7.1 FINDINGS

- **Change is key and sensitive element for any organization. Change is essential** for long term sustainability of organizations in the market. Changing organizations keep on exhilarating by satisfying their customers through creative products and processes. IT organizations often undergo change because of the demand from clients for newer software services, financial muscle of the organization and employee’s interest towards newer things. These make the employees of IT organizations **to experience major changes in their job routine.** Employees of ADP, Cognizant, GE and TCS are experiencing changes frequently compared to Capgemini and L&T Infotech.

- Employee’s awareness on change is felt very essential for successful implementation of change which occurs through both environmental as well as organizational pressures. Employees of IT organizations felt that management has greater responsibility to make employees aware of changes that has undergone earlier and changes which are to be incorporated now. As **awareness on change** matters a lot for better understanding of roles and responsibilities of IT employees in newly changed environment. Also, it has its impact on productivity of employees. Employees of ADP, Cognizant, GE and TCS are aware of changes in the organization compared to Capgemini and L& T Infotech.

- **Pressures are the only reasons for undertaking change.** Generally IT organizations experience pressures from both environment and organizations. Type of change undergone is different for different pressures. IT organizations that are undergoing new broom and mandated pressures are demanding for rapid and short burst type of change. Whereas IT organizations that are experiencing Growth, identity, reputation and credibility pressures are demanding for incremental and hence organizations constantly undergoing small changes. The employee’s acceptance and participation in change differs with **type of change.** Employees of ADP, GE and TCS feel change is incremental. Whereas employees of Cognizant, Cap Gemini and L & T Infotech have a diverse opinions on type of change. For some change is rapid
for some short bursts, incremental and constantly undergoing small changes.

- In IT organizations, the relationship between the new organizational practices and the past influences employees to feel comfortable with newer change. Generally, changes are taking place in IT organizations when any merger or acquisition takes place, when a new CEO takes charge, when new technology is incorporated in the organization or when there is external pressure on a company to adapt change. In this situation, IT employees are experiencing different relationships between past and new organizational practices subject to the strategy of the top management. Employees of ADP, GE, and TCS opine that new organizational practices replace the old. But the employees of Capgemini, Cognizant, and L & T Infotech opine that new organizational practices mostly modifying the existing ones.

- IT organizations are bringing changes for the sake of growth, identity, reputation, and credibility. Employees felt most of the changes are happening in the type of work and work responsibilities. As clients of IT organizations often request for different flexibilities in different situations with different coding, type of work is changing. Work Responsibility is also high in IT organizations as technical coding is quite delicate and sensitive. Even a small change can create different complexities. Employees of Capgemini, GE, ADP and L & T Infotech, opine that major changes brought about in their work responsibilities, while in TCS and Cognizant the major change has been change in type of work.

- Employees as well as top management in IT organizations are supposed to be having greater responsibility in shaping an organization and also complete right to know what is happening in the organization. It is observed that change Management practices in IT organizations are being implemented with less involvement of top management. Employees probably feel so as the delegation of responsibility is with poor guidance.

- Consistency in change process is felt very crucial in IT organizations. Employees of IT organizations are carrying their continued determination, commitment only when they feel change has been implemented consistently in all departments across the organization and over a period of time. Any deviation from consistency leads to disturbance in employee’s attitude towards change. The nature of the industry being volatile many external changes like
new platforms, domains are arising in IT organizations. Also these changes are effecting for only limited departments which are creating a sort of disappointment among employees of affected departments and leading to say that change is inconsistent across the organization.

- Employees of IT organizations felt that management has vital role and responsibility in taking organizational change forward. Management should provide employees with operational requirements to assist in its effective functioning even in the times of high uncertainty and ambiguity. There is observed a gap in the perception of the top management and that of the employees in the resources made available to them to support the implementation of the change process. As employees opine that management is expecting to undergo change with the existing resources which does not support adopted new versions.

- Change in IT organizations is often expensive and traumatic. Managers of change need to be able to assess the pressures on them to engage in it. Change in IT organizations involves many steps that are to be handled sensitively and sequentially. IT Organizations undergoing incremental changes are opine that change is risky as change has disruptive impact on organizations. Employees of ADP, GE and TCS opined that change process is risky as they are undergoing incremental change, while the employees of other organizations are undergoing different types of changes.

- Organization pressures for change are often taken up with top management’s interest and as a result change occurs frequently. Environmental pressures for change arise in ambiguous environment where organizations to prove their existence undertake change. ADP, GE and TCS opine that the change is forced on to the organization while the other organizations opine that change is not so imminent on the organization. In other words it is attributed that ADP, GE and TCS are anticipating the changes while the others are reacting to the external changes.

- Arrival of a new manager in IT organizations is acting as a signal that old ways are about to change. As they are unhampered by adherence to past organizational practices. ADP, GE, Cognizant and TCS are of the opinion that new managers have a lot of innovative thoughts and past experiences in previous companies which help to infuse the organization with new ideas.
whereas Capgemini and L & T Infotech opine that it happens rarely.

- Change in IT organizations prior to 1960’s was more likely to be infrequent, whereas in the last two decades there have been more significant and traumatic organizational changes. After 1990’s these changes have become revolutionary. Employees of all the organizations have experienced change process occasionally in the past. After Liberalization, Privatization and Globalization technology has grown rapidly and accordingly desires for newer things has increased.

- IT organizations have two images of managing (management as controlling versus management as shaping) and three key images of change outcomes (intended, partially intended and unintended). Top managements of ADP, GE and TCS with an image of intended controlling are taking a role of director, navigator and caretaker. Top managements of Cognizant and L&T Infotech with an image of intended shaping are taking a role of coach, interpreter and nurturer. Employees of different IT organizations felt the image of change manager as director, navigator, coach and interpreter.

- Causative factors play a vital role in bringing change in any IT organization. Quality, Costs, Technology, Strategy, Market, Structure, Leadership, People Management, Identity & Growth and Power & Politics are the factors that are bringing change in IT industry. Among them employees from all the companies believed that factors which are dynamic in nature and which are having high impact of external environment have high significance in bringing change in all the organizations.

- Employees of IT organizations felt diagnosis for change as a process to identify exactly what to change, where to change and as a tool to analyze the impact of these changes on other parts of organization. Employees of all IT organizations felt that rewards, Culture, Super ordinate goals, systems are the common steps involved in diagnosis for change, whereas companies have different opinions on environment and organizational inputs Leadership, Individual, Technical & Interpersonal Skills for diagnosis for change.

- Employees of ADP, Cognizant, GE and TCS opine that Sponsorship for change should be from Top Management where as day-to-day leadership of change should taken by both top management and senior management as low level leadership is not well-connected throughout the organization. Employees
of Capgemini and L&T Infotech have diverse opinions on sponsor and day to day leadership of change. These people want Middle level management also should undertake day to day leadership of change.

- In IT organizations for successful implementation of change, organizations should have continuous support from both management and employees. Organizations which successfully implemented major changes in the recent past are providing good support for change. Companies with no prior experience in major change, change efforts failed. Also IT organizations with strong financial muscle, visionary top management, and updated clients are providing tremendous support to their employees. GE and TCS are receiving good support for change from management in the given order compared to Cognizant, ADP, L & T Infotech and Capgemini.

- Resistance to change is the action taken up by the employees of IT organizations on perception of likely effect of change on their interests that includes authority, status, rewards (including salary) and opportunity to apply expertise, membership of friendship networks, autonomy and security. Employees of IT organizations find it easier to be supportive for changes that they felt not threatening their interests and resist those that are seen as damaging to their interests. IT organizations (GE and TCS) which are getting support from top management and senior level management are experiencing less resistance to change compared to others (L & T Infotech, Capgemini, ADP and Cognizant).

- Entrepreneurial activity and major corporate change can be achieved only with clear vision. Employees of IT organizations felt that strategic vision is linked to competitive advantage, enhancing organizational performance and achieving sustained organizational growth. Clear visions enable boards to determine how well organizational leaders are performing and identify gaps between vision and current practices. Organizations (GE, TCS) undergoing anticipatory changes have a strong link between vision and change compared to Cognizant, Cap Gemini, ADP and L & T Infotech.

- Employees of IT organizations felt that communication plays crucial role in success of organizational change. Employees of IT organizations are expecting answers for why, what, who, how and when questions including the value proposition involved in change from management through communication.
Top Managements of IT organizations has linked the communication to success of mergers, downsizing, reengineering, research and development projects, to establish trustworthiness of managers and to persuading individuals to be involved in change innovations. IT organizations (GE, TCS) with committed top management, transparency and clarity in communication are having good communication of change.

- Communication has its own importance in achieving success of organizational change. Channel of communication also plays an important role. Employees of all the IT organizations felt that email and internet are effective ways to receive communication. While a few felt memos, newsletter, casual conversations are also effective ways to receive communication.

- Organizational Change Measures often play a key role in making employees of IT organizations to undertake individual change mechanism. IT organizations have understood success of change is not possible only with the interest of top management. Employees have equal role in making the change successful. Top managements and senior level managements of few IT organizations have taken the responsibility of undertaking change measures like redesigning the role, providing necessary training, utilizing the potentials, explaining the new roles and responsibilities, assisting in maintaining work life balance etc. Employees felt that organizations (GE, TCS) with participative style of management are providing with necessary change measures for motivating the employees to undertake individual change mechanism.

- Employers/Employees of changing organizations are making many compromises, sacrifices for adopting the change. They are spending extra hours in offices to get trained in new concepts and technologies. They are doing lots of practice at home to make themselves comfortable with new things.

- Employees of IT organizations felt that post Change Process is a reflection of causative factors, diagnosis, readiness, support, resistance, linking vision and change, communication, change Measures and change initiatives. Employees of IT organizations felt that in post change process employees play active role in achieving targets, increasing technical competence, changing attitude, assuming responsibility, being a team member as well as showing leadership
skills and taking right decisions in right time. IT Organizations (GE, TCS) having employees with a zeal to learn and welcome the change are succeeding while others are struggling as they were not tuned to change.

Transforming, adjusting is not so easy in IT organizations when employees are tuned to fixed environment, culture and technology. Organizations have experienced resistance to change from employees whenever they have demanded for change. Infact it is good and surprisingly it is more among employees who are ready to adopt the change. As change in IT organizations cannot be adopted with the existing resources. It requires support from top management, senior level management in the form of training, providing additional resources, monetary and non monetary benefits and so on. Employees felt that more they resist the change, more they would get the support for change. The same thing has been proved statistically at 95% confidence level with 12 df. Hence it is concluded that there is significant relationship between Support for change and Resistance to change.

For successful implementation of change in IT organizations, organizations have to get the support from both management and employees. Employees felt that providing all necessary resources alone is not the completes the role of top management. Along with this management has to undertake an image of change manager for bringing successful change. The same thing has been proved statistically at 95% confidence level with 18 df. Hence we conclude that there is significant relationship between Support for change and image of change manager.

- In IT organizations depending upon company’s size, financial muscle of the organization, visionary top management, policies, procedures and structures of different companies are not same. As policies, procedures, structures are varying from company to company accordingly causative factors, diagnosis, readiness, support, resistance, linking vision and change, communication, Change Measures are also varying. These attributes play a key role in motivating the employees and drive them to undertake individual change initiatives.
7.2 SUGGESTIONS

- Awareness on change is very low among Capgemini, Cognizant and L&T Infotech. Awareness on change matters a lot for better understanding of roles and responsibilities of IT employees in newly changed environment. Also it has its impact on productivity of employees. Hence it is suggested to managements of IT companies to provide clear awareness on change before it is put into practice. Employees are to be involved in the decision making process and in designing the action plans for effective communication and persuasion of the change program. Further all the channels of communication possible like email, social media and newsletters etc are to be exhausted.

- Employees of every company are feeling that management is not showing keen interest in bringing about the change in the organizations. Employees alone cannot bring the change if management does not provide enough support by taking interest. Managements should take greater responsibility in shaping an organization. It is suggested to top management to involve themselves with rigor instead of dumping the change on employees by delegation of responsibility. The organisation has to function through effective leaders who would transmit the vision of the top management through effective communication and the involvement of the top management in the change management initiatives. These efforts would drive away the bitterness of the employees on the top management.

- Employees of all companies felt that there is no consistency in change process. Employees of IT organizations can continue their determination, commitment only when they feel change has been implemented consistently in all departments across the organizations. Any deviation from consistency leads to disturbance in employee’s attitude towards change. Top management has to explain the reasons for deviations in treating departments differently and the necessity to deal with them in that specific pattern. Preparing the employees to understand and initiate change management practices would make them comprehend the deviations in the management’s actions.

- Employees of IT organizations felt that organizations do not have enough support and resources for implementation of change. Management should provide employees with operational requirements to assist in its effective functioning even in the times of high uncertainty and ambiguity. There is
observed a gap in the perception of the top management and that of the employees in the resources made available to them to support the implementation of the change process. A mechanism may be developed by the management that encourages

- Indenting for the support required in the implementation of the change. This indent may come from any employee in the organization. An awareness meeting on the expectations of the management post change from the employees may be a prerequisite for raising the indents. The indents may be processed and the deviations if any may be communicated to the employees.

- Every organization felt change process as a risky task as change in IT organizations is expensive and traumatic. Change in IT organizations involves many steps that are to be handled sensitively and sequentially. The risk felt by the employees is to be analyzed for the employees so that they understand the calculated risk part and the risk of uncertainty. Discussions across the organization and a platform for them to happen would ease the employees to take up and view change differently.

- Readiness to change among employees of IT organizations can be seen only when they have necessary systems in place for accepting and accommodating the change whenever it is initiated. Also when they have flexible organization structure to undertake change and to take decisions quickly. A long term strategy in place, adoption of the latest technologies and the associated training, an appropriate and flexible organisation structure, diagnosis of the forthcoming change and instilling a strong culture would pave way for the employees to embrace change.

- Resistance to change is the action taken up by the employees of IT organizations on perception of likely effect of change on their interests that includes authority, status, rewards (including salary), and opportunity to apply expertise, membership of friendship networks, autonomy and security. Employees of IT organizations find it easier to be supportive for changes that they felt not threatening their interests and resist those that are seen as damaging to their interests. IT organizations which are getting support from top management and senior level management are experiencing less resistance to change comparatively with others. Organisations have to handle logical resistance also by providing a proper rationale to the employees as to why,
when, how change etc. Further the non-logical resistance also to the extent possible could be averted by estimating the employees’ attitude towards change and the reasons for their resistance.

- Communication plays a crucial role in success of organizational change. As communication ensures people to understand what is going to happen and what is required of them. Top managements of IT organizations are suggested to maintain transparency and clarity in communication and also to assist employees by responding to their queries in the change journey.

- Organizational Change Measures often play a key role in making employees of IT organizations to undertake individual change mechanism. Change is not possible only with the interest of top management. Employees have equal role in making the change successful. Hence it is suggested to top managements and senior level managements of all IT organizations to take the responsibility of undertaking change measures like redesigning the role, providing necessary training, utilizing the potentials, explaining the new roles and responsibilities, assisting in maintaining work life balance etc. It is also suggested that organizations should have participative style of management for providing the necessary change measures and to motivate the employees to undertake individual change mechanisms. Further, the personal habits of the employees also are to be addressed and the necessary emotional support may be provided by the management to the employees.

- For successful implementation of change in IT organizations, organizations should have support from both top management and employees. Providing all necessary resources doesn’t complete the role of top management. Along with this management should undertake an image of change manager for bringing successful change. So it is suggested to top management to take the role of change manager. Leaders/Managers are to be trained to display the required images in the implementation of change. Depending on the nature of change that is being brought about, the leaders/managers have to identify and display the images like director, navigator, coach, caretaker, nurturer, interpreter etc.

- Employees of IT organizations felt that readiness to change is highly influenced by five factors. Employees are ready to undertake change only when there is a market driven innovation. IT organizations that want to capture market driven innovation has to motivate the employees for adopting
change. Apart from this IT organizations should also have effective change management system, democratic organic structure and efficient reengineering effort for making employees ready for change.

Based on the findings, a Change Model is proposed as given under. Readiness for Change is having association with the designing, assessing and implementing the change. Change which is designed based on the causative factors, should be assessed by considering the resistance and support for the organizational change initiatives before its implementation. Case must be taken by identifying the tools of change management, communicating the same and supporting the employees at all levels of their initiatives in implementing the change. Further the assessment of the post change developments would provide the feedback in designing further changes.

**Flow chart 7.1: CHANGE MANAGEMENT MODEL**
7.3 CONCLUSIONS

IT organizations undergo change because of environmental and organizational pressures for change. Environmental pressures are caused due to the political, technological, economical and legal changes. The organizational pressures are caused due to the demand from clients for newer software’s, newer domains and platforms, financial muscle of the organization and the employee’s readiness to change. Diagnosis of the change through various causative factors determine what to change, where to change and when to change. Employee awareness, employee readiness, consistent change process, new managers innovative ideas, specific images of manager (director, navigator, caretaker, coach, interpreter and nurturer), communication of change, top management support, organization change measures and employee initiatives facilitate the change process in the IT organizations. IT employees resist change when their perception of likely effect of change on their interests like authority, status, rewards, expertise, friendship networks, autonomy and security are affected. For this the employees expect answers for why, what, who, how and when the change management. Because of this, communicating change became a vital thing in the implementation of the change. Email, internet, social media alongwith memos, newsletters, casual conversations are the communication media that the IT employees feel comfortable with. Individual change measures like redesigning the role, necessary training, and utilization of the potential, assistance in maintaining work life balance play a key role in gaining the readiness for change.

Though there is no significant difference between the companies in the change management practices they vary significantly with respect to the specific practices. Companies perform certain practices of change management better than other and some inferior to others. On the whole, it is observed that the companies GE, TCS perform better in the implementation of the change management practices compared to the remaining.

IT organizations have to increase the awareness on change through various channels, overcome resistance and gain the readiness of the employees. This calls for involvement of the top management in the change process, shaping change through effective leaders, consistency of the change implementation across the departments, maintaining transparency on why, when, where, how of change. Market driven innovation, effective change management system, organic structure and effective reengineering effort are the key factors for bringing about the readiness to change.
which the IT industry has to concentrate upon. A convinced employee, logically or emotionally shall adhere to the change strongly if he is provided all the support in his functioning in terms of systems, technologies, organization structure and benefits as promised prior to the implementation of the change process. He would even take up certain individual change management measures aligning to the organizational change.