ABSTRACT

In recent reviews of organizational behaviour research, the inadequacy of traditional methods of research has been highlighted time and again. As a result, alternative methods are being tried out for research in this area and many of these have been found useful. The present study also has used two such alternative methods in combination - natural organizational experiment supported by organizational case study.

Three types of organizational changes in four organizations were studied. These were: Technological change, people change and structural change. The data gathered on the changes were both qualitative and quantitative. Qualitative data were based on the interviews and conversations with the respondents and observations of their interactions at their work place. Quantitative data were gathered through questionnaires. These data pertain to three variables - job satisfaction, organizational identification and perceptions of organizational climate - assumed to be affected by the type of organizational change. Two sets of data were collected from each of the four organizations; the first set to represent the pre-change situation prevailing in the organization and the second set to highlight the post-change scenario. Both sets of data were, however, collected at the same time, that is, after the change had taken place. The pre-change
data for the study, therefore, were based on the recall of the respondents. In the case of one of the four organizations, the pre-change data were collected on a control group (which was not affected by the change at all and was otherwise comparable to the group in the same organization which was affected by the change, hereafter referred to as the experimental group) and the post-change data on experimental group.

The first phase of analysis of data was carried out for each organization separately. A comparison of pre-change data was made with the post-change data to assess the consequences of the change. The consequences (i.e. results of the above analysis) were discussed in the light of the pre-change situation, the change per se and the manner in which the change was introduced. In the second phase, the same scheme of analysis was applied to have a comparative view of the change in all the four organizations. Besides having many other implications for theory, research and practice of organizational change, the major finding of the study was that an organizational change programme to be successful, must meet the aspirations of the target population from the change.