ABSTRACT

Organizational change is important because global and societal change is both pervasive and persistent. We live in a rapidly changing world. These changes have transformed and are continuing to transform the businesses and organizational environments around the world. The winds of change that have swept organizations across the world reached the Indian subcontinent in 1991. Prior to 1991, the idea of Indian organizations becoming world class producers would have evoked cynicism and derision. Yet, this is precisely what many Indian organizations hope to become in the coming years. But very few Indian organizations are moving in this direction systematically managing the critical factors that determine success in the new globally competitive environment.

Managing change is probably the single most important issue today for all those who have undertaken the difficult task of managing organizations. The complexity and dynamic nature of the environment has placed greater demands on organization to be flexible, responsive and efficient. Around the world, organizations big or small face the inevitable prospect of change. The intriguing question is why have some organizations succeeded while others failed? This intriguing question has thrown a good opportunity to study change management practices in IT industry. The IT industry occupies the major share of service sector in this country. The reform process started in 1991 posing challenges to the corporate people as never before. After liberalization, various companies have joined the IT industry in India. The environmental pressures control the change management practices and advances through changes in the organization over a period of time. It is generally believed that the efficiency of employees will be affected through changes in environment and organization. Different companies respond to changes in different ways depending upon the implementation of strategies with respect to environmental pressures. As a result they contribute differently to industry and economy. These differences in responding to changes paved a good opportunity to evaluate the change management practices across companies in this movement.

The present study is carried out in a period in which changes in the environment control the change management practices and advances through changes in the organization over a period of time. Employee response towards prevalent change management practices is collected through both primary and secondary data.
The primary data is collected by distributing a well designed questionnaire to employees and asking for their genuine responses. Also it is collected by conducting face to face interviews. The secondary data is collected from company’s websites, published annual reports, journals and articles.

IT companies in Bangalore and Hyderabad are contacted through emails. In response to this employees of 12 companies have positively responded and permitted to do research. Among them six companies are selected for study as good number of employees with full information is responded from only six companies. Two companies each according to size are selected i.e., two large, two medium and two small by following purposive sampling.

This research thesis on Change Management Practices in Indian IT industry has studied the prevalent change management practices, measured the employee response to these practices, assessed the changes brought about in the organization, analyzed the causative factors, identified the factors influencing the readiness to change, studied the impact of organizational change measures on individual change mechanism, measured the growth in individual performance and satisfaction of post change process.

The hypothesis is estimated and confirmed by using specific statistical tools viz., Chi-Square, ANOM and ANOVA to meet the objectives. The period of the study is from 2012-2015. The descriptive and analytical research design is adopted for the study. It lays particular emphasis on analysis and interpretation of information.

It is found that there is no much difference in change management practices across the companies but there is difference in change management practices within companies. It is also found that there is a significant relationship between support for change and resistance to change. It is also found that there is a significant relationship between support for change and image of change manager. Along with this it is concluded that there are five factors of readiness for change namely change management system, organic structure, market driven innovations, employee motivators and reengineering effort. Apart from this it is also concluded that readiness for change depends on causative factors of change, diagnosis for change, support for change, resistance to change, communication of change, linking vision and change, impact of organizational change measures on individual change mechanisms, individual change initiatives and post change process.