ADVERSITY QUOTIENT IN RELATION TO CHANGE READINESS OF EXECUTIVES WORKING IN TELECOM SECTOR

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ABSTRACT
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ABSTRACT

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 ARPUs 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. 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.