

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

IJR
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 6408 Cities in 196 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p>A NEW ERA OF ECONOMIC GLOBALIZATION: AN OPINION ON OPPORTUNITIES, AND RISK AND CHALLENGES OF ONE BELT ONE ROAD</p> <p><i>WANG ZHENGBING, ENEREL OCHIRKHUYAG, MYAGMARSUREN UKHNAA & SURAJ GAUDEL</i></p>	1
2.	<p>A STUDY ON BENEFITS AND CHALLENGES OF DIGITALISATION OF INDIAN ECONOMY</p> <p><i>Dr. GADDAM JIMMY CORTON & NAGASUDHA K</i></p>	10
3.	<p>EMPLOYEE ATTITUDE TOWARDS ORGANIZATIONAL CHANGES IN AUTOMOBILE INDUSTRIES WITH REFERENCE TO PEENYA INDUSTRIAL AREA, BENGALURU</p> <p><i>GANGADHARAPPA K</i></p>	13
4.	<p>A STUDY ON IMPACT OF KNOWLEDGE MANAGEMENT ON EMPLOYEE'S PERFORMANCE WITH SPECIAL REFERENCE TO IT SECTORS ERNAKULAM</p> <p><i>DEVIKA R</i></p>	17
5.	<p>GROWTH OF E-COMMERCE AND ITS IMPACT ON INDIAN ECONOMY</p> <p><i>RITU YADAV</i></p>	21
	REQUEST FOR FEEDBACK & DISCLAIMER	24

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. NAWAB ALI KHAN**

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

CO-EDITOR**Dr. G. BRINDHA**

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

EDITORIAL ADVISORY BOARD**Dr. TEGUH WIDODO**

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. CHRISTIAN EHIOBUCHÉ

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, USA

Dr. SIKANDER KUMAR

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. A SAJEEVAN RAO

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. DHANANJOY RAKSHIT

Dean, Faculty Council of PG Studies in Commerce and Professor & Head, Department of Commerce, Sidho-Kanho-Birsha University, Purulia

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. ANIL CHANDHOK

Professor, University School of Business, Chandigarh University, Gharuan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. OKAN VELI ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

SHASHI KHURANA

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

Dr. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

Dr. KIARASH JAHANPOUR

Dean of Technology Management Faculty, Farabi Institute of Higher Education, Karaj, Alborz, I.R. Iran

Dr. TITUS AMODU UMORU

Professor, Kwara State University, Kwara State, Nigeria

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. BHAVET

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. VIKAS CHOUDHARY

Faculty, N.I.T. (University), Kurukshetra

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. DILIP KUMAR JHA

Faculty, Department of Economics, Guru Ghasidas Vishwavidyalaya, Bilaspur

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKEN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :
 Designation/Post* :
 Institution/College/University with full address & Pin Code :
 Residential address with Pin Code :
 Mobile Number (s) with country ISD code :
 Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :
 Landline Number (s) with country ISD code :
 E-mail Address :
 Alternate E-mail Address :
 Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

EMPLOYEE ATTITUDE TOWARDS ORGANIZATIONAL CHANGES IN AUTOMOBILE INDUSTRIES WITH REFERENCE TO PEENYA INDUSTRIAL AREA, BENGALURU

GANGADHARAPPA K
ASST. PROFESSOR
DEPARTMENT OF COMMERCE
GOVERNMENT FIRST GRADE COLLEGE
TARIKERE

ABSTRACT

The life is continuously changing. That helps to people move, career changes, the climate changes and life cycle begins and ends. If a person can adapt to these changes and become a ready to participate in a continuously changing world. The employee attitude can influence character communicate the repose to change. Employee attitude concentrated on individual attitude towards change in organization. Attitude is related to psychology; attitude is differing from person to person perception. The main focus of research on attitude concerns the nature and function of the attitude and how employees shape themselves towards change. Employee attitude focused on individual attitude towards organizational changes. There are 2 types of employee's attitude towards change. The attitude brings Positive and Negative type of activities of employees during the change process. In negative attitude towards the change, the employees are refusing to accept the change in organization. And in positive attitude towards the change, the employees are likely to accept the change in organization. The purpose of this study the employee attitude towards organizational change, to understand the factor that resists the employees to accept the changes and to suggest the strategies to overcome from the resistance to change and to better implement the changes.

KEYWORDS

change, career, attitude, employees, psychology, organization, perception.

JEL CODES

J28, J29, J53.

1. INTRODUCTION

Change in some way is the necessary aspect of human life is change. Change is the only constant in this world. Everything keeps on changing continuously. Change simply refers to alteration in the existing conditions of an organization. Occupational stress and organizational change are now widely accepted as two major issues in organizational life. The current study explores the linkage between employees attitudes towards organizational and two of the most significant constructs in organizational behavior; occupational stress and organizational commitment. This study focuses on employ workplace and demographic predictors to know the employee attitudes and behaviors regarding organizational change.

Mentality is a word identified with brain science, and disposition vary from individual to individual discernment. The principle center of research around disposition concerns the nature, capacity of state of mind and how workers shape themselves towards the change. The representative disposition can impact character to plan the reaction to change. Representative state of mind concentrated on individual mentality towards change in the association. The state of mind brings positive and negative sort of exercises of representatives amid change handle.

In this way they reflect how one feels about something. The ideal proclamations may give beneficial outcomes in regards to the concerned question, individual or occasion while troublesome articulation may give negative impacts. An attitude is a constructive or pessimistic feeling or mental condition of preparation, learned and sorted out through experience that applies particular impact on a man's reaction to individuals, items and circumstance.

Constraining a change on others has its place. After some time, notwithstanding, when this is the main approach that you use to roll out improvement, you'll see that your change comes about endure. In the event that you abuse this approach, you will hurt your viability over the long haul as others will discover immediate and backhanded approaches to oppose you. Without an attentive change methodology to deliver imperviousness to change, you will trigger solid resistance and hierarchical turnover.

2. LITERATURE REVIEW

Cummings, & Worley, (2011): Explains that Forces from both the internal and external business environment result in organizations adapting to new ways of handling business operations. In the view of severe global competition, it is essential for organizations to have the quick-wittedness to accept new changes and adapts to survive (Gondo, Patterson, & Palacios, 2013). Discovering the behavioral origins of employee reactions to change is an important part of understanding the recipe for tractability, endurance, and organizational success.

According to Hampel & Martinsons (2009): In his study organizational policies and strategies have to be changed due to the growing globalization of business, increasing competition and technological advancement.

According to Elias (2009): Attitude towards organizational change may be defined as an employee's overall positive or negative evaluative judgment of a change initiative implemented by the organization.

According to Bareil Et Al (2007): In this study attitude towards organizational changes is as well proposed to be related to personality traits. However, an individual in an organization is not isolated, hence attitudes will be influenced by other factor than solely personality traits. These other determinants are the characteristics of the organizational change and social influence. The combination of determinants sheds a new light on an individual's attitude towards organizational change.

According to Bharijoo (2005): Mentioned that some of the reasons for the need for change may be as a result of environmental changes such as economic and market changes, legal or political changes and the availability of resources. Some other reason are deficiencies in the present organization as a result of poor organizational structure, duplication of work, poor procedure, weak management and a lack of cooperation. Change managers may therefore identify the need for change and may implement changes to solve these problems.

Khademian (2002): Explains, "Determining what needs to be changed and articulating those changes is an essential part of the effort to manage the integration of cultural roots. If managers want to change how the job gets done, they must understand the commitments driving the work of the program and how those commitments might need to change. Articulating those changes helps participants to see the task, the resources, and the skills they bring to the table, and the environment in which they work, differently". Organizational change can be stressful time for employees for a number of reasons ranging from learning a new task to jobs being eliminated. As such, some employees are more resistant to change while others are more receptive to change.

3. OBJECTIVES OF THE STUDY

1. To study the employee attitude towards organizational change.
2. To understand the factor that resists the employees to accept the changes.
3. To suggest the strategies to overcome from the resistance to change and to better implement the changes.

4. LIMITATIONS OF THE STUDY

1. The data was collected through the questionnaire. There will be biased response.
2. The sample for the study is taken only 100.

5. SCOPE OF THE STUDY

- Measure the level of resistance among the representatives for the length of changes.
- The study will render an instrument for the association to go about future changes.

6. METHODOLOGY ADOPTED

The required data will be collected through 2 sources:

- 1) **Primary Data:** Primary data was collected through personal interview and questionnaires.
- 2) **Secondary Data:** Secondary data was collected through those have been by another person and which have been gone through factual process.
 - 1) Various websites.
 - 2) Publications.
 - 3) Company annual reports, brochures.

6.1. SAMPLING TECHNIQUE: Random sampling technique is used for the study.

6.2. QUESTIONNAIRE CONSTRUCTION: Likert's scale and open ended question.

6.3. SAMPLING DESIGN

Sampling unit: randomly selected respondents this is the technique used by sampling unit. Sampling size: nearly 100 samples are taken from various selected auto mobile Industries.

7. ANALYSIS AND INTERPRETATION

- ❖ **Employees always have positive attitude towards organizational changes.**

TABLE 7.1: EMPLOYEES ALWAYS HAVE POSITIVE ATTITUDE TOWARDS ORGANIZATIONAL CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	20	20%
2	Agree	18	18%
3	Neither agree nor disagree	12	12%
4	Disagree	42	42%
5	Strongly disagree	08	8%
TOTAL		100	100%

The above table reveals that 20% of the employees are strongly agree, 18% of the employees are Agree, 42% employees are Neither agree nor disagree, 12% employees are Disagree, and 8% employees are Strongly disagree.

- ❖ **Employees in the organization are always ready to accept the changes.**

TABLE 7.2: EMPLOYEES IN THE ORGANIZATION ARE ALWAYS READY TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	10	10%
2	Agree	14	14%
3	Neither agree nor disagree	24	24%
4	Disagree	36	36%
5	Strongly disagree	16	16%
TOTAL		100	100%

The above table reveals that 10% of the employees are strongly agree, 14% of the employees are Agree, 24% employees are Neither agree nor disagree, 36% employees are Disagree, and 16% employees are Strongly disagree.

- ❖ **Loss of status or job security is a factor that resists the employees to accept the changes.**

TABLE 7.3: LOSS OF STATUS OR JOB SECURITY IS A FACTOR THAT RESISTS THE EMPLOYEES TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	40	40%
2	Agree	28	28%
3	Neither agree nor disagree	24	24%
4	Disagree	04	4%
5	Strongly disagree	04	4%
TOTAL		100	100%

The above table reveals that 40% of the employees are strongly agree, 28% of the employees are Agree, 24% employees are Neither agree nor disagree, 4% employees are Disagree, and 4% employees are Strongly disagree.

- ❖ **Fear of unknown is a factor that resists the employees to accept the changes.**

TABLE 7.4: FEAR OF UNKNOWN IS A FACTOR THAT RESISTS THE EMPLOYEES TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	20	20%
2	Agree	28	28%
3	Neither agree nor disagree	40	40%
4	Disagree	08	8%
5	Strongly disagree	04	4%
TOTAL		100	100%

The above table reveals that 20% of the employees are strongly agree, 28% of the employees are Agree, 40% employees are Neither agree nor disagree, 8% employees are Disagree, and 4% employees are Strongly disagree.

- ❖ Lack of sufficient time is a factor that resists the employees to accept the changes.

TABLE 7.5: LACK OF SUFFICIENT TIME IS A FACTOR THAT RESISTS THE EMPLOYEES TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	10	10%
2	Agree	40	40%
3	Neither agree nor disagree	10	10%
4	Disagree	20	20%
5	Strongly disagree	20	20%
TOTAL		100	100%

The above table reveals that 10% of the employees are strongly agree, 40% of the employees are Agree, 10% employees are Neither agree nor disagree, 20% employees are Disagree, and 20% employees are Strongly disagree.

- ❖ Lack of support from by the supervisors is a reason that resists the employees to accept the changes.

TABLE 7.6: LACK OF SUPPORT FROM BY THE SUPERVISORS IS A REASON THAT RESISTS THE EMPLOYEES TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	08	8%
2	Agree	12	12%
3	Neither agree nor disagree	10	10%
4	Disagree	40	40%
5	Strongly disagree	30	30%
TOTAL		100	100%

The above table reveals that 8% of the employees are strongly agree, 12% of the employees are Agree, 10% employees are Neither agree nor disagree, 40% employees are Disagree, and 30% employees are Strongly disagree.

- ❖ Required skill and communication should be provided by the organization to overcome from resistance to change.

TABLE 7.7: REQUIRED SKILL AND COMMUNICATION SHOULD BE PROVIDED BY THE ORGANIZATION TO OVERCOME FROM RESISTANCE TO CHANGE

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	20	20%
2	Agree	36	36%
3	Neither agree nor disagree	24	24%
4	Disagree	14	14%
5	Strongly disagree	06	6%
TOTAL		100	100%

The above table reveals that 20% of the employees are strongly agree, 36% of the employees are Agree, 24% employees are Neither agree nor disagree, 14% employees are Disagree, and 6% employees are Strongly disagree.

- ❖ Employee participation and involvement reduces employee resistance to change.

TABLE 7.8: EMPLOYEE PARTICIPATION AND INVOLVEMENT REDUCES EMPLOYEE RESISTANCE TO CHANGE

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	34	34%
2	Agree	40	40%
3	Neither agree nor disagree	16	16%
4	Disagree	06	6%
5	Strongly disagree	04	4%
TOTAL		100	100%

The above table reveals that 34% of the employees are strongly agree, 40% of the employees are Agree, 16% employees are Neither agree nor disagree, 6% employees are Disagree, and 4% employees are Strongly disagree.

- ❖ Lack of prior training (advance training) is a reason that resists the employees to accept the changes.

TABLE 7.9: LACK OF PRIOR TRAINING (ADVANCE TRAINING) IS A REASON THAT RESISTS THE EMPLOYEES TO ACCEPT THE CHANGES

SL NO	PARTICULARS	No. of respondents	Percentage
1	Strongly agree	16	16%
2	Agree	26	26%
3	Neither agree nor disagree	20	20%
4	Disagree	30	30%
5	Strongly disagree	08	8%
TOTAL		100	100%

The above table reveals that 16% of the employees are strongly agree, 26% of the employees are Agree, 20% employees are Neither agree nor disagree, 30% employees are Disagree, and 8% employees are Strongly disagree.

8. HYPOTHESIS TESTING

Hypothesis -1

Data is taken from the table: 7.2

H₀ (Null hypothesis): Employees in the organization are always ready to accept the changes.

H₁ (Alternative hypothesis): Employees in the organization are not ready to accept the changes.

From the test result, it is observed that the table value at 5% level of significant for 4 degree of freedom is 9.49 and the calculated chi-square value is 10.6 and it is more than the table value.

So the alternative hypothesis (H₁) is accepted at 5% level of significance.

Conclusion

Employees in the organization are not ready to accept the changes at Auto Mobile Industries with reference to Penya Industrial Area, Bengaluru”

Hypothesis - 2

Data is taken from the table: 7.9

H₀ (Null hypothesis): Lack of prior training (advance training) is a reason that resists the employees to accept the changes.

H₁ (Alternative hypothesis): Lack of prior training (advance training) is not a reason that resists the employees to accept the changes.

From the test result, it is observed that the table value at 5% level of significant for 4 degree of freedom is 9.49 and the calculated chi-square value is 7.3 and it is less than the table value.

So the null hypothesis (H₀) is accepted at 5% level of significance.

Conclusion

Lack of prior training (advance training) is a reason that resists the employees to accept the changes.

9. FINDINGS

- The employees do not have positive attitude towards organizational changes.
- The employees are not ready to accept the changes in in the organizations.
- Employees are not satisfied with the job security in the organization.
- Employees are feeling pressure to adopt them self to the organizational changes.
- Employees are not satisfied with the prior training (advance training) in the organization.
- Non-reinforcing reward system is a factor that resists the employees to accept the changes in the company.
- The organization provides the required skill and communication to employees.
- Employee participation and involvement reduces employee resistance to change.

10. SUGGESTION

- The employee's attitude towards organizational changes should be positive in nature.
- Organization should provide all required facilities to make the employee ready to accept the changes.
- Organization has to provide job security to the employee to accept the changes.
- Organization should not create pressure to adopt changes in the organization.
- Organization has to provide sufficient time to get adjust the organizational changes.
- Prior training (advance training) should provide by the organization.

11. CONCLUSION

Organization is always providing all the facilities, but still employees are not ready to accept the changes in the organization. So organization has to provide required facilities like job security, sufficient time and also provide prior training (advance training) to employees in the organization.

One of the most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Resistance is usually created because of certain blind spots and employee attitudes with the technical aspects of new ideas. Management can take concrete steps to deal constructively with these employee attitudes. The steps include emphasizing new standards of performance and encouraging them to think in different ways, as well as making use of the fact that signs of resistance can serve as a practical warning signal in directing and timing technological changes.

The organization should not create pressure to adopt changes in the organization. If organization concentrates on these issues, employees will be ready to accept the changes in the organization.

REFERENCES

1. Business.Eby, L.T., Adams, D.M., Russell, J.E.A. and Gaby, S.H. 2000. 'Perceptions of organizational readiness for change: Factors related to employees' reactions to the implementation of teambased selling.' *Human Relations*, 53(3): 419-442.
2. Drucker, P.F. (1999). *Management Challenges for the 21st Century*. New York: Harper
3. Fatima, M. 2002, "Management of Quantum Change in Pakistan Organizations", *The Journal*, 7(3), 1-17.
4. Fullan, M. and Pomfret, A. (1977). Research on curriculum and instruction implementation. *Review of Educational Research*, 1, 335-397.
5. K. Aswathappa (2013). Human Resource Management-Tata McGraw hill publication
6. M.N.Mishra (2010).Organizational behaviour& corporate development-Himalya publishing house.
7. Stephen P. Robbins (2011). Organizational behaviour-Pearson.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

