, it hardly bothers the people at the top. Political interference, disregard for management principles and lack of accountability may have prevented the organizations in initiating process of change. The most glaring example of such aspects is the closure of Heavy Engineering Corporation (HEC), Ranchi for a period of 72 days. The present study was undertaken in the light of the above so as to fill the voids. Thus, it was decided to study organizational change with special reference to supervisory behaviour and work related variables.

The finding of the present investigation may stimulate others to undertake researches on organizational change suited to Indian conditions. The managers and the consultants may initiate incentive programmes on the basis of the present findings. The present findings may also be helpful in initiating organizational development programmes and the development of organizational theory and practice suited to our own socio-cultural milieu.

RESEARCH METHODOLOGY:

In pursuit of the above objectives large samples have been collected from Heavy Engineering Corporation Limited (HEC), Ranchi. There were three plants i.e. Foundry Forge Plant (FFP), Heavy Machine Building Plant (HMBP) and Heavy Machine Tools Plant (HMTP). A total sample of 610 production line workers and 246 middle level supervisors
participated in the study. Out of 9,700 production line workers 610 were randomly selected who constitute nearly 15% of the population. In a similar manner the sample of supervisors was selected. As for the research tools the "organizational change scale" (Rahman, 1992) was used. The split-half reliability of this scale was found to be .85. "Supervisory Orientation Schedule" was used to measure the supervisory styles (Singh, 1974). The split-half reliability coefficients of this scale range between .86 (Employee-oriented) to .84 (Production oriented).

ANALYSES OF DATA:

In the present investigation organizational change is the dependent variable, whereas, supervisory behaviour, and work related variables (Salary, job tenure and promotion) are the independent variables.

Every independent variables was dichotomized into two ways based on Quartile values ($Q_1$ and $Q_3$). In such a case $2 \times 2 \times 2 \times 2$ was the most appropriate experimental design.

Analysis of variance (ANOVA) was used to determine the influence of each of the independent variable separately as well as to find out the interaction effects. ‘t’-test was used wherever significant differences were observed.

DISCUSSION OF RESULTS:

It was found that low salaried employees favourably endorsed the organizational changes brought about by the
Heavy Engineering Corporation Limited (HEC). The supervisory style did not emerge as determinant of OC because the higher management initiated and implemented the negotiated change. Another important factor responsible for accepting OC was promotion. Wherever Salary and Promotion were combined they influenced OC. To be more precise, it may be visualized that Salary and Promotion are significant for organizational change and tenure only plays subsidiary role.

A deeper analysis of the present investigation reveals that organizational change is more acceptable by those employees who are paid less and not promoted in the HEC. It is observed that employees with high job satisfaction have different expectations about the organization’s ability to change than employees with low satisfaction (Pond, Armanakis and Green, 1984). It is found that a group of workers resist change because they were deprived of proper participation. For overcoming resistance 'participation' and 'group dynamics' are suggested as tools (Cartwright, 1951; Kotter and Schlesinger, 1971). It is also found that the 'not-promoted' employees endorse change in the organization. Encouring advancement may generate a sense of identity and spirit of cooperation (Yoder, Turnbull and Stone, 1958). Career expectations is a predictor of support for organizational change and our findings endorse the suggestion of Gaertner (1989).
Our findings too indicate the inclination of low salaried employees towards organizational change. The only way to ensure the cooperation of workers is to share with them. An atmosphere of mutual trust, open two-way communication between management and workers, team-spirit, genuine concern, supportive environment and commitment to HRD are the well known principles for creating a healthy motivational climate \( (\text{Likert, 1961}; \text{Beer 1991}; \text{Beatty and Lee, 1992}; \text{Hatcher and Ross, 1993 and others}) \). The present findings also ascertain the result that changes brought about in HEC is based on negotiations.

It must be borne in mind that the implications of the present study are limited in the sense that the study was conducted in HEC which went through the turmoils of strike, entered into the negotiations with the workers and certain changes were proposed and implemented. Thus, such conditions may not prevail in every organizations. An organizational change in other organizations will be different than HEC.

It is suggested that the study may be replicated in other organizations. Such variables as system of communication, organizational climate, grievance system, etc. may be incorporated to study organizational change.

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