

Research Article



A Study on Change Management with Reference to Employee Performance Towards Organisational Growth in Tactical Level Employees of ITES Companies of South Chennai

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ABSTRACT

The objective of this article is to investigate the effects of organizational change on employee performance and organizational growth. This is done through the review of literature and empirical analysis. An important part of this process involves developing measurements of the main constructs of change management; job satisfaction, uncertainty, commitment and change readiness, skills, behavior, attitude, communication. A survey was conducted with 151 employees working in different ITES companies whom were surveyed with a structured questionnaire. The researcher has designed the questionnaire with a five point Likert Scale (Strongly Agree-1 to strongly disagree-5) to ascertain the significant constructs to the change management adherence in the companies. This article is also to establish the relationship between other variables and its significance to the development of the organization. The statistical tools being used is Factor Analysis.

Keywords: Change Management, Organizational Change, Employee Performance and Organizational Growth.

INTRODUCTION

Organizations have to look over and include a diversified stakeholder wants and preferences, which we otherwise call as expectations. The stakeholder preference has to be coherent with their prospected output. Organizations should include the ideas wants and needs of society because this becomes a necessity for today's survival of any one in the industry. So lets see the organization's adaptive nature of the emerging changes which has become a major research issue. Hence there are many complexities involved in the organization as regulatory; political, technological, social and etc., So central, in fact, is a *change* to the study of organizations that in an introduction to the *Handbook of Organizational Studies*, a book Dag Ingvor Jacobsen (2006, p. 13)¹ calls a "bible" within organizational theory, the authors Clegg Explain: "... we did not include a chapter on change because we cannot imagine any theory of, or chapter on, organizations that is *not* about change" (1996, p. 11)². Ten years later, when the book has been published in a revised second edition, a chapter on *radical organizational change* is included wherein authors Greenwood and Hinings (2006, p. 814)³ say that "[t]oday, it is common place to note that the volatility of changes confronting organizations has dramatically increased".

In the light of uncertainties being competitive the notion of future planning is a constantly changing factor for any organization. Organizational change and the environmental turbulence of the modern market economy has brought about a need to re-define the meaning of career-development (Adamson, 1998, pp. 253–256)⁴. Change is redefining careers for many individuals. "Career for life" is a life changing fact, but is

becoming less significant for the labor force in today's market economy. Marketability of skills and employability is gaining significance. Given an opportunity to advance within their occupation, stable work environments will ideally lead to job satisfaction and commitment to organizations (Curry, 2003, pp. 567–568)⁵. A seldom attainable factor for any organization is Stability in the longer period of time. Employees are being affected in either way as to the changing demands of external environments, as well as to the changing organizational structures which has happened as a result of changing environments. Addressing an issue in a right way is a way too far answer to a question, in this sense in order to address the need for clarity during the times of change we have a new born concept called as Change Management. Organizational change has got many facets or types of manifestations, occurring as a result of social, technical, political and environmental changes as well as being rooted within socio-systematic structures of organizations themselves. Change management has got no clearly defined boundaries. Rather, it borrows from a number of disciplines, making the task of defining its core concepts so much more difficult (e.g., Burnes, 2004b, p. 261; Burnes, 2005, p. 73)⁶. Multiple theories within the field of organizational change have tried to address the complexities of modern organizations, but by some accounts only producing "theoretical pluralism" (Van de Ven & Poole, 1995, p. 510)⁷. The base or pillars of organizational change seem to have been operating from three different levels, the individual level, the group level and between, and within the structural levels of the organizational system itself. Therefore the broad categorization may be a *continuous change* or a *radical change*. No study can overlook the dynamism in the change which is the crux or important factor for any



organization to survive. Certainly it is the extent of the change which is hard to determine and it invites further focus on the effects it throws on the employees and to ascertain or determine the post changes behavior or the mental state.

Change is a constant factor for any organization and therefore the management people wishes to throw new strategies and policies to regain and retain their competitiveness that asks for a transformation of their organization. This dynamic term "Transformation" involves changes happening in a major scale which affects fundamentally the culture of the organization on the whole and the behavior of the employees. Most organizations find themselves through a scenario where they need to adopt to some form a intervening change as the competition rises. The management always wants to be precious about the hazardous nature of organizational transformation. Here we have an inviting need to invest in special resources such as OD professionals, and in house capability to manage change against the conventional agendas. Change can happen at different level and structures in an organization. They may be internal Change or external change. Policy decisions, Attitude of employees, Availability of funds the Escalating costs all this can cause change within an organization. Certainty acts a major force of any change. We need to remember that change begins with us - nothing kills an initiative faster than the people who lack confidence in it. Hence the driving need for change happens at the Global level, Socioeconomic Shifts, Economic shifts and at the political level. This in turn brings more threats as well as shows up for many opportunities. The technology, structure and people will have to jam up together in order to create an Equilibrium between the Driving forces for and Against the Change.

Literature Review

Bhavani TR., (2012)⁸ conducted a survey on "a study of job satisfaction correlates with the work environment among employees in textile industries". The main purpose of the study was to measure the organizational, individual and group mechanisms in the workplace associated with job satisfaction level of employees in the organization. The study evaluated employee well being and organizational performance through innovative changes in the work environment. The results of the study showed the intensity of working conditions and indicated that the dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation poor working conditions, occupational stress, heavy workload, workstation set up, work load, over time, teamwork and supervisor support.

Hosseinian, Simin (2008)⁹ conducted a study on Job Satisfaction among 28 employees who earned the lowest scores for emotional intelligence. The study was conducted among the employees of Marine installations and construction company. The aim of the study was to investigate the effect of training of emotional intelligence

on job satisfaction and productivity. The study was conducted using a quasi experimental method using pre and post test with control group and follow up for four months. Experimental groups were exposed to emotional intelligence training. It was found that emotional intelligence significantly influenced the productivity level.

Thomas Sy, Susanna Tram (2006)¹⁰ conducted a study among 187 food service employees of a restaurant. The study was aimed to examine the relationship among employees intelligence and job satisfaction. It was found that employees emotional intelligence was positively associated with job satisfaction and performance.

Ricardo China, Joaquin Alegre (2005)¹¹ conducted a study on "Emotional Intelligence" and "Job Satisfaction". "The role of organizational learning capability." The aim of the study is to analyze the relationship between emotional intelligence and job satisfaction, by taking into consideration organizational learning capability. The study clearly showed that to improve employee job satisfaction, practitioners should take into account the link between the emotional intelligence and organizational learning capability and under certain conditions emotionally intelligent people are more likely to be satisfied.

In every society, humans have developed spoken and written language as a means of sharing messages and meanings. The most common form of daily communication is interpersonal- that is, face-to-face, at the same time and in the same place (Encarta, 2005)¹².

Communication barriers can pop-up at every stage of the communication process (which consists of sender, message, channel, receiver, feedback and context) and have the potential to create misunderstanding and confusion. To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of these barriers at each stage of this process with clear, concise, accurate, well planned communications (Fowler & Manktelow, 2005)¹³.

Communication, the heart of business, is the most important of all entrepreneurial skills. The destiny of the business depends on the quality of your relationships. Your ability to transmit information helps both clients and employees feel they can with and ultimately trust you (Black Enterprise, Charles, 1998, page 116)¹⁴.

Internal communication is more important today than in previous years partly because the business and market conditions are more complex. There is a lot of information in the marketplace and it's crucial that employees understand it. The development of a strategic internal communication strategy and its implementation can provide a number of benefits to organizations, such as keeping employees motivated and engaged, and sharing clear, consistent messages with employees in a timely manner (Black Enterprise, Clemons, page 46)¹⁵.



Employees have their own sources, their own information system, separate from the management channels. These usually carry the news ahead of communications from management. Not that the employee network is flawless. That system transmits information indiscriminately. Fragments. Rumors. Gossip. It may not always operate in the best interests of the organization, but it does provide a checkpoint when management fantasies are disguised as information. Furthermore, it enables employees to participate in the communication process, and it fills their need for information which at least seems to come from a credible source: another employee (Brennan, 1974)¹⁶.

Unclear communication not only results in errors and missed deadlines, but also lies at the root of many other serious workplace issues, such as low employee morale and poor job performance. Managers should invest the necessary time to ensure that project goals and instructions are free of ambiguity and foster an environment that encourages the open exchange of ideas (USA TODAY, 1999).

By successfully getting your message across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas that you convey do not necessarily reflect your own, causing a communications breakdown and creating roadblocks that stand in the way of your goals-both personally and professionally (Fowler & Mankelov, 2005)¹⁷.

Getting your message across is paramount to progress. To do this, you must understand what your message is, what audience you are sending it to and how it will be perceived. You must also weigh-in the circumstances surrounding your communications, such as situational and cultural context (Fowler & Mankelov, 2005)¹⁸.

Consistent inattention to communication, its functions and malfunctions, hampers the efficiency and profitability of our organizations and stifles the development of those who inhabit them. As long as we ignore, rationalize, or deny our failures as communicators, for that long will we shrink from responsibility rather than grow toward our intellectual, emotional and contribute potential. (Breman, 1974)¹⁹.

In the workplace, supervisors and their employees have opportunities to develop non-threatening, mutually rewarding relationships. These can be quite conducive to individual and corporate health. They are akin to what in our personal life we call meaningful relationships. Supervisors who attain such relationships with employees are said to practice "positive human relations." True. But it's done through communication. (Brennan, 1974)²⁰.

Attitudes are evaluative statements-either favorable or unfavorable-concerning objects, people, or events. They reflect how one feels about something (Robbins, 2003)²¹. An attitude is a predisposition to make certain kinds of judgments about people, issues and events, usually in specific situations. Personal attitudes are a reflection of the broad values held by the individual. Attitudes lead to

the development of personal opinions and prejudices, as well as contributing positively to an individual's exercise of judgment. Some attitudes are held firmly and are unlikely to be changed in a person's lifetime. Others are held less firmly, and are subject to change, where the individual perceives it useful to do so (Cole, 1996)²². An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations (Fishbein and Ajzen, 1974)²³.

Elton Mayo and Fritz J. Roethlisberger (1927-1932)²⁴ cited at (<http://www.vectorstudy.com/management-theories/hawtorne-effect>)²⁵ found that in the new classic Hawthorne studies the great attention to the work attitudes were given by the businessmen and the academics. As a result, a number of managers and personnel specialists jumped to the conclusion that "if we can improve job satisfaction and morale, we can improve job performance". The businessmen initiated several actions to improve employee satisfaction. The critics of the human relations, argued that, even if high job satisfaction could be shown to have some relationship to employee performance, there are associated negative consequences which were being overlooked. How employee feel about their job situation and their commitment to the organization are among the most critical consequences that managers can strive to improve (Tosi, 2004)²⁶.

In line with New Storm and Davis (1993)²⁷, attitudes are reasonably good predictors of behavior. They provide clues to an employee's behavioral intentions or inclinations to act in a certain way. Positive job attitudes help to predict constructive behavior; negative job attitudes help to predict undesirable behaviors.

When employees are dissatisfied with their jobs, lack job involvement, and are low in their commitment to the organization. A wide variety of consequences may follow. This result is especially likely if the feelings are both strong and persistent. Dissatisfied employees may engage in psychological withdrawal (for example, daydreaming on the job), physical withdrawal (for example, unauthorized absences, early departures, extended breaks, or work slowdowns), or even over acts of aggression and retaliation for presumed wrongs.

Research model I investigate the roles that employee expectations play in innovative work behavior. It examines the effects of innovative self-efficacy and outcome expectations on innovative work behavior.

Moreover, research model I reveal how employee behavior relates to task performance. The results from a survey of 350 employees and their direct supervisors in a Swiss insurance company show that employee behavior positively influences task performance.

The results further show that innovative self-efficacy is a strong predictor for innovative work behavior. Moreover,



the findings support that innovative self-efficacy beliefs determine outcome expectations. However, the results also show that outcome expectations do not contribute to the prediction of employee behavior.

Research model II examines employees' personal characteristics and contextual factors as antecedents of innovative self-efficacy.

More precisely, it determines the effects of core self-evaluations, organizational support for innovation, transformational leadership, and co-worker exchange on innovative self-efficacy.

The results from a survey of 422 employees of a Swiss insurance company show that employees' core self-evaluations and their perceptions of organizational support for innovation and co-worker exchange increase innovative self-efficacy.

Contrary to the assumed relationship, transformational leadership lowers innovative self-efficacy (Innovative Work Behavior: The roles of Employee Expectations and Effects on Job Performance - Difo-Druck GmbH, Bamberg 2012)²⁸.

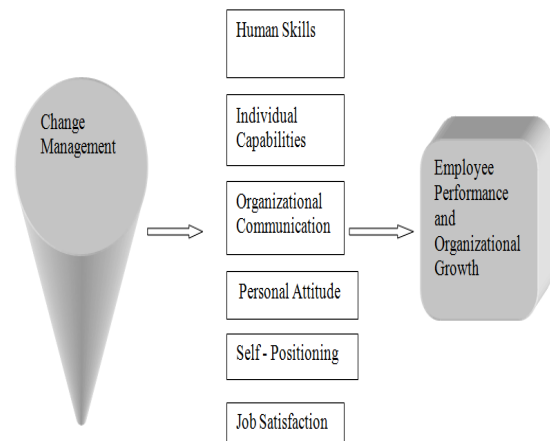
Employee behavior can range from *incremental improvements* to developing *radical novel ideas* that affect processes or products across the whole organization (Axtell 2000)²⁹.

While the latter is rather rare and mostly only employees working in the research and development, domain are able to contribute in such a manner, the former smaller-scale suggestions and improvements are much more common and concern employees from all areas.

Examples of employee behavior include thinking in alternative ways, searching for improvements, figuring out new ways to accomplish tasks, looking for new technologies, applying new work methods, and investigating and securing resources to make new ideas happen.

Usually, employee behavior is not part of the typical job of most employees. It is identified as extra-role behavior, which refers to discretionary behavior that is not specified in the job description (Katz and Kahn 1978)³⁰ but nevertheless attempts to benefit the organization (Organ, Podsakoff, and MacKenzie 2006)³¹. Employee behavior is crucial in many contemporary management principles, such as continuous improvement (Fuller, Marler, and Hester 2006)³², Kaizen (Imai 1986)³³, corporate entrepreneurship (Sharma and Chrisman 1999)³³, and suggestion programs (Unsworth 2001)³⁴. Driven by the assumption that innovative work behavior contributes to work outcomes, most of the extant research on innovative work behavior has focused on identifying its potential antecedents. A variety of organizational and individual factors have been studied as important determinants of innovative work behavior (Janssen, van de Vliert, and West 2004; Mumford 2002; Mumford and Licuanan 2004)³⁵.

Research Conceptual Model



Purpose of the Study

The necessity of the article is to investigate the concrete relationship between the constructs of change management and its relevance to the employee performance and overall growth of the organization. Hence this study has created a dire need for performance further and further more about research in this area.

Objectives of the Study

The central objective of this paper is to investigate the effects of organizational change. Firstly, this is found out through and its review organizational change. Secondly, through empirical analysis, looking at the relationship between organizational employee performance and organizational growth constructs of interest during foreseen organizational restructuring, with special emphasis on change. Change is then investigated, especially as it relates to the attitudes of current employees and the pace at which they adapt themselves to the transformation in the new process.

Methodology and Data Collection

Research Instrument

The empirical research component of the study consisted of the completion of structured questionnaires through personal interviews. The research instrument consisted of structures questions in order to collect the gather employee's demographic details and various other factors related to the change management issues within the organization.

Data from the questionnaire survey was analyzed using factor analysis. Factor analysis is unlike many statistical techniques, it is not intended to test hypothesis. Rather, it is used to reduce larger sets of variables and summarizes them to the components. These components, if grounded in theory or observation, can then be used to measure the variables or constructs they relate to (Field, 2005³⁶; Pallant, 2007³⁷). A rotated component matrix produced indication that components corresponded with the constructs under investigation. To further test the reliability of the variables reduced from the items, each

was tested in order to make up a corresponding factor. The results are reported for each of the constructs.

Data Gathering: Given the nature of the current study, it was required to collect data from the primary and secondary sources. Primary data were collected through the questionnaire. Secondary data were collected from research studies, books, journals, newspapers and ongoing academic papers.

Data Analysis

The Statistical Software package SPSS, Version 20 was used for the analysis of the data collected.

Reliability

Before applying factor analysis, testing of the reliability of the scale is very much important as it shows the extent to which a scale produced consistent result if measurements are made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scale. If the association is high, the scale yields consistent results, this is reliable. Cronbach alpha is a widely used method. It may be mentioned that its value varies from 0 to 1 but, satisfactory value is required to be more than 0.6 for the scale to be reliable^{38,39}.

If we compare our reliability, value with the standard value alpha of 0.7 advocated by Cronbach³⁹, a more accurate recommendation⁴⁰ or with the standard value of 0.6 as recommended by Bagozzi & Yi⁴¹. Cronbach's alpha values were calculated to determine the reliability of the questionnaire as a measuring instrument. The calculation of Cronbach's alpha values was for each change management constructed. Hocking, Stacks and Mc Dermott⁴² indicate that Cronbach's alpha values determine the consistency according to which respondents answered the various items on the questionnaire. Cronbach's alpha values that were calculated for the six constructs. Since all the Cronbach's

alpha values are 0.7 and above in Table 1, the questionnaire can be regarded as a reliable research instrument (Ellis and Styen 2003:51; Hocking 2003:132)⁴³. Researcher ascertains that the scales used are highly reliable for data analysis.

Table 1: Cronbach's Alpha Values

S. No	Constructs	Cronbach's Alpha Coefficient
1	Human Skills	0.840
2	Individual capabilities	0.826
3	Organisational communication	0.741
4	Personal Attitude	0.863
5	Self positioning	0.905
6	Job satisfaction	0.792

Validity

Validation procedures were done. Researchers are satisfied with the content and construct validity.

Table 2

Constructs	Cumulative Variation in %	Communalities in %
Human Skills	68.12	52.4-81.2
Individual capabilities	68.76	32.1-81.0
Organisational communication	64.42	51.0-87.7
Personal Attitude	73.84	63.0-91.4
Self positioning	77.82	65.7-94.9
Job satisfaction	71.52	53.5-86.6

Table 3: Rotated component Matrix^a

Rotated component Matrix	Factor Loadings	
	1	2
Programme Management Knowledge	.552	.468
Project Management Knowledge	.333	.749
Understanding of Change Process	-.048	.808
Awareness of all Methodologies (process, systems, organization)	.417	.686
Knowledge of most areas of the business	.843	.112
Expert in own area of business Comprehension of organization strategy	.769	.381
Understanding of organization model, e2e process, systems map	.896	.097
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		



Table 4

Rotated component Matrix ^a		
	Factor Loadings	
	1	2
Experience making successful change	.522	.221
Problem solving abilities	.369	.692
Self leadership	.478	.734
Willingness to take personal risk	.899	.043
Emotional management under stress	.005	.897
Able to think clearly	.837	.329
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations; Source: Primary data		

Table 5

Rotated Component matrix ^a		
	Factor Loadings	
	1	2
Ability to present	.629	.338
Able to listen	.716	.089
Negotiation	.629	.412
Conflict management	.778	-.175
Credibility	.869	-.003
Ability to persuade	-.021	.936
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations; Source: Primary Data		

Table 6

Rotated Component matrix ^a		
	Factor Loadings	
	1	2
Open and honest	.704	.467
Direct and forthright	.590	.532
Clear and well understood values	.022	.956
Receptive to new ideas	.866	.234
Able to challenge self	.621	.511
Work well in team	.884	-.016
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations; Source : Primary Data		

Table 7

Rotated Component matrix ^a		
	Factor Loadings	
	1	2
Aware of ego needs	.063	.972
Focus on getting the outcome	.795	.179
Care of others feelings	.813	.234
Able to challenge without threatening	.770	.252
Self confidence	.812	.315
See the 'bigger picture	.898	-.122
Able to focus on other people	.785	.571
Able to motivate	.849	.019
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations; Source: Primary Data		

Table 8

Rotated Component matrix ^a			
	Factor Loadings		
	1	2	3
In my place of work, people feel certain regarding the future	.147	.095	.914
In my organization, there is a clear plan/vision for the future	-.311	-.650	.123
My job is secure in the future	-.124	.831	.139
I know what my job will be in the future	.838	-.248	.172
I feel certainty when discussing the future with clients	.839	.348	.074
It is possible to predict the result of the Change	.542	.239	-.438
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations; Source: Primary Data			

RESULTS AND DISCUSSION

After checking the reliability of the scale and correlation matrix, we tested whether the data, so collected is appropriate for factor analysis or not.

The appropriateness of factor analysis is dependent upon the sample size. In this connection, Mac Callum, Windaman, Zhang and Hong (1999) have shown that the minimum sample size depends upon other aspects of the design of the study.

To test factor analysis the following steps were taken

- Correlation matrices were computed. It reveals that there is enough correlation to go ahead for factor analysis.
- A Cider Meyer Olkin measure of sampling Adequacy (MSA) for individual variance was studied. It found that sufficient correlation for all the variables.
- To test the sampling adequacy, Kaiser Olkin is computed which is found good enough for sampling.
- The overall significance of correlation matrices tests with a Barlett test of Sphericity provided support for the validity of the factor analysis of the data set.

After the standards indicate that the data is suitable for factor analysis, principal components analysis was employed for extracting the data which allows determine the factor underlying the relationship between a number of variables. Loading on factors can be positive or negative. A negative lading indicates that this variable has an inverse relationship with the rest of the factors. The higher the loading the more important is the factors. However Comrey⁴⁴ suggested that anything above 0.44 could be considered salient, with increased loading becoming more vital in determining the factor. Rotation is necessary when extraction technique suggests there are two or more factors. The rotation of factors is designed to give an idea of how the factors initially extracted differ from each other and to provide a clear picture of which item load on which factor.

Human Skills a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 68% of total variance.

The variable Program Management Knowledge accounted for about (0.552), Project Management Knowledge (0.333), Awareness of Methodologies (0.417), Knowledge of most areas of business (0.843), Expert in own area of business (0.769) and Understanding of organization model (0.896) on Factor 1.

The Factor 1 can be named as "Technical skills". As a clear evidence on factor 2 we have understood the Change Process (0.808). This factor can be named as "Organizational Skill".

Individual Capabilities a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 69% of total variance. The variable Experience making successful change (0.522), Problem solving abilities (0.369), Self leadership (0.478), Willingness to take personal risk (0.899) and Ability to think clearly (0.837) on factor 1. The Factor 1 can be named as "Functional Attributes". As a clear evidence on factor 2 we have Emotional management under stress (0.897). This factor 2 can be named as "Personal Attribute".

Organizational Communication a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 64% of total variance. The variable Ability to present, accounted for about (0.629), Ability to listen (0.716), Negotiation (0.629), Conflict Management (0.778), Credibility (0.869) on Factor 1. The Factor 1 can be named as "Interpersonal Attribute". As a clear evidence on factor 2 we have the ability to persuade (0.936). This factor can be named as "Judgmental Attribute".

Personal Attitude a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 74% of total variance. The variable



Being Open and Honest accounted for about (0.704), Direct and forthright (0.590), Receptive to new ideas (0.866), Able to Challenge self (0.621), Work well in team (0.884) on Factor 1. The Factor 1 can be named as "Behavioral Attributes". As a clear evidence on factor 2 we have Clear and Well understood values (0.956). This factor can be named as "Self- Perceptive Attribute".

Self Positioning a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 79% of total variance. The variable Focus on getting the outcome account for about (0.795), Care of others feelings (0.813), Able to Challenge without threatening (0.770), Self Confidence (0.812), Seeing the bigger picture (0.898), able to focus on other people (0.785) and Ability to motivate (0.849) on Factor 1. The Factor 1 can be named as "Value Expressive Attribute". As a clear evidence on factor 2 we have Awareness of Ego Needs (0.972). This factor can be named as "Intra-personal Attribute".

Job Satisfaction a Change Management Factor towards Employee Performance and Organisational Growth: The Researcher has found out that two factors extracted together accounts for 72 % of total variance. The variable Knowing what my job will be in future accounted for about (0.838), I feel certain when discussing the future with clients (0.839) on Factor 1. The Factor 1 can be named as "Self Motivated Attribute". As a clear evidence on factor 2 we have my job is secure in the future (0.831), there is a clear vision for the future (0.650). This factor can be named as "Visionary Sense". The highest factor loading being in my place of work people feels certain regarding the future (0.914). And on Factor 3 the variable it is possible to predict the result of Change accounted for about (0.438). This factor can be termed as "Persistent growth Attribute".

CONCLUSION

It has been researched that organizations are sensitive to their environments. In this dynamic work situation there are ample factors being key to survival and success of any organization. It is evident from the review of organizational change, that change can bring about drastic change on the employees and their attitudes. There runs a high risk of ignoring employee needs and constitutes a serious mistake within the internal and structural adaptation of an organization. Within the organization the management stands often accused of looking at the needs of the organization and overlooking the adaptive capabilities of employees. It is reductionist to imply that organizations can adapt faster than their employees. This article has made an effort to investigate the relationship between various constructs and their highest reliable factors to the employee performance and organizational growth and the wider implications of organizational change. In doing so it has succeeded in developing measures of constructs being Individual Skills,

Human Capabilities, Organizational Communication, Personal Attitude, Self Positioning and Job Satisfaction.

Limitations of the Study

The study has got limitations on three various stages or grounds. Firstly, it's a method of observation, secondly, it's inability or the research scope and thirdly its language and problems Regarding questionnaire translation. Firstly: the survey was conducted only once. The principal constructs of measures are all sensitive to external manipulation. So organizations can therefore change considerably from time to time. Secondly: apart from measuring levels of uncertainty, no effort was made from the organizational level to investigate and find out differing levels of various and versatile external information available to its employees. The reason for this is simply practical, it did not encompass the scope of the study. Thirdly: consideration regarding the inability to interpret and translate questions in the right sense. Question items for the scales were carefully worded in order to appropriate the theoretical constructs. All questions were written in English as a source language without taking into account the language demographics of the respondents. This study was conducted only with 151 random samples. The variables taken into account for this research cannot alone make this study a near perfect one and the findings may not be generalized to other sectors as well.

Managerial Implications

The Organizational change project files often because of the lack of initiative people are willing to take in effective change management. Those who overlook and ignore this phase cite this as one of the most important learned lessons. So when compared to the organizations those who do not adopt to any new methods of change management the one's who have adopted in it has Reduced turnover and the loss of valued employment, Accelerated the implementation of the change, Reduced productivity loss and employee resistance. The occurrence of change happens in an incredible pace in today's dynamic world. Since the sheer quantity of change is increasing at a rocket speed the after effects are happening more frequently and faster than ever before. In order to keep up with this increasing pace of transformation the organizations need a better and more structured way to manage the individuals in the organization who are affected or impacted by all of these changes. In the last fifty years value systems have shifted in many organizations. Newer values are being replaced in the place of the older ones to elevate decision making, responsibility and authority down into the bottom line of the organization. While this transformation has delivered ample benefits, it has also implanted changes from the top management to the employees at the lower level by bringing in more rigid and tough things to accept and increased the resistance they face.



Empowered organizations need to manage the people side of change in a more effective manner than they did in the very conventional structure of the past. The thought about competitive advantage has eroded as the dissemination of information happens more quickly and across the globe in seconds or a jiffy. In the years to come, speed and agility will be a central differentiator in the marketplace. So organization who does not think about the change management cannot build their people competency to quickly and effectively implement change. Therefore very strong transformation management competencies within an organization are a key source of competitive advantage in coming years.

Scope for Further Research

It is suggested that further research will benefit from using the measured developed on this topic. In this article, no effort was made to measure differing levels of information available to employee about the change management practices adopted. It is suggested that future research focuses on all other aspects of Change management within the organization. As the survey was confined to the southern region of Chennai alone the results may vary if research is conducted in other parts of Chennai. And to a further extent, if the research is conducted taking into consideration all or many employees the results may vary.

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