

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<b>MARKET REACTIONS TOWARDS CAPITAL EXPENDITURE ANNOUNCEMENTS</b> <i>DR. SHANTANU MEHTA &amp; RAJALAKSHMI VEL</i>	1
2.	<b>IMPACT OF INFORMATION TECHNOLOGY ON MSMEs IN INDORE REGION</b> <i>PARUL SHARDA &amp; DR. M. D. PANGA</i>	5
3.	<b>COMPLIANCE OF CORPORATE GOVERNANCE AND ITS IMPACT ON FIRM PERFORMANCE: AN EMPIRICAL ANALYSIS WITH DUMMY VARIABLES</b> <i>DR. PALLAVI KAPOORIA, DR. R. C. SHARMA &amp; DR. DEEPAK KAUL</i>	9
4.	<b>CAUSE RELATED MARKETING AND ITS IMPACT ON BRAND PREFERENCES &amp; BRAND ATTACHMENT AMONG CUSTOMERS AT BHAVNAGAR CITY WITH SPECIAL REFERENCE TO P&amp;G FMCG PRODUCTS</b> <i>BHAVIK P PARMAR</i>	13
5.	<b>(SACCOS) AFFAIRS IN ETHIOPIA: A CASE STUDY IN MEKELLE CITY, TIGRAY</b> <i>KIDANU NERIE AREGAWI, DR. TEFATSIONSAHLUDESTA &amp; HIWET KEBEDE AREGAWI</i>	15
6.	<b>AN APPROACH TOWARDS EFFICIENT PREFERRED DATA RETRIEVAL BY PRESORTING</b> <i>SUNITA DWIVEDI &amp; DR. ANIL RAJPUT</i>	25
7.	<b>PERCEIVED USEFULNESS, USER ACCEPTANCE OF E-BANKING AND SUCCESSFUL TRANSITION TO CASHLESS POLICY IN NIGERIA</b> <i>CLEMENT IKENNA OKEKE</i>	30
8.	<b>SENSITIVITY OF INTERNAL AND EXTERNAL CHANGE JUSTICE AS A PREDICTOR IN PRIVATE SECTOR</b> <i>UROOS FATIMA RIZVI &amp; FASAHAH HUSAIN QAZI</i>	39
9.	<b>PRODUCTIVITY IMPROVEMENT THROUGH PREVENTIVE MAINTENANCE: THE CASE OF ATSC TEXTILE MANUFACTURING FIRM</b> <i>AMARE MATEBU KASSA</i>	46
10.	<b>A STUDY OF FACTORS RELATED TO SUCCESS &amp; FAILURE OF ENTREPRENEURS IN SMALL SCALE INDUSTRIES WITH IMPORTANCE ON THEIR LEVEL OF EDUCATION AND TRAINING</b> <i>DEEPAK KUMAR</i>	51
11.	<b>MAJOR USES AND PREFERRED PAYMENT SYSTEMS IN NIGERIA: APPLICATION OF WORD OF MOUTH COMMUNICATION IN PROMOTING CASHLESS POLICY OF CBN</b> <i>CLEMENT IKENNA OKEKE</i>	53
12.	<b>CHALLENGES FACED BY BANKING INDUSTRY IN UAE: REENGINEERING THE OPERATIONAL EFFICIENCIES</b> <i>DR. BEENISH SHAMEEM</i>	60
13.	<b>FACE DETECTION IN NIGHT VISION IMAGES: AN APPLICATION OF BPDFHE METHODOLOGY</b> <i>ANURAG RAY &amp; ASHIS PRADHAN</i>	62
14.	<b>UNITED ARAB EMIRATES: THE INTEGRATION OF BUSINESS TECHNOLOGY AND CORPORATE COMPETITIVENESS</b> <i>DR. BEENISH SHAMEEM</i>	66
15.	<b>A STUDY OF RECRUITMENT PRACTICES FROM TRADITIONAL TO e-RECRUITMENT: A PARADIGM SHIFT</b> <i>ABDUL GHANI FAIYYAZ</i>	68
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	72

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- 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.

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**SENSITIVITY OF INTERNAL AND EXTERNAL CHANGE JUSTICE AS A PREDICTOR IN PRIVATE SECTOR**

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**ABSTRACT**

*The demand of global market have collectively transformed the ownership and structure of Indian organization, which is leading towards stress among employees, restructuring organizational pattern, downsizing, change in technology, change in product quality, job rotation, change in responsibility of Managers as well as workers. The present paper deals with a case study of two industries (private sector) located in Allahabad district and its process of change, reason and effectiveness in terms of job satisfaction, productivity and quality. And the influence of ownership change and technology change on manager's perception.*

**KEYWORDS**

change, private sector.

**INTRODUCTION**

The business environment is fast changing due to pervasive liberalization and globalization phenomena. The change in the shape of economic activities is seen in recent years is mainly due to revolutionary changes in erstwhile Soviet Union, Emergence of European Community and Eastern Europe and many emerging nations. Change inspires many organizations to do business in more than one organization, to add powerful new business dimensions to organizational behavior. It is also being perceived as a frightening step into different political, social, legal and eco-environment.

A change in organization refers to an alternative of structure relationship and role of people in the organization. The change pressurized by internal and external factors (forces) may affect only one or all levels and departments or related to the organizational structure and people technology, work setting or social environments. The alteration disturbs the existing equilibrium and creates adjustment problem.

At a conceptual level the change is desire for moving from one state to other and it is accomplished as a result of achieving three types of goals, Transform, Reduce and Apply. Transform goals are concerned with identifying difference between two states. Reduce goals are concerned with determining ways of eliminating these differences. Apply goals are concerned with putting into play operators that actually effectuate the elimination of these differences.

The change agent or top management can create the change or it can be based on diagnosis and recognition of problems by involving people at all level of organization. By implementing the change the cemented old values, attitudes, habits and behavior which were the instruments in developing the personality composition like perception, learning and motivation get disturbed and persons feel psychological distress. In organizational context in the event of change the employee resist every effort, which disturbs the equilibrium and change become less smooth unless the status quo is systematically unfrozen

Adjustment among people, technology and structural set up is established when an organization operates for a long time. People adjust with their jobs, working conditions, colleagues and supervisor etc. Similarly organization establishes new relationship with the external environment. Change requires individual and organizations to make new adjustment. Complexity and fear of adjustment give rise to resistance and the problem of effective change management.

**RESPONSES TO CHANGE**

People react in different and varying ways to change as the perception of employees differs. Each behavior is interpreted by employee's attitude. And the attitude depends on the employee belongingness. It can be different due to varied socio-economic status, and qualification etc. due to individual differences the perception of an individual will differ; if one perceives benefit other can perceive loss/cost in same situation, it can lead to mixed response. Variety can be seen in similar change situation. Feelings are not matter of logic. Feeling can be neither is logical nor illogical, but different from both. In-group individual's behavior is influenced by the code, pattern and norms of the group environment. Which becomes common pattern behavior among the group members? This becomes an indication of particular group.

The tolerance level for change within a group of employees can range from relatively high for one person to relatively low to other, whenever the level exceeded, stressful responses develop that can undermine health. Response varies from individual to individual:

1. Acceptance of Change
2. Indifference
3. Resistance

**NEED FOR EFFECTIVE MANAGEMENT OF CHANGE**

*Many changes in organizations occurred with the telemarketer. Organizations are treating all changes as an accidental occurrence. There are two goals of change:*

1. First is to improve the ability of the organization to adapt to changes in its environment; and
2. Second is seeks to change the employees' behaviour.

To survive organization are responding to change in their own environment. The organization needs to effort to stimulate innovations, empower employees and introduce work team when competitors introducing new products, new organizational services, government agencies enacting new laws, importing new sources of supply, going out of business or similar environmental changes are taking place.

**LITERATURE REVIEW**

Researchers and psychologists have tried to find out related factors and their responses to organizational change. The aspects on which they have studied most to find the affects of change are:

**1. DETERMINANTS OF ORGANIZATIONAL CHANGE:**

Mankidy 1993, Nagrelli and Tren 1995, Cutches Greshenfeld et al, 1996, Karassavidau and Markovits 1996 did an experiment and pointed out that traditional industrial relation system are mostly centered around conflict management and demand orientation are gradually veering more towards collaboration and operation.

The study was designed to find out the situational and personnel determinants of organization commitment by Madan Lal Sharma, 200 skilled workers of a private sector manufacturing organization were interviewed. The obtained result shows that both situational and personnel factors contribute to workers commitment to organization. Between the two situational factors contribution is more to commitment than personal related factors.

## 2. GLOBALIZATION AND INNOVATION

Pleffer(1982) wrote, "Once an innovation is institutionalized it is adopted and accepted not because it has rational or technical properties but because social expectations are that good managed organizations will do so". The success of organizational innovations depends great deal on timing, and perhaps the change agents are strategic about when they began encouraging their clients to implement.

Three groups of variable which influence the organizational innovativeness have been found by Rogers (1983), these are:

- Individual characteristics of leader.
- Internal characteristics of organization.
- External characteristics of organization.

He found positive attitude of leaders towards change organization and organizational innovativeness.

Rogers (1983) also highlighted six key elements of organizational structure which have been found to influence the innovation of the organization:

- a. Centralization
- b. Formalization
- c. Size
- d. Organizational stack
- e. Complexity
- f. Interconnectedness.

"Changes are often considered to be messy and troublesome. But changes and the search for new forceful structures constitute a basic mechanism in development of commerce and industry, with change as the driving wedge companies can create strong new organizations that are adapted to new conditions", Mikael Lilius, President and CEO of Sweden's Incentive group.

According to Robert J., Samuelson International Herald Tribune 2000 'globalization is a double edged sword' which raises economic growth and improves the standard of living in rich as well as in poor countries with this it is also has an immense controversial process that assaults national sovereignty, erodes local culture and traditions, and threatens economic and social stability.

## 3. OWNERSHIP

Pareek (1985) found private as well as public sectors share many common characteristics related to ownership and on the other hand they differ on many aspects.

Empirical data based on isolated case studies indicate that merger and acquisitions can result in cultural integration and the creation of new culture (Graves 1981) or the cultural displacement of the acquired or smaller and/or less powerful partner (Buono, Bowditch & Lewis 1985).

Hall & Norburn(1987) hypothesized that the degree of cultural fit between merger organizations would be directly correlated to merger success.

According to Marks (1988) merger and acquisitions differ from any other process major organizational change in terms of the speed of change, the scale of change and the critical man of the unknown they present for both the parties.

The build up and aftermath of recession major social economic and political changes within Europe and the demands of an increasingly global market have collectively transformed the ownership, shape and structure of many organizations. During the last decade there has been substantial growth in the number of mergers acquisition, joint ventures and other forms of strategic alliances, both domestically and internationally (Cartright & Cooper 1994,1996).

## 4. DOWNSIZING AND TERMINATION OF EMPLOYEES

Brocknet et al (1985) suggested that survivor with low self-esteem may actually improve their work performance because they experience a high level of positive inequality (i.e. guilt) about the way in which a downsizing is conducted.

In his study Brocknet et al. (1992) found employees who were highly committed to the organization before downsizing and where management is perceived to be unfair and are likely to suffer from negative reactions.

Newell & Dopson (1996) said that the use of downsizing might also impair an attempt to introduce another type of change strategy where it produces negative reactions amongst those who survive. It can be seen as either a primary lever to introduce organization change as a link in a chain of change events.

Barret, Power (1997) defined the downsizing more as a constellation of stressor events entering around pressures towards workforce and reductions, which places demand upon the organization, work groups, individual employee and require a process of coping and adaptation.

## RESEARCH DESIGN

It involves a particular method of research, rather than using large samples and following a rigid protocol to examine a limited number of variables, case study methods involve an in-depth, longitudinal examination of a single instance or event: a explorative case study.

Exploratory case studies condense the case study process: Where considerable uncertainty exists about program operations, goals, and results, exploratory case studies help identify questions, select measurement constructs, and develop measures; they also serve to safeguard investment in larger studies.

## THE SURVEY

The research was planned through two stages (Primary and secondary study). The basic objective behind conducting preliminary study was to explore the concept of managing change in organizations. The responses obtained from the preliminary study forms a basis for final questionnaire.

The information was sought through structured questionnaire administered on the managers (implied change agents)

## CASE STUDY I

**Alstom:** In India: Alstom is active in two major areas of business i.e. Power and transport Commencing its operation in Kolkata in 1910s and later in Chennai in 1950s Alstom in India traces its linkage to English Electric, CECELEC, AEI, GEC Alsthom, ASED, HBB, FLAKT and ABB drawing its strengths from technologies developed over the years by these companies.

General Electric Company was established in 1957 at Naini Industrial, aiming to produce power transformers.

In 1989 GEC and Alcatel Alsthom announced that they have reached at agreement about the future ownership structure of GEC ALSTHOM.

Since its formation it became a major player in the worldwide power generation, power transmission and distribution and rail transportation industries.

GEC ALSTHOM announced about their business to be floated in Paris, New York and London in 1998 with new name ALSTHOM on 5<sup>th</sup> Dec '1997.

GEC ALSTHOM in India became ALSTOM 1998.

Areva a Nuclear Giant (a French Government concern) after completing its formality with RBI and Stock exchange has undertaken over nine factories in Indian; among them one is Alstom, on September 28,2005.

## CASE STUDY II

**Shervani Industrial Syndicate Limited:** Sherwani industry was running two branches at Allahabad district and producing cells with the reputed logo 'Geep' mean while the organization became sick, even at that time 2200 employees were working.

Sickness of organization became the cause of change, they started terminating their employees without giving reasons and offering them VRS schemes for the cost reason, one day came when the SISL sold its one of the Allahabad unit and its Logo to Gillet Company.

After eliminating the number of employees now the total workforce in SISL is approximately 20-25 managers and approximately 150 workers. Every month they are terminating their employees and they suppose to hire the same terminated employees on daily wages to fulfill their demand targets. They believe daily wage labour scheme would reduce the cost of production; and they don't have to pay the extra amount for the leave and the hours they are not working. Now Gillet has handover to Topiwala.



**Sample:** Stratified random sampling method was used to select workers and managers for the study. Taken number of subjects for study was based on the number of total employees in the organization, so varies from organization to organization.

**Instrument:** closed-ended questionnaire was used to seek information. English questionnaire for supervisors and managers Questionnaire was framed to seek information (Based on Likert’s scale) using Lewin’s Model of Resistance.

**Personal information**

Family Related

Job Related.

**Main Questionnaire**

Restraining Forces

Driving Forces

Implementation of Change

Outcome of Implemented Change

Ownership

Training

Task

People

Technology

**WHY FACTOR ANALYSIS**

Factor analysis is identified as the explanatory analysis tool and is commonly used for the data reduction in social science research (multivariate technique). It assumes that underlying dimension on factors can be used to explain complex phenomenon without losing much of the important information. The variables that do not appear to be related to other variables can also be identified from the matrix. It produces a correlation matrix for all variables PCA is most widely used and inexpensive method of extracting factors.

In this study Factor Analysis tool has been used to test the formed hypotheses and to take out the effective restraining and driving forces with implementing factors and their output.

**ANALYSIS**

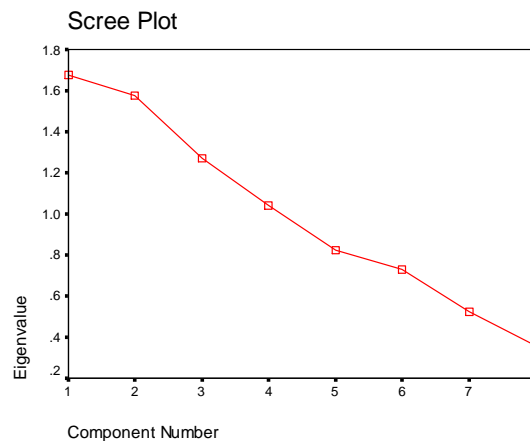
**RESTRAINING FORCES:** Acting to restrain or decrease the driving force may be likened to walls or barriers. They only prevent or retard movement toward them.

**TABLE 1: TOTAL VARIANCE EXPLAINED (a)**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.675	20.944	20.944	1.491	18.637	18.637
2	1.576	19.700	40.644	1.409	17.611	36.248
3	1.269	15.866	56.510	1.339	16.734	52.981
4	1.043	13.042	69.552	1.326	16.571	69.552
5	.826	10.321	79.873			
6	.727	9.086	88.959			
7	.526	6.571	95.530			
8	.358	4.470	100.000			

**EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS**

**GRAPH 1**



**TABLE 2: ROTATED COMPONENT MATRIX (a,b)**

	Component			
	1	2	3	4
Fear of demotion	-.070	-.048	.094	.740
Training cost high	.705	-.474	.261	-.037
New social adjustment	.118	.883	-.033	.176
High workload	.833	.257	-.063	.126
High absenteeism	-.207	.546	.480	-.410
High responsibility	-.129	-.172	-.121	-.634
Objective reducing workforce	-.437	.071	.551	.362
Job insecurity	.178	-.060	.842	.167

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Total variance is about 70 percent with four emerging factors in private sectors.

Around 80 percent managers agreed the employees need proper training to release the workload, but due to lack of enough fund, training seems to be costly. About 88 percent managers said it is necessary to adjust in a new social setting with change because it is a pre requisite of organization to survive. They believe introducing change is to reduce the cost of organization by terminating the employees and demoting them, which automatically develops the insecure feeling among them.

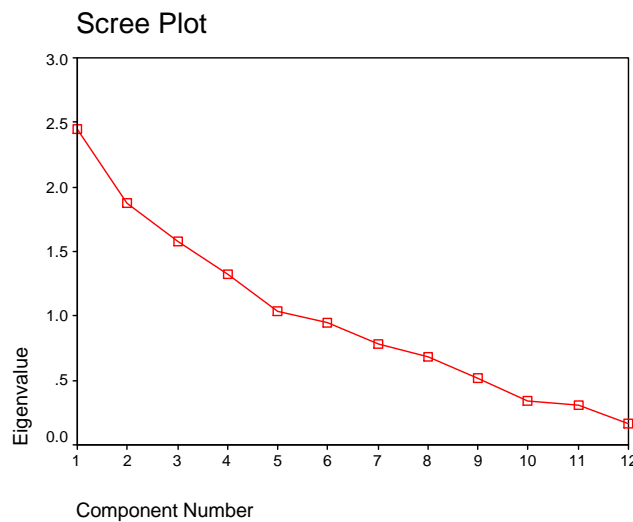
**DRIVING FORCES:** Factors affecting a situation which are ‘pushing’ in a particular direction; they tend to initiate a change and keep it going.

**TABLE 3: TOTAL VARIANCE EXPLAINED**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.444	20.364	20.364	1.910	15.915	15.915
2	1.878	15.647	36.012	1.904	15.864	31.780
3	1.575	13.122	49.133	1.720	14.330	46.109
4	1.321	11.010	60.143	1.514	12.613	58.722
5	1.039	8.656	68.800	1.209	10.078	68.800
6	.947	7.891	76.691			
7	.783	6.522	83.213			
8	.684	5.699	88.911			
9	.523	4.358	93.269			
10	.337	2.812	96.081			
11	.306	2.550	98.631			
12	.164	1.369	100.000			

Extraction Method: Principal Component Analysis

**GRAPH 2**



**TABLE 4: ROTATED COMPONENT MATRIX**

	Component				
	1	2	3	4	5
Market competition	-7.162E-02	9.907E-02	.198	.106	.780
Need for international status	-.373	.669	.229	.292	-.303
Brighten future	.192	.732	-2.648E-02	.177	.383
Organization survive	.514	.426	-.228	-.334	-.137
Improved quality	.843	-5.271E-03	3.823E-02	.186	.162
Increase production	.743	.172	.154	.180	-.375
Available facilities enough	.114	1.440E-02	-3.430E-02	.585	.213
Expecting better salaries	.110	-.167	.767	-.320	2.113E-02
Expecting career advancement/promotion	-.194	-.137	.503	.518	.107
Expecting recognition	2.319E-02	5.687E-02	.805	9.916E-02	.139
Increased demand	.332	5.777E-02	-.159	.658	-.315
Increased international demand	-.171	.804	-.187	-.226	3.442E-02

Extraction Method: Principal Component Analysis Rotation Method:

**Varimax with Kaiser Normalization**

Total number of factors minimized due to Rotation Process for private sectors is five, with total accounted variance of 69 percent.

About 84 percent managers said implementing change would improve the quality of product and the level of production. They also said introducing change is to improve the international status and to compete in international market, and the better salary, career advancement /promotion and recognition of employee in an organization.

**Implementation**

Implementation is a part of analysis dealing with questions related to cost of training, available facilities in organization and the extent to which the workers or managers support in the process of change.

TABLE 5: TOTAL VARIANCE EXPLAINED (a)

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.712	24.464	24.464	1.595	22.787	22.787
2	1.604	22.919	47.383	1.507	21.524	44.311
3	1.269	18.132	65.515	1.484	21.204	65.515
4	.827	11.818	77.333			
5	.753	10.758	88.091			
6	.552	7.888	95.980			
7	.281	4.020	100.000			

Extraction Method: Principal Component Analysis.

GRAPH 3

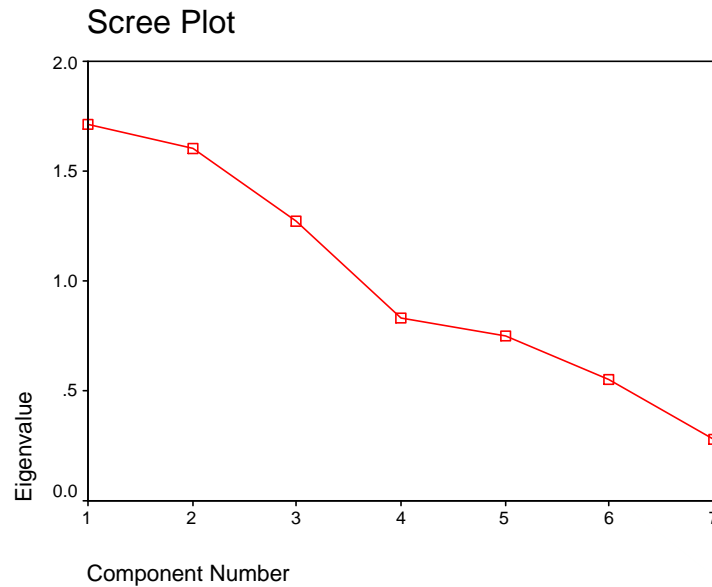


TABLE 6: ROTATED COMPONENT MATRIX (a,b)

	Component		
	1	2	3
Workers capable	.762	.159	.101
Old employees cope	.342	-.226	.730
Both gender ready	.126	.437	.670
Cost equivalent to one month salary	.146	.786	.104
Top levels implemented	.379	2.945E-02	-.682
Possible due to technicians support	-.212	.764	-.123
Workshop is part	.819	-.193	-3.704E-02

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

Four factors emerging with aggregate of 66 percent variance.

About 81 percent managers said workshop held in organization played an important role in teaching new techniques to their employees, they also said they themselves and workers were capable enough to learn new pattern of work.

In learning and releasing the responsibilities old technicians supported a lot. According to them the cost of training was equivalent to one-month salary of the employee. Another -68 percent result shows top-level managers did not implement change in organization.

**OUTPUT**

The affect of implemented change is measured on different scales, which is put in one category to get the meaningful result. The factor analysis tool used to reduce the overloading factors.

TABLE 7: TOTAL VARIANCE EXPLAINED (a)

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.880	20.886	20.886	1.818	20.197	20.197
2	1.360	15.112	35.999	1.360	15.110	35.307
3	1.313	14.588	50.586	1.335	14.830	50.137
4	1.170	13.000	63.586	1.210	13.449	63.586
5	.979	10.876	74.462			
6	.863	9.591	84.053			
7	.614	6.824	90.878			
8	.465	5.162	96.040			
9	.356	3.960	100.000			

Extraction Method: Principal Component Analysis.

GRAPH 4

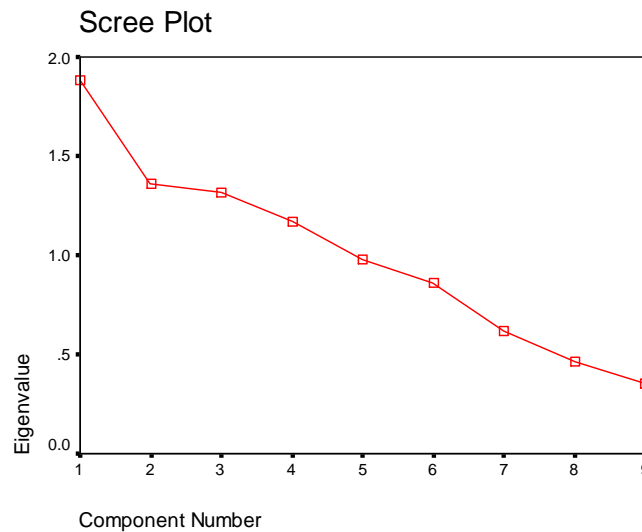


TABLE 8: ROTATED COMPONENT MATRIX (a,b)

	Component			
	1	2	3	4
Improved communication channel	.634	-.465	-.061	-.418
Smoothen communication bet managers and workers	.620	.123	-.108	-.027
More facilities	.637	-.160	.211	.420
Salary of managers increased	.665	.031	-.101	.046
Workers getting less benefit	.306	.756	.142	-.050
Increased absenteeism	.043	-.059	-.116	.919
Increased workload	.005	.272	.858	-.088
Premature retirement/termination	-.148	.520	-.052	-.036
Job insecurity	-.255	-.429	.701	-.006

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Four emerging factors with 64 percent of total variance

Managers agreed on statement that change improves organization’s communication channel; and with the improvement in channel the relations between workers and managers improves. They also accepted that their salary increases and they are getting more benefits after change in comparison to what they were getting before change. According to managers, workers are getting less benefit in comparison to managers. 85 percent managers said there is increase in workload after change and their jobs are not secure with change.

**CONCLUSION**

On the basis of above description and data we say according to managers the main cause of change are to improve the quality of the product so that they can easily compete in the international market and have bright future of organization, which was not possible without the support of technical staff, even without change the possibility of organization’s survival was in doubt, employee’s developed the feeling of insecurity and fear of being demoted, therefore to survive it is must to go with change otherwise its very difficult for organization to survive in the world of change and competition. With the changing world every organization thought without change the demand of product will decline and the problem of organization’s survival exists and employees would be eliminated to reduce the cost of industry, therefore the employees get ready to adopt new working pattern and learned new technique with the cooperation of other employees to produce goods.

The restraining forces according to managers and workers are every industry is aiming to produce more quantity with fewer employees and eliminating employees without telling any cause and without their faults by introducing VRS schemes and by retiring them prematurely. Workers having insecure feeling and having fear of being demoted, the load of work is high, the ill mannered managers not behaving properly with technicians, so to adjust and equalize the working condition, and to reduce the overloaded responsibility from the employees shoulder and create an environment to adjust in new society it as necessary to introduce change.

Implementation of change according to managers require different facilities supporting training conditions, cost of training including charges of external experts, organizing workshop as a part of training, cooperation of old technicians with new technicians and adjusting to new situations with resistance until the condition stabilizes. And the most important thing is workers were capable and ready to learn new patterns of work.

Percent of variables varies with the organization but directions of result are same. The output found in the form of improved quality of product, with the quality chances of demand increases and marketing at high level became possible, demand increases responsibility and workload of each employees.

Managers said they are getting more facilities with change but in other side workers are not accepting they are getting fewer facilities as compared to managers and they believe their jobs are secure. With the security of job the industrial relationship improved (relationship between the managers and workers improved and among managers). Managers supported to reduce the frequency of resistance. And the survival of organization became possible with good position in market.

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