CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The Indian Telecom Sector has undergone sea change, especially after the liberalization process. Entry of foreign players, acquisitions, shift from fixed land line to mobile usage, huge surge in the number of subscribers, policy changes introduced by DOT and TRAI, privatization, technological changes like introduction of 3G, cut throat competition between operators, collaborations between operators, mobile number portability, falling ARPU's etc. are few changes those can be named. Whenever, organizational change occurs, employees are the first to feel the impact. The role of human resources in change implementation and the consequences of the employee behavior and attitude towards organizational change are important topics of research. Organizational Change Readiness of the employees is the precursor for the successful implementation of change programmes. It is essential to determine the levels of employees’ change readiness which is an analysis of attitudes of employees towards various change events that occur in organizations. Measuring the change readiness of the employees can help the HR practitioners to find the extent to which employees are cognitively inclined to accept, embrace, adopt and support organizational change plans to purposefully alter the status quo. This study tries to gauge the change readiness of the executives working in the telecom sector for the various changes that have taken place or the changes that will occur in the near future in the telecom industry. The HR implication of this can be to develop programmes to improve their change readiness as the Indian Telecom Sector is still in the transforming stage. Another construct that has been studied in this research piece is
the Adversity Quotient of the executives in the telecom sector. Today’s workforce needs to be more resilient and persistent as the work environment has itself changed and has become more dynamic and demanding. Measuring the Adversity Quotient of the executives can depict how effective they are in handling the adversities that arise in their personal as well as professional lives. The organizations can analyze the psychological might of their executives and can develop programmes to improve the same because mightier executives are instrumental in achieving the organizational goals in an unpredictable, hyper competitive and ever changing environment. The Human Resource Managers and Practitioners can include the theory and practice of Adversity Quotient in employees’ recruitment, hiring, training and development programmes to bring adversity quotient awareness among them. Another aspect that grounds this study is the relationship between the adversity quotient and the change readiness of the executives that has been explored so as to suggest that improving the adversity quotient can enhance their change readiness too.

6.1.1 The Indian Telecom Sector

Telecommunications has been one of the fastest growing industries in India. The telecom services have been recognized the world-over as an important tool for socio economic development for a nation and hence telecom infrastructure is treated as a crucial factor to realize the socio-economic objectives in India too. According to the United Nations Conference on Trade and Development, there is a direct correlation between the growth in mobile teledensity and the growth in GDP per capita in developing countries, which tend to have a high percentage of rural population. Cellular telephony has emerged as the fastest growing segment in the Indian telecom industry. The fixed line segment has actually seen a decline in the subscriber base. The direct economic benefits of growth in the telecom sector are
increase in GDP, government revenue, generation of employment in the country. The indirect economic benefits include increased productivity of business due to voice and data services, better access to information, healthcare and educational services, etc. Other intangible benefits are integrating a country with large diversity, providing an altogether different mode of business, the only technology to reach the poor too. DoT was created within the Ministry of Communications in 1985 to focus on enhancing the quality of telecommunication services. Policy, Licensing and Coordination matters relating to telegraphs, telephones, wireless, data, facsimile and telematic services and other like forms of communications are looked after by DoT. The most important milestone and instrument of telecom reforms in India is the New Telecom Policy 1999 (NTP 99) which laid down a clear roadmap for future reforms, contemplating the opening up of all the segments of the telecom sector for private sector participation. The entry of private service providers brought with it the inevitable need for independent regulation. The Telecom Regulatory Authority of India (TRAI) was, thus, established with effect from 20th February 1997 by an Act of Parliament, called the Telecom Regulatory Authority of India Act, 1997, to regulate telecom services, including fixation/revision of tariffs for telecom services which were earlier vested in the Central Government. The cellular networks have evolved through several generations. The 1st generation (1G) wireless mobile communication network was an analog system which was used for public voice service with the speed upto 2.4 kbps. The 2nd Generation Technology was the second stage of mobile technology. It is digital based and dependent on network infrastructure. It is GSM (Global System for Mobile Communication) based technology. It supports text messaging, voice calling and low speed downloading. 3rd Generation technology provides support for applications like video call, mobile TV, video on demand, high
speed internet, multimedia applications, video conferencing, tele-medicine and location-based services. Private investment in the telecom sector in India not only facilitated the rapid expansion of telecom services in the urban, as well as rural parts of India, it also provided the opportunity for mergers and acquisitions in this sector. The Indian telecom sector has at present around 13 mobile phone service providers with some of them expected to go for consolidation once the final guidelines for mergers are in place. MNP was implemented in whole country in one go by 31st October’2010. Mobile Number Portability (MNP) allows subscribers to retain their existing telephone number when they switch from one access service provider to another irrespective of mobile technology or from one technology to another of the same or any other access service provider. Intense competition in the telecom sector and the price wars between the service providers has resulted in declining ARPU.

The auction of the 3G licenses and introduction of MNP has heated up the competition in the industry. Spectrum, which is an important resource to provide mobile services, is a finite resource. The availability of the same is inversely proportional to the number of operators. With the availability of mobile applications like WhatsApp, mobile operators’ role will be reduced to data carriers while customers will use their own apps to interact rather than just communicate. Mobile applications like Skype, Viber, GoogleChat, Tango are being increasingly used for sending SMS and making calls hitting the very core business of the telecom companies. Evidently, telecom operators are no longer in control of their industry with companies such as Apple, Google, and Samsung, emerging as the new leaders. Their future depends on services such as Internet TV, mobile payments and cloud services. But all this will come at a very high cost for Indian telecom companies. This requires change in the way these companies are conducting business. They are not
only competing against each other rather against big, multinational giants who have the will, resources and innovation and talent to explore and enter into unrelated business boundaries.

### 6.1.2 Concept of Organizational Change and Individual Change Readiness

Organizational Change can be defined as a change that has impact on the way work is done in the organization and that has significant impact on the people working in that organization. Davis & Newstrong (1989) define organizational change as any alteration which occurs in the overall work environment of an organization. Hence, any modification, alteration, translation, transformation in any of the processes of the organization can be defined as organizational change. If organizations do not change, they will perish. Organizational change can be of first order or second order. First order change involves adjustments in systems, processes, procedures, methods or structures, but it does not involve fundamental change in strategy, core values, or corporate identity of the organization. It is carrying on with the past activities with focus on improving what was already being done. First order change can be reversible. The second order change alters the fundamental nature of the organization to survive in a dynamic and hypercompetitive environment. It is irreversible in nature and requires behavioural changes. It is difficult for most organizations to achieve (Weick & Quinn, 1999). It is the complex change that goes beyond existing paradigms and requires new knowledge and skills. Organizations need to be proactive so that they can sense what change will be required in the future and they can start planning for it at the right time. But organizational change cannot be brought abruptly without the knowledge of its members. No doubt that organizational change is inevitable, but what is even more important is the way or manner in which organizational change is introduced. Beer and Waltan (1987) have stated that the
success to analyze and deal with readiness issues can lead to abortive organization
development efforts. Readiness for change is the crux to any change management
strategy (Armenakis, Harris and Mossholder, 1993). They also suggested readiness to
be the cognitive precursor to the behaviours of either resistance to, or support for, a
change effort. Change readiness is the most prevalent positive attitude toward change
that has been studied in the organizational change literature. Eby et al. (2000) defined
change readiness as “an individual’s perception of a specific facet of his or her work
environment—the extent to which the organization is perceived to be ready for
change.” They concluded that this definition of readiness for change suggests that
individuals have preconceived notions about the extent to which organization is ready
for change. These perceptions are likely to evolve overtime as individuals develop a
history within the organization. Armenakis et al (2007), define change readiness as
“the extent to which an individual or individuals are cognitively and emotionally
inclined to accept, embrace, and adopt a particular plan to purposefully alter the status
quo.”

6.1.3 Concept of Adversity Quotient

Stoltz (1997) has defined Adversity Quotient or Adversity Intelligence as the
capacity to respond productively in times of stress. It is the study of human resilience.
People who successfully apply AQ perform optimally in the face of adversity, in
times of challenges. In fact, they not only learn from these challenges, but they also
respond to new challenges better and faster. It tells how well a person can withstand
adversity and his/her ability to surmount it. It can predict resilience and persistence of
a person. Adversity Quotient consists of four dimensions. CO2 RE is the acronym for
those four dimensions, namely, Control, Ownership, Origin, Reach and Endurance.
‘Control’ tells how much control a person perceives to have over an adverse situation.
Stoltz (1997) says the word ‘perceive’ is used because it is almost impossible to measure the actual control. Perceived control is far more important because that is the symbol of determination in the mind of the person to control an adverse situation. ‘Origin’ dimension answers question like where or what was the origin of the problem. The people with low origin score tend to take all the blame on themselves even when it is not so. ‘Ownership’ dimension tells to what degree one owns the outcome of the adversity. Such accountability motivates them to take appropriate and corrective actions to reverse the effects of an adverse situation. ‘Reach’ dimension measures how well the person can limit the effect of adversity in his life, i.e. whether he or she can limit the effects to that particular area where the adversity has cropped or he lets the effects of adversity to creep in other areas of his or her life. ‘Endurance’ dimension asks two questions: How long will the adversities last? And how long will the cause of the adversity last? People with high score on this dimension are generally optimistic. They believe that each problem will eventually end. No adversity can have the same effect forever.

6.2 Review of Literature

Review of literature is a body of text written by taking inputs and insights from the studies which are directly or indirectly related to the research topic. It is an account of what has already been published on the topic by various researchers. It provides knowledge about the research question from various viewpoints. It gives direction for formulating research objectives. The review of literature in this study has been divided into three segments. The first segment is a group of studies which have been done on various telecom companies both in India and foreign nations. This section collects information on the various changes that have taken place in the telecom companies. The second segment is a group of studies which throws light on
organizational change, individual change readiness and the various reactions of employees towards organizational change. The third segment is a collection of studies that have been conducted to measure the Adversity Quotient of individuals and to see if it has any effect on various other facets like leadership skills, performance level, job satisfaction, commitment to change, academic performance, social interactions, self empowerment, self efficacy, demographics, etc. On the basis of the literature reviewed, the following major conclusions were drawn:

- Globalization and liberalization are responsible for bringing similar kind of changes in the telecom industry worldwide.

- The Indian Telecom Sector is not an exception and a lot of changes are taking place in the sector as have taken place in the other developing nations.

- Studies show that the organizations which have not been able to manage these changes effectively have suffered losses.

- These organizational changes directly affect the employees in terms of their roles and duties, their routines, methods of operating and other aspects of their jobs.

- A lot of research has been done on organizational change and resistance to change. Change readiness of the employees is a less talked about topic.

- Employee change readiness is a pre condition for successful implementation of change processes.

- Employees undergo different feelings like, tension, anxiety, stress, confusion, uncertainty, fear, anger, insecurity, loss of control, vulnerability during times of organizational change.
• Relationship with peers and supervisors plays an important role change readiness.

• Most of the research has been done on second order changes and less on first order changes.

• Change readiness has been studied in relation to employee stress, organizational commitment, employee engagement, supervisor relationship, job satisfaction, demographic variables etc. but not in relation to AQ of employees.

• Adversity Quotient has been studied in relation to various constructs, like, performance, promotion, leadership, entrepreneurship, job satisfaction, optimism, commitment to change, academic performance, family relationship, self empowerment, self efficacy and demographic variables.

• A higher Adversity Quotient has been found to be instrumental for satisfactory performance in many facets of life.

• Measuring and improving the AQ of the employees and executives in organizations has been proved to improve their organizational performance.

• Little research is done on employee Change Readiness and AQ in India.

• Indian Telecom Sector which has undergone sea change has not been studied specifically on these two constructs. Hence the present study is a modest effort to fill some of these research gaps.

6.3 Research Methodology

A brief description of the research methodology used in this study is explained below.
6.3.1 Research design

It is a sequence of actions planned to be carried out in the process of conducting research. It is a detailed outline of the action plan how investigation will take place. It can be called as the “blueprint” of the research. The design of the study defines whether the study is descriptive, co relational, experimental, quasi-experimental, time-series research etc. In this study titled, “Adversity Quotient in relation to Change Readiness of Executives Working in Telecom Sector”, exploratory research has been done first and then followed the descriptive research for the latter to be more effective. The latter organizes the data and hypotheses found during the exploratory process. Researchers must spend the necessary time in exploratory research before moving on to the descriptive research as the former provides direction to the latter.

6.3.2 Scope of the study

The scope of the study defines the area in which the study has been conducted. This study has been restricted to the telecom sector in the states of Punjab, Haryana and Union Territory of Chandigarh. The study covers Network Service Provider Companies and Vendor Companies. The former are business to customer companies and the latter are business to business companies.

6.3.3 Objectives

The objectives of the study were as follows:

- To measure the Change Readiness level of executives in the telecom sector.

Keeping in view the magnitude of change that has taken place in the Indian Telecom Sector, measuring the Change Readiness of the executives is both
imperative and helpful in introducing and implementing change processes. It will be measured in terms of Total Change Readiness, Change Readiness for first order organizational changes and Change Readiness for second order organizational changes.

- **To measure the Adversity Quotient level of executives in the telecom sector.**

  Measuring the Adversity Quotient of the executives can provide knowledge regarding their capacity in terms of dealing with adverse situations both in personal lives and professional lives. This information can be used to improve the effectiveness of the executives. Adversity Quotient shall be measured on five dimensions, namely, Control, Ownership, Origin, Reach and Endurance.

- **To examine the association between personal characteristics and the Change Readiness of executives, if any.**

  The personal characteristics of the executives, namely, age, experience, income, gender, qualifications, marital status, department, designation, region of control shall be studied vis-à-vis their Change Readiness to see if these demographics have any effect on their readiness for organizational change.

- **To examine the association between personal characteristics and the Adversity Quotient of executives, if any.** The personal characteristics of the executives, namely, age, experience, income, gender, qualifications, marital status, department, designation, region of control shall be studied vis-à-vis their Adversity Quotient to see if these demographics have any effect on their Adversity Quotient.
• To find the relationship between the Adversity Quotient and the Change Readiness of the Executives.

The two constructs will be explored to see if there is any relationship between the two. Taking Adversity Quotient as an independent variable, its effect on the Change Readiness of the executives will be explored. All the dimensions of AQ shall be studied vis-à-vis the Change Readiness of the executives for first order organizational changes as well as for second order changes.

6.3.4 Hypotheses

On the basis of the review of literature the study was advanced on the following hypotheses:

- **H_1** There will be significant differences in the mean scores of Total Change Readiness, Change Readiness for first order changes and Change readiness for second order changes for executives of Network Service Provider and Vendor Companies.

- **H_2** There will be significant differences in the mean scores of Adversity Quotient and scores on its dimensions, namely, Control, Ownership, Origin, Reach and Endurance for executives of Network Service Provider and Vendor Companies.

- **H_{3(1)}** There will be significant difference in the Change Readiness of the executives in different age categories.

- **H_{3(2)}** There will be significant difference in the Change Readiness of the executives in different experience categories.

- **H_{3(3)}** There will be significant difference in the Change Readiness of the executives in different income categories.
• $H_{3(4)}$ There will be significant difference in the Change Readiness of male and female executives.

• $H_{3(5)}$ There will be significant difference in the Change Readiness of graduate and post graduate executives.

• $H_{3(6)}$ There will be significant difference in the Change Readiness of married and single executives.

• $H_{3(7)}$ There will be significant difference in the Change Readiness of the executives from different departments.

• $H_{3(8)}$ There will be significant difference in the Change Readiness of the executives with different designations.

• $H_{3(9)}$ There will be significant difference in the Change Readiness of the executives with different region of control.

• $H_{4(1)}$ There will be significant difference in the Adversity Quotient of the executives in different age categories.

• $H_{4(2)}$ There will be significant difference in the Adversity Quotient of the executives in different experience categories.

• $H_{4(3)}$ There will be significant difference in the Adversity Quotient of the executives in different income categories.

• $H_{4(4)}$ There will be significant difference in the Adversity Quotient of male and female executives.

• $H_{4(5)}$ There will be significant difference in the Adversity Quotient of graduate and post graduate executives.

• $H_{4(6)}$ There will be significant difference in the Adversity Quotient of the married and single executives.
• H₄(7) There will be significant difference in the Adversity Quotient of the executives from different departments.

• H₄(8) There will be significant difference in the Adversity Quotient of the executives with different designations.

• H₄(9) There will be significant difference in the Adversity Quotient of the executives with different region of control.

• H₅ There will be significant correlation between Adversity Quotient and Change Readiness of the executives.

6.3.5 Sample Design

In this study, data has been collected from two types of companies, i.e, Network service Provider companies and Vendor companies. These are considered as two strata for this study. From each stratum, seven companies were selected randomly. Further from each company, 30 executives were selected randomly. That makes a total sample size of 420. But not all the questionnaires were received back. A total of 401 questionnaires were complete in all respects and were received.

6.3.6 Questionnaire Design

The research tool used for the present study is a self-administered questionnaire. Questionnaire method is one of the widely used tools in field surveys. After a detailed analysis of the objectives of the study, appropriate questions were framed. The questionnaire used in this study consists of two scales.

Change Readiness Scale

First scale which consists of twenty five questions measures the Change Readiness of the executives. These statements represent different change situations in
the telecom sector. These statements are categorized into two groups. Group one consists of 12 statements which represent First Order Changes. The second group consists of 13 statements which represent Second Order Changes. This categorization has been done according to the categorization and the definitions of first order organizational change and second order organizational change provided by Burke and Litwin(1992), Palmer and Dunford (1997) and Whittington et al. (1999) and other researchers. A larger set of such statements were prepared and initially shown to academicians, industry experts and concerned executives for the validity of these statements. Twenty five such statements were finalized to measure the Change Readiness, which were accepted by majority of the judges. The readiness on each change situation has been measured on a scale with possible answers, Fully Prepared (5), Quite a Lot Prepared (4), Averagely Prepared (3), Little Prepared (2) and Not at all Prepared (1).

**Adversity Quotient Scale**

The second scale is used to measure the Adversity Quotient is very similar to the battery developed by Dr. Stoltz, the pioneer of the study of Adversity Quotient. Some statements are same as in the battery; others are similar to the ones in the battery. This section measures five dimensions of Adversity Quotient, namely, Control, Ownership, Origin, Reach and Endurance. Each dimension is measured through five questions. A total of 25 statements have been used to measure the Adversity Quotient of the executives. The ‘Control’ dimension (which tells how much control a person perceives to have over an adverse event) has been measured on a scale with possible answers, Complete Control (5), Quite a lot of Control (4), Average Control (3), Little Control (2) and No control at all (1). The ‘Ownership’ dimension (which tells how much responsibility and ownership a person takes in an adverse
situation) has been measured on a scale with possible answers, I feel completely responsible (5), I feel quite a lot responsible (4), I feel averagely responsible (3), I feel little responsible (2) and I feel not at all responsible (1). The ‘Origin’ dimension (which tells if a person tends to over blame himself in an adverse situation) has been measured on a scale with possible answers, It can be completely because of other factors/people (5), It can be largely because of other factors/people (4), It is partially because of me and partially because of other factors/people (3), Its largely because of me (2) and Its completely because of me (1). The ‘Reach’ dimension (which tells how well a person can limit the effects of an adverse event in his life) has been measured on a scale with possible answers, It is related to this situation only (5), Affects few areas of my life (4), Averagely affects my life (3), affects most of my life (2) and Affects all areas of my life (1). The ‘Endurance’ dimension (which tells about the perception of a person regarding how long the reasons for an adverse event will exist) has been measured on a scale with possible answers, Never exist again (5), Hardly exist again (4), Might or might not exist again (3), Exist mostly (2) and always exist (1).

6.3.7 Statistical Techniques Used

In this study, descriptive statistics, namely, mean, standard deviation, skewness and kurtosis were computed to study the nature of distribution of scores of various individual related variables like age, experience, income of executives; dependent variable, i.e., Change Readiness and the independent variable, Adversity Quotient and its dimensions.
Pearson product moment correlations were calculated to study the relationships between individual related variables (age, experience, income of executives) and Change Readiness, Adversity Quotient and its dimensions.

Analysis of variance (ANOVA) was used to study the effect of age, experience, income, gender, qualifications, marital status, department, designation, region of control and company type of the executives on their Change Readiness, Adversity Quotient and its dimensions.

Multiple Regression Analysis was used to study the relationship between the dependent variable, i.e, Change Readiness of executives and the independent variable, i.e, Adversity Quotient of executives and its dimensions.

6.4 Conclusions

In light of the findings of the study, following conclusions can be drawn:

- The results of the study clearly show that majority of the executives in the telecom sector have average Change Readiness score. The results reveal that 19.95% of the executives have low score on Total Change Readiness, 51.62% of the executives have average score on Total Change Readiness and 28.43% of the executives have high score on Total Change Readiness. This shows most of them are either averagely prepared or quite a lot prepared for the changes taking place in the telecom sector. If seen strata wise, the mean score of total Change Readiness of Network Service Provider executives (93.6) is slightly higher than the Vendor Companies’ executives (92.4). But no significant difference has been observed on Change Readiness between executives representing Network Service Provider companies and Vendor
companies \( F (1,399) = 1.320, p > 0.05 \). This shows that telecom executives from both types of companies have similar change readiness. Same results have been observed for Change Readiness for first order changes and Change Readiness for second order changes. There is no significant difference observed on Change Readiness for first order changes \( F (1,399) = 0.05, p > 0.05 \) or Change Readiness for second order changes \( F (1,399) = 2.86, p > 0.05 \) between executives representing Network Service Provider companies and Vendor companies.

- Comparing the overall readiness for first order changes with the overall readiness for the second order changes of the executives, it can be seen that executives score less on readiness for the second order changes. The reason can be that second order changes are transformation, have far reaching effects and require behavioural changes.

- The results of the study clearly show that majority of the executives in the telecom sector have average Adversity Quotient score. The results reveal that 23.44% of the executives have low Adversity Quotient, 44.64% of the executives have average Adversity Quotient and 31.92% of the executives have high Adversity Quotient. If seen strata wise, the mean Adversity Quotient score of Vendor Companies’ executives (88.6) is slightly higher than the Network Service Provider executives (87.6). But no significant difference has been observed on Adversity Quotient between executives representing Network Service Provider companies and Vendor companies \( F (1,399) = 1.09, p > 0.05 \). This shows that telecom executives from both types of companies have similar abilities to face adversities.
As far as ‘Control’ dimension of Adversity Quotient is concerned, results show that majority of the executives in the telecom sector perceive to have average control over adverse situations in life. Neither they give up too easily on difficulties nor do they feel complete control in such times. The results show that 22.2% of the executives have low control over adverse situations, 42.14% of the executives have average control over adverse situations and 35.66% of the executives have high control over adverse situations. If seen strata wise, the mean scores on ‘control’ dimension for both Vendor Companies’ and Network Service Provider executives is the same. Therefore, no significant difference has been observed on ‘Control’ score between executives representing the two types of companies \(F (1,399) =0.307, p>0.05\).

On ‘Ownership’ dimension of Adversity Quotient, results show that majority of the executives in the telecom sector try to take average responsibility when faced with adverse situations in life. 16.71% of the executives tend to take low ownership in adverse situations, 44.64% of the executives tend to take average ownership in adverse situations and 38.65% of the executives tend to take high ownership in adverse situations. This shows that their ownership of responsibility in difficult situations is average or high. They do not alienate themselves from such situations; rather they try to weigh what role they can perform in such situations. No significant difference has been observed on ‘Ownership’ score between executives representing the two types of companies \(F (1,399) =0.000, p>0.05\).

On ‘Origin’ dimension of Adversity Quotient, 16.71% of the executives have low origin score, 54.36% of the executives have average origin score and
28.93% of the executives have high origin score. This shows majority of the executives in the telecom sector have average origin score. This shows most of them have self blame as well as they tend to hold external factors responsible for sticky situations. Only few objectively see their role behind the happening of such situations. The mean ‘Origin’ score of Vendor Companies’ executives is slightly higher (18.4) than Network Service Provider executives (17.7). But this difference is not significant.

- On ‘Reach’ dimension of Adversity Quotient, 20.2% of the executives have low reach score, 51.12% of the executives have average reach score and 28.68% of the executives have high reach score. This shows majority of them have average reach score which means neither they limit their problem to the specific area where it has cropped nor they allow the problem to have a spill effect in every area of their life. The larger picture is that they are quite able to control the reach of a bad event in their lives not letting it affect all facets of their lives. The mean ‘Reach’ scores of executives from the two types of companies are similar. Therefore, there is no significant difference on ‘Reach’ dimension between executives representing Network Service Provider companies and Vendor companies.

- On ‘Endurance’ dimension of Adversity Quotient, 9.72% of the executives have low endurance score, 78.05% of the executives have average endurance score and 12.23% of the executives have high endurance score. Most of the executives have average endurance which means they are not sure whether a bad event will improve or not. The mean ‘endurance’ scores of executives from Vendor Companies and Network Service Provider companies are similar. Therefore, there is no significant difference on ‘Endurance’ dimension between executives representing the two types of companies.
• Age has been found to be significantly related to total Change Readiness, Change Readiness for first order changes as well as to Change Readiness for second order changes. Age has been found to be a significantly related to Adversity Quotient and also with all sub-dimensions of Adversity Quotient except ‘Reach’ sub-dimension. There are significant differences in the Adversity Quotient and Change Readiness scores of executives from different age groups. The results show that as an executive matures chronologically, his Adversity Quotient as well as his Change Readiness improves.

• Experience has been found out to be significantly related to the total Change Readiness, Change Readiness for first order changes and Change Readiness for second order changes of the executives. Organizations are bound to see change because of the dynamic environment in which they exist. As an executive’s experience grows in the organization, he becomes part of many change processes which he comes to know are inevitable and his acceptance towards organizational change increases. Experience of the executive has also been found out to be significantly related to the Adversity Quotient of the executives. It can be said as executives gain experience in organizations they go through various difficult situations which they have to handle both for the success of the organization and to prove their own mettle. The more adversities they see, the more resilient they become towards them. Experience has been found out to be significantly related to only ‘Control’, ‘Ownership’ and ‘Endurance’ dimensions of Adversity Quotient. There is significant difference between the Change Readiness and Adversity Quotient scores of executives from different experience categories.
- Income of the executives has been found out to be significantly related to their Change Readiness. Income of the executives has also been found out to be significantly related to their Adversity Quotient. It can be said higher Adversity Quotient executives have higher chances of financial success. Fewer studies have been found which comment upon the relationship of income to Adversity Quotient and Change Readiness. This shows further scope of studying this demographic variable vis-à-vis Adversity Quotient and Change Readiness.

- As far as gender of the executives is concerned, female executives have showed slightly more Change Readiness and Adversity Quotient than their male counterparts. But this difference is not significant enough. Therefore, significant difference has not been found in the Change Readiness and Adversity Quotient scores of male and female executives. This shows telecom male and female executives have similar abilities to face adversities and their change readiness is also similar. The reason for this might be the professional attitude of the women once they enter the organizations. They understand their roles, responsibilities and contributions which are expected of them. Similar adversities and change situations are faced by men and women executives, which prepare them for future.

- The Total Change Readiness score and the Change Readiness score for second order changes of the executives with post graduate degrees has been found to be significantly higher than executives with graduate degrees. Such difference has not been found to be significant for Change Readiness for first order changes. This shows that post-graduate executives have higher Change
Readiness than graduate executives. There is no significant difference in the Adversity Quotient scores of graduate and post-graduate executives.

- Married executives have been found to have higher total Change Readiness than single executives. And they also scored more on Change Readiness for first order changes as well as second order changes. The reason for this can be adjusting to changes in their married lives makes them more adaptable in general which explains their higher readiness for organizational changes. Hence, significant differences have been found between the Change Readiness scores of the married and the single executives. Married executives have also been found to have higher Adversity Quotient scores than single executives. But this difference is not significant. Significant differences have been found for married and single executives only for ‘Origin’ dimension of Adversity Quotient.

- There were significant differences in the Total Change Readiness scores, Change readiness scores for first order changes and Change Readiness scores for second order changes for executives from various departments. Executives working in Finance department showed highest Change Readiness and executives working in Networks department showed lowest Change Readiness. Significant differences in the Change Readiness of the executives from various departments show that they perceive these changes differently which can be due to the effect that these changes can bear on their respective functional roles. Then there were significant differences in the Adversity Quotient scores and scores on some of its dimensions, namely, Ownership, Endurance and ‘Reach’ of executives from various departments.
• Designation of the executives has been found to be associated significantly with Total Change Readiness, Change Readiness for first order changes, and Change Readiness for second order changes too. Executive working as a senior manager showed highest Total Change Readiness and executive working as an engineer showed lowest Total Change Readiness. The executives at higher designation have already been part of various change programmes and know that organizational change is inevitable and need of the hour. Adversity Quotient has also been found to be related to executives’ designation. Employee working as a senior manager showed highest Adversity Quotient and employee working as an engineer showed lowest Adversity Quotient. Age and experience gained at higher designation can be the reasons for this. Senior executives have been found out to take more responsibility in adverse situations and their endurance for such situations is more.

• Executives looking after Haryana and Punjab have shown similar scores on Change Readiness and Adversity Quotient. Trends in the telecom sector in the two states have been similar which pose same type of challenges to the executives.

• Total Change Readiness has been found to be positively associated with all the sub-dimensions and total scores of Adversity Quotient. Results depict that in the present study executives who were high on Adversity Quotient were also high on Change Readiness. Similar type of trend has been observed in relation to five sub-dimensions of Adversity Quotient. The correlational analysis was further subjected to step wise regression analysis to find out the predictability of Adversity Quotient and the most important predictors of Change Readiness.
Adversity Quotient came out to be the most significant predictor of Change Readiness causing 24.3% \( \{F\text{-change (1,399)} = 129.24, p<0.01\} \) variation alone in total Change Readiness of the sample. ‘Reach’ sub dimension of Adversity Quotient has been the second most important predictor causing 28.4% of variation along with Adversity Quotient and 4.3% \( \{F\text{-change(1,398)}= 23.82\} \) of variation alone.

- Change Readiness for first order changes has been found to be significantly related to Adversity Quotient\( (r=0.44, p<0.01) \); ‘Control’ \( (r=0.33, p<0.01) \), ‘Ownership’ \( (r=0.39, p<0.01) \), ‘Origin’ \( (r=0.23, p<0.01) \), ‘Reach’ \( (r=0.094, p<0.05) \) & ‘Endurance’ \( (r=0.34, p<0.01) \) which are the sub dimensions of Adversity Quotient. Regression analysis further shows that Adversity Quotient came out to be the most significant predictor of Change Readiness for first order changes causing 19.1% \( \{F\text{-change (1,399)} = 95.49, p<0.01\} \) variation alone in Change Readiness for first order changes of the sample. ‘Reach’ sub dimension of Adversity Quotient has been the second most important predictor causing 22.1% of variation along with Adversity Quotient and 3.2% \( \{F\text{-change(1,398)}= 16.17, p<0.001\} \) of variation alone.

- The results have shown that the Change Readiness for second order changes is positively associated with total Adversity Quotient and all the sub-dimensions of AQ except ‘Reach’. Regression analysis shows that ‘Control’ came out to be most significant predictor of Change Readiness for second order changes causing 22.2% \( \{F\text{-change (1,399)} = 114.94, p<0.01\} \) variation alone in Change Readiness for second order changes. ‘Endurance’ sub dimension of Adversity Quotient has been the second most important predictor causing 25.5% of variation along with ‘Control’ and 3.5% \( \{F\text{-change(1,398)}= 19.11, \)
p<0.01} of variation alone. ‘Control’, ‘Endurance’ and ‘Ownership’ together causing 26.9% variation in Change Readiness for second order changes and ‘Ownership’ sub dimension of Adversity Quotient alone has been found to be responsible for 1.6% variation{F-change(1,397)= 8.38, p<0.01} in Change Readiness for second order changes.

- The Change Readiness for first order changes is affected by the total Adversity Quotient score and the ‘Reach’ score of the executives. This means that executives who have shown to possess higher Adversity Quotient and are high on ‘Reach’ score are also showing higher Change Readiness for first order changes. For Readiness for second order organizational changes, other dimensions of Adversity Quotient have shown more contribution. Executives who have shown higher scores on ‘Control’, ‘Endurance’ and ‘Ownership’ dimensions of Adversity Quotient have also shown higher Change Readiness for second order organizational changes.

6.5 Recommendations

With the foregoing conclusions, the following recommendations are suggested:

- Measuring and improving the individual Change Readiness of the executives should be the precursor to introduction of change programmes. This can give an idea about how the executives view the impending change, what are the fears and apprehensions in their minds. Their Change Readiness can be measured through scale used in this study and other similar scales available.

- Change Management Programmes should be conducted frequently and at regular intervals in the organizations to explain the need and importance of organizational change and to improve the participation and Change Readiness of executives. Before introducing major changes in the organizations, the
Change Readiness of the executives can be measured and they can be better prepared for such changes.

- Majority of the executives in the telecom sector have average or high Change Readiness scores. This represents a positive scenario as executives are either averagely or highly ready for the organizational changes. This also shows a scope of improvement. The implication is that the readiness of the executives can further be improved through their involvement, participation and a two way communication process. Training programmes should be organized in which they can gain information and knowledge regarding the change which is going to take place. This can improve the Change Readiness of the executives which will further help them to contribute more effectively to their organizations and will also be helpful in successful implementation of organizational change.

- Some organizational changes are transactional, other are transformational. Not both have similar effects. Interventions, such as holding of interactive sessions, panel discussions, feedback sessions, parallel learning structures should be developed and introduced in organizations to increase readiness for both kinds of changes, i.e., first order changes and second order changes. In this study it was found that Change Readiness of executives was less for second order changes. The implication is that second order changes should be dealt with care, employees need to be fully informed and their participation should be sought. What is generally seen in organizations is that second order changes more announced like policies and therefore create doubt, fear and apprehension in the minds of the employees.
The results of the study provided insight about how the executives handle adversity. With this information at hand, the organizations can help them in self management so that they are prepared to handle adversities at work as well as in personal lives in a more effective manner and to utilize their potential to the maximum. This information regarding the Adversity Quotient of the executives also helps to conclude that executives are strongest on the ‘Endurance’ dimension and they are weakest on the ‘Control’ dimension of Adversity Quotient. This means that they stand strong in times of adversity and believe that a tough situation will eventually loosen up but do not perceive to have complete control over such situations. The implication is that the executives should be given Adversity Quotient training in which they can understand in which areas they stand strong and in which areas they fall short and their overall Adversity Quotient can be improved which will help them to contribute more effectively to their organizations.

The senior executives have been found to be more ready for organizational changes and their readiness for second order changes is higher too, therefore, they should be used by organizations as change agents, initiators and mentors for change processes. Their Adversity Quotient is also higher than the junior executives. The implication is that senior executives should help their younger counterparts in times of adversity and should coach them to become more resilient and should prepare them for future adversities because this younger workforce will be in key positions tomorrow. This implies that Mentoring, Counseling and Coaching should be made integral and more formal part of HR in these organizations.
• More experienced executives have demonstrated more Change Readiness and a higher Adversity Quotient. The implication here is that executives with more experience in the sector should involve the executives with lesser experience in the change processes and can share their rich experience of dealing with such kind of changes with them. Also, Adversity Quotient training can help to improve the same for the lesser experienced executives and executives with longer experience can be instrumental in this process. This shows a need for interactive sessions and team building between the more experienced and the lesser experienced executives.

• Gender has not been found out to affect the Change Readiness or Adversity Quotient of the executives. The implication is females should be given equal opportunities and their participation should be sought in the change programmes as they are equally prepared for such changes.

• Significant differences have been found for Change Readiness and Adversity Quotient of executives from different departments. The implication here is that Change Readiness is required at organizational level, from all functional areas not only from few. Each functional area is affected by organizational change, few are affected more and others are affected less. The organizational changes which affect the roles of executives of a particular department need to be handled with care. There is a need of making them understand that their role is vital and crucial in the successful implementation of these changes. Wherever possible, job rotation can be used so that the executives with higher Change Readiness and Adversity Quotient can disseminate such qualities in other department too where it is needed.
The Change Readiness and Adversity Quotient of managers and senior managers have been found to be higher than the executives at lower hierarchy. The implication is that involvement, suggestions and participation should be sought from executives at lower levels too. They should feel part of the change process and should not feel alienated in this whole process. This also shows that the senior executives should adopt a participative management style. There seems to be a greater need for Adversity Quotient training for the lower level executives. This again testifies the need of a mentor-mentee kind of a relationship between the senior and the lower level executives where the former can by virtue of their rich experience in the sector prepare the latter for the changes taking place in the sector.

It can be concluded that organizational changes require the employees to have abilities that help them adapt to them so that they can meaningfully contribute to organizational performance and can move coincidentally in the direction in which the organization moves. Here it has been found that executives who possess higher Adversity Quotient are more ready for organizational changes, both for first order changes and second order changes. Hence, Adversity Quotient training can be instrumental in preparing the executives for the challenges offered by changes that are taking place in the sector.

The Human Resource Managers and Practitioners can include the theory and practice of Adversity Quotient in employees’ recruitment, hiring, training and development programmes to bring Adversity Quotient awareness among them and to help them improve their own AQs to deal with workplace adversities more effectively.
• The effectiveness of programs to develop Adversity Quotient for employees can be assessed experimentally.

• The executives should be trained on all aspects of Adversity Quotient, namely, Control, Ownership, Origin, Reach and Endurance because this can help them understand how adversity affects their performance and can be tamed.

• Programmes like LEAD as suggested by Stoltz (2000) can be adopted in organizations which can help executives to improve their own and others’ Adversity Quotient. The other methods which can reduce the effects of an adverse event are to stop catastrophizing a bad event in which one tends to turn everyday inconveniences into major setbacks, focus on an unrelated object, to include positive distractions, to exercise, etc.

• Demographics like age, experience, income, gender, marital status, qualifications, department, designation and region of control of the executives have either been found to be affecting or not affecting their Change Readiness and Adversity Quotient. Further research on such demographics can provide deep knowledge on how and why they affect these two constructs.

• Undergoing an Adversity Quotient programme can increase the Change Readiness of the executives which can result in reduction in costly, demoralizing transition trough that accompanies most organizational change processes. By reducing this trough, executives can maintain the momentum of organizational change without any effect on productivity and motivation.

6.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Following suggestions can be made for future research:
• The sample for the study was selected from fourteen telecom companies (Network Service Providers and Vendor Companies) in the states of Punjab, Haryana and the U.T, Chandigarh. Study can be replicated in other telecom companies too across the country.

• The study can be replicated in other industries too.

• The Change Readiness of the executives can be measured in other industries too which are swept by rapid organizational change.

• A comparative study on Adversity Quotient can be conducted on employees working in various industries where levels of work adversities are different to study the difference in their Adversity Quotient response, if any.

• Adversity Quotient coaching can be given to employees. Pre and post scores should be taken.