

Management of Organizational Change and its Impact on Commitment: A Study of Select Indian IT Companies

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Abstract

Purpose: The purpose of the present paper is to study the association between the manner in which change initiatives were undertaken in selected IT Organizations in Northern India within different organizational change levers and employee commitment. The focus was mainly to understand organizational change initiatives under taken in different change levers in IT organizations and to examine employees' perception and their commitment towards their organizations.

Design/Methodology/approach: The study is based on primary data collected from 400 respondents selected from senior, middle and lower level officers. Structural Equation Modeling was used to study the cause and effect relationship among the main constructs.

Originality/value: The research is original and will add value to organizations to understand the importance of effective management of change. The research includes all the 8 change levers crucial for change process and is first of its kind in the IT companies. In this paper, an effort was made to understand change initiatives within eight organizational change levers and its relationship with organizational commitment.

Findings: Empirical results of correlation analysis highlight the manner in which change initiatives were taken in all the eight levers are significantly correlated to organization commitment. Confirmatory factor analysis and structural equation modeling suggest a positive and significant association between the organizational change initiatives within eight organizational change levers and the organizational commitment in the IT organizations under study.

Keywords: Organizational Change, Organizational Change Levers, Organization Commitment, Structural Equation Modeling, IT organizations, India

Paper type: Research Paper

Introduction

Organizations today realize that if they have to survive and grow, they have to bring in relevant changes within different change levers like technology, marketing, quality, cost,

strategy, structure, managing people and leadership. These changes have to be managed effectively. It is seen that when change process is not managed properly people resist change and organizations have to pay heavy price. It is important to examine how IT companies are managing change initiatives in all these eight levers. For managers, the major issue in organizations is to deal with reasons and factors that initiate organizational change, processes characterizing change initiatives and the steps taken to manage these change initiatives with in every change lever. Sparse literature is available in assessing the outcome of change in IT companies of India. An in- depth study is needed to understand the manner in which change initiatives are taken within all the change levers and how these changes were managed within the organizations. It is also important to examine the organizational commitment of IT employees in organizations (Raukko, 2009). In the present study an effort is made to understand relationship between employees' perceptions regarding how organizational changes are managed within every change lever and organizational commitment. The study will help the policy makers of organization to understand the management of change within the change levers and to take effective change initiatives for bringing changes in the change lever for better results and commitment. Objectives of this research are as the following:

- To study the organization commitment of employees in the IT companies under study.
- To explore the relationship between manner in which change initiatives were taken in the change levers and the organization commitment in IT companies under study.
- To study the contribution of the change levers in the IT companies under study

Literature Review and Hypotheses Development

Organizational Change

Change is inevitable for any vibrant and successful organization. The terms '*change*' is used to refer to a system of discrete episodic changes that happen in one or more organizational domains like people, structure, and technology (Romanelli & Tushman, 1994). Organizational change is defined as the adoption of a new idea or behavior by an organization (Daft, 2005). It can also be defined as the process of continually renewing the organizations direction, structure and capabilities to serve the ever - changing needs of internal and external customers (Mora & Brightman, 2001). These types of changes occurring in the organization have a tendency to be formal, planned, and goal directed in nature. The change in organizations is triggered by internal and external factors of all shapes, forms and sizes (Balogun & Hope Hailey, 2004; Burnes, 1996 ; Carnall, 2003). The external pressures triggering the change include government laws and regulations, production and process, market place, labor markets technology, political and social events and also the internationalization of business (Pfeffer, 1994). The internal factors which are present and generate change from within the organization include internal business policies, employment policies, administrative processes and people problems (Lunenburg, 2010).

Organizations' of today have to focus on actively managing the processes and outcomes associated with the change (Pettigrew, Woodman, & Cameron, 2001). Chapman (2002) stated in his study that there is a framework for planning change processes which are transformational in nature. This framework is structured around three core issues in organizational change management - the nature of organizations and what constitute an improvement to them, appropriate strategies for leveraging change and change agent roles. Yetton & Craig (1994) opined that individual mastery, organizational learning and management of risk are critical components of strategic change in which IT becomes an integral part of firms' core business processes. According to Smith (2002) in organizations,

the rate of failure varies by the type of change, which stays relatively high with a large scale change.

People generally resist change in an organization when they feel real or perceived loss of power, prestige, pay or company benefits. These resistances to change, which may be logical or illogical, become the major obstacle to successful organizational change (Schlesinger, 1979). Employees also resist change when they do not understand the intended purpose of change and how change will affect them in future. Previous negative relationship with the champion or change agent also enhances resistance to change. Resistance is faced in situations when people feel that they would not be able to meet the demand of the new product or technology (Apskar, 1985) during the change process. Another reason for resistance to change is when people affected by innovation, may assess the situation differently from an idea champion or new venture group. These reasons for resistance to change will be legitimate in the eyes of employees who shall be affected by change in the organizations. Managers of these organizations should not ignore resistance to change but should diagnose the reasons and design strategies to gain acceptance by users (Deschamps, 1985).

Organizational Change Levers

According to Nilakant & Ramnarayan (2003), there are various organizational characteristics or features important for a change process to happen in an organization defined as Organizational Change Levers (Porras & Hoffer, 1996). The change levers answer the most important aspect of organizational i.e. 'What to Change?'. Structure, strategy and HRM practices are known as the contextual areas or the context for change (Burnes, 2004; Rieley & Clarkson, 2001). In order to bring change in an organization, the managers should pay attention on four primary/content areas - Technology, Marketing, Quality and Cost. Any changes in these four content areas will be accomplished by change in the contextual areas of change. The change encountered in these contextual areas leads to long-term and permanent change in the organization. The Leadership change lever is the foundation on which change is built (Trice & Beyer, 1991). It is also known as the primary driver of change. These together constitute the eight levers crucial for a change process - Technology, Marketing, Quality, Cost, Strategy, Structure, Managing People and Leadership. The levers are interrelated dimensions of organizational change.

Olson (1992) studied structure as an organizational change lever and focused his main study on successful, small rapidly growing firms and on people who manage or help these small firms. The reasons for structural change were the rapid growth that often extend existing organizational structure and threaten its very existence. Also, an in-depth understanding of organizational change levers - structure, strategy, marketing and managing people is important to encourage an effective change process (Burnes, 1996). The study by Wan (2005) highlights the technology-change lever as the most important and frequently adopted channel in the industry. Michalak (2010) in his theoretical study, comments that internationalization and globalization result in accelerating technological changes leading to scarcity of resources and circumstances of global financial crisis. All of these help to shape the business environment, increase competitive rivalry among companies and trigger desire for change. Waldersee & Eagelson (2002) worked on "Managing People" as an organizational change lever and concluded that implementing change has always been a long and problematic process. Rastogi and Rastogi (2011) in their study emphasized that Human Resource has an important role in change management. Leadership is also an important change lever where the top leadership support is essential during the change process (Trice & Beyer, 1991; Taylor-Bianco & Schermerhorn, 2006). With the help of leadership support (teams,

departments etc), change initiatives can be successfully implemented through out the organization (Kotter & Heskett, 1992). The following hypotheses have been formulated

H₁- All the levers are contributing equally in the IT organizations under study

H_{1a}: Technology change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1b}: Marketing change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1c}: Quality change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1d}: Cost change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1e}: Strategy change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1f}: Structure change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1g}: Managing People change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

H_{1h}: Leadership change lever is contributing the most in the eight organizational change levers in IT organizations understudy.

Organizational Commitment

Organizational commitment is the employee's psychological attachment to the organization. It can be defined as an employee's feeling about his job, organizational identification and degree to which he experiences a 'sense of oneness' within his organization. (O'Reilly & Chatman, 1986). Organizational Commitment is a psychological state which binds the individual to the organization (Meyer & Allen, 1990). Noble & Mokwa (1999) defined organizational commitment as "the extent to which a person identifies himself and works toward organization-related goals and values". Shirbagi (2007) concluded that there is a significant and positive relationship between three components of organization commitment - affective, normative and continuance and three out of four frames of leadership- structural, political and symbolic.

Organizational commitment has two different connotations. The first explains the efforts involved in the nature of commitment, which helps define the relationship between an individual and various objects. The second nature of commitment attempts to make a distinction among the objects to which an individual becomes committed (Meyer & Allen, 1997).

The three-component model of commitment by Meyer and Allen's (1990) states that there are three "mind sets" which can characterize an employee's commitment towards his organization. The "Affective Commitment" is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies himself/herself with the goals of the organization and desires to remain as part of the organization. This employee commits to the organization because he/she "wants to". "Continuance Commitment" is defined as the individual commitment to the organization because he/she perceives high incurring costs of losing organizational membership including economic costs (such as pension accruals) and social costs (friendship ties with co-workers). The employee remains a member of the organization because he/she "has to". "Normative Commitment" is the individuals' commitment to be with an organization because he feels obligated towards the organization he is working for (Aaron, 1999). The commitment of

employees towards the organization is influenced by factors like rewards, relationship with superiors and co-workers, conflicts, efficiency and so on.

There are a number of organizational factors, i.e. wages and salary, nature of work, working environment conditions, job satisfaction, job content and opportunities for rewards and promotion that determine employee commitment (Bashir & Ramay, 2008). Employee commitment can be increased by organising and managing these organizational factors.

The commitment to change among the employees is very important in an organization because “it enforces him/her to a course of action deemed necessary for the successful implementation of a change initiative”. This commitment to change helps the employee to support and make use of change effectively (Herscovitch & Meyer, 2002).

A lot of research has been done on the employees’ commitment for their respective organizations; but as the employee-employer relationship evolves, researchers have begun to consider that employees can be *committed* to other things such as change efforts, leaders, or organizational units (Meyer & Herscovitch, 2001). The organizational change initiatives undertaken also affect the commitment of employees in times of change like mergers and acquisitions etc (Fedor, Caldwell, & Herold, 2006; Vakola & Nikolaou, 2005; Chen, Hou, & Fan, 2009; Nijhof, Jong, & Beukhof, 1998). The organizational change leads to a decrement of employee commitment which is caused due to factors like job insecurity, low morale, trust and increased stress. The acceptance of organizational change increases with organizational commitment and acts as a determinant or mediator in the change process (Iverson, 1996). Therefore, the employees should be allowed to participate early in change program to increase organization commitment (Mowday, 1996). The managers should lay emphasis on applying adequate human resource management practices in order to manage organizational commitment (Dordevic, 2004; Wright M. & Kehoe R., 2007)

2.4 Relations between Organizational Change and Organizational Commitment

Stuart, (1996) and Lamsa & Savolainem (2000) in their research emphasized that organizational change can have negative consequences on the employees such as low morale, stress, loss of direction, anxiety, lack of loyalty and commitment. The employees with higher commitment have positive outcome like increase in job satisfaction level, motivation and regularity in work (Benette & Durkin, 2000). If the employees lack commitment it will lead to increase in absenteeism and affecting labor turnover. The committed employees will hence ease stress during organizational change process and will understand and cope with change so as to make it successful (Robbin & Langton, 2001). The committed employees further help in the improvement of quality and client centeredness, improvement of organizational communication and a larger willingness to accept change (Wim J. & Gijs, 1998). The managers in the organizations should create relationship, commitment, trust and satisfaction among employees to make change initiatives successful (Parish, Wallander, & Bush, 2008). The leadership behavior present in an organization is also significantly associated with the commitment of employees (Lee, 2005). The previous studies suggest that the way change initiatives are managed and perceived during change impacts the commitment of employees involved in it (Caldwell, Herold, & Fedor, 2004; C & C., 2000; Judge, Thoresen, Pucik & Welbourne, 1999; Vakola & Nikalaou, 2005).

The following hypotheses are formulated on the basis of previous studies

H₂: There is an association between change initiatives within all the change levers and Organizational commitment.

H_{2a}: There is an association between change initiatives within all the change levers and Affective Organizational commitment.

H_{2b}: There is an association between change initiatives within all the change levers and Normative Organizational commitment.

H_{2c}: There is an association between change initiatives within all the change levers and Continuance Organizational commitment.

Theoretical Framework

The change levers constitute technology, marketing, quality, cost, strategy, structure, managing people and leadership. The employees’ perception as per the level of managerial hierarchy was studied with regard to pressures leading to change initiatives, reasons for resistance and steps taken to remove resistance towards change initiatives taken with-in the eight change levers with-in IT organizations under study and its association with organizational commitment.

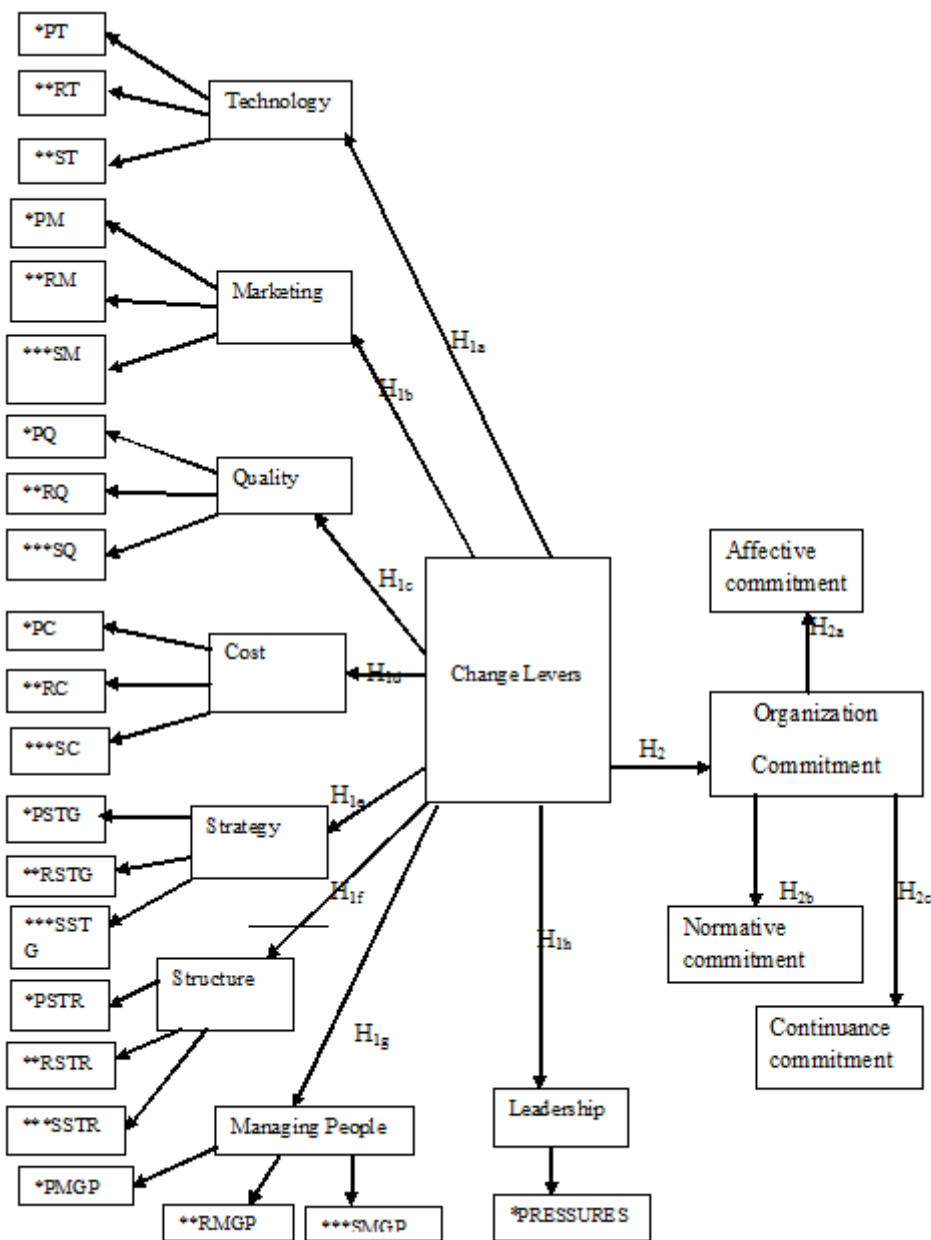


Figure 1: Theoretical Framework

* Pressures leading to change initiatives within all the change levers

**Reasons for resistance to change initiatives within all the change levers

*** Steps taken to remove resistance towards change initiatives within all the change levers

Methodology

Scope of the Study

The current research was dedicated to assess organizational change and commitment of employees in the IT companies of Northern India. The study is dedicated to the top middle and lower level employees of the IT companies. Data was collected through multi stage sampling. In the first stage to select the IT companies, the companies having maximum revenue generation and employee number were selected for the study. The NASSCOM website was used to select the companies. The units of these companies which were situated in Northern India were selected. In the second stage, stratified random sampling was used to select the employees from top, middle and junior level totaling the 6 major IT companies and sample size of 400 employees.

Data Collection

The authors have individually collected the data from the respondents and at least one author was present during data collection process. The data was collected personally to understand the change initiatives in the Indian IT companies and the observations were recorded carefully. The data was collected from 400 employees in 6 major IT companies in Northern India. The target population of the research included top, middle and junior employees of six major IT companies in Northern India. The questionnaire was used in order to collect the primary data. The stratified random sampling technique was used to choose the respondents. A structured questionnaire comprising of two sections was distributed to 1000 employees. A total of 400 questionnaires were collected with final responses.

Measures

The questionnaire was prepared for the managerial employees in the IT companies under study, to study the organizational change and commitment of these employees. The questionnaire started with information relating to demographic profile of the respondents i.e. age, qualification, gender, marital status, experience in the present organization and total work and the level of management in the present organizations. The second part of the questionnaire comprised of two sections: the first part was used to understand the organizational change initiatives within different change levers. The second section was used to understand the organizational commitment by Allen and Meyer. The first part of the questionnaire was prepared by Malhotra and Kaur, (2007) and it included the pressures leading to change initiatives in the levers, reasons for resistance to the change initiatives and steps taken to remove resistance towards changes initiatives in the organizational change levers as part of the overall organizational change process. The second part was of Organizational commitment and was developed by Meyer & Allen, (1997) had developed a three-component model of commitment and labeled them as affective, continuance, and normative commitment, which are distinguishable from each other and these were considered. The demographic information of the respondents was also collected. The above mentioned variables used 5 point Likert type scale anchored with Strongly Agree(5) and Strongly Disagree(1). The authors have individually collected the data from the respondents and at least one author was always present during data collection from the employees.

Reliability and Validity of the Questionnaires

The reliability of the questionnaire was calculated and checked by performing Cronbach’s test. Here, the values of alpha for all the variables came out to be greater than 0.7 as shown in Table 1. This indicates that the instruments are reliable and internally consistent.

Table 1: Reliability of Scale (Questionnaire)

Item Name	No of Items	Cronbach’s Alpha
1.Organizational Change 1.1Pressure leading to Change initiatives 1.2 Reasons for Resistance to Change 1.3 Steps taken to remove resistance to change	117	0.993
2.Organizational Commitment 2.1Affective Organizational commitment 2.2Normative Organizational commitment 2.3Continuance Organizational Commitment	30	0.868

The content validity of the instruments was ensured through an examination from the experts i.e. the academicians and the practitioners in the field. The instruments were than finalized and used for further analysis.

Data Analysis

The research of the IT industry was broadly covered into two section: descriptive and inferential. The demographic analysis included percentage and frequencies, which was used to present the main characteristics of the study. The mean and standard deviation was calculated to present the description of overall sample. Structural Equation Modeling using AMOSS software package was employed in the study to test the cause-effect relationship among the main constructs (variables).The hypothesized model was found to be fit and significant. The demographic profile of the respondents is discussed below in Table 2

Table 2: Mapping of Levels used in various IT companies

	Level Of Management Hierarchy			Gender		Number of years in the Organization		
	Junior	Middle	Senior	Male	Female	<5	6-10	>11yrs
Frequency	109	215	76	230	170	79	147	174
Percentage	27.25	53.75	19	57.5	42.5	19.75	36.75	43.5

In general, the male respondents were more than the female respondents. Specifically, the male respondents contribute 57.5% of the total participated employees and 42.5 were female respondents. Out of all the respondents, 57.3% were married, 25.6% were unmarried, 1.2% were single and 15.9% gave no response. The socio- economic background of the employees was mostly urban and semi urban. Specifically, 9.8% were from rural, 43.9% were from semi- urban, 45.1% from urban, while 1.2% gave no response. The qualification of employees were asked and it was found that 46.3% were graduates, 43.9% were post graduates, 6.1% were professionals in some field and 3.7% gave no response. Among the respondents, the 27.2% were junior level employees, 53.7% were middle level employees, and 19% were senior level employees.

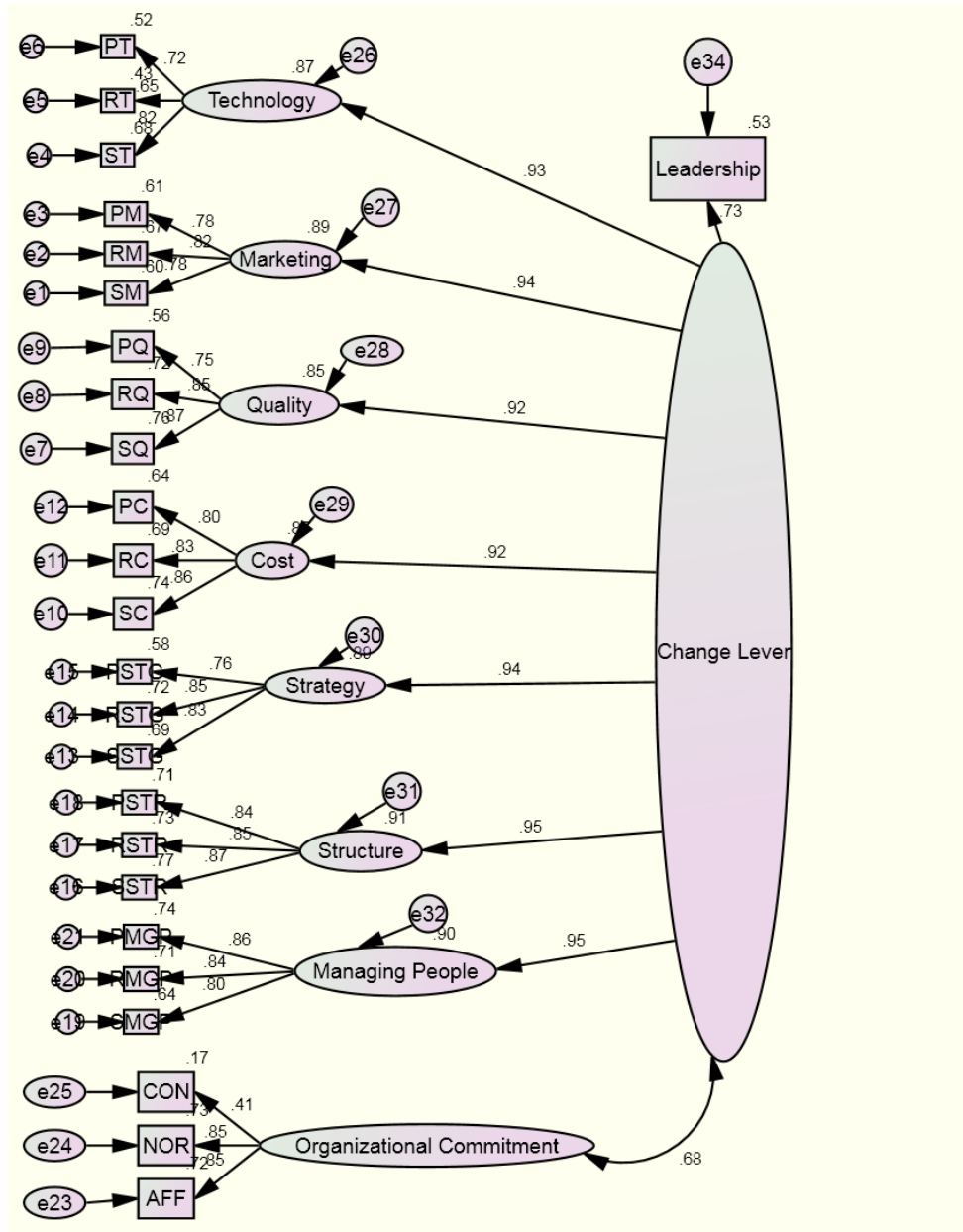


Figure 2: 2nd Order Confirmatory Factor Analysis to Test the Hypothesized model (SEM model)

Note: Change levers = Overall perception of employees regarding management of Change initiatives in all the Change Levers

Discussions and Interpretation

The association between the appropriateness of Organizational Change initiatives taken within the change levers and organization commitment of employees was found significant and moderate correlation (0.68) at 0.05 level of significance. We draw the inference that the manners in which organizational change initiatives are taken in the organizational change levers ultimately impact the organizational commitment level.

SEM analysis was conducted by developing a measurement and structural model. The data collected from the respondents was analyzed using the SPSS 18.0 (statistical software) with AMOS. The SEM latent variables represent the concepts of theory and data from measures are used as inputs for the statistical analysis. In the figure shown in the previous page (Figure.

2), the oval shape contains the latent variable or construct, (which are symbolized by ξ), the straight arrows from latent variable to square boxes contain the factor loadings, (which are symbolized by γ), the squared boxes comprise measured/observed or manifest variables, (which are symbolized by X) and the small circles on the extreme left represent the errors, (which is symbolized by δ).

The CFA was performed with the conceptualization of the scale. The next step was to test the fitness of the measurement model in order to check the variance between the estimated covariance matrix. In the research, the overall model fit was analyzed following (Bollen, 1989) recommendation to examine multiple indices, since it is possible for a model to be adequate on one fit index but inadequate on many others. The comparative fit analysis (CFI), goodness of fit index (GFI) and the root mean squared error of approximation (RMSEA) (Jöreskog & Sörbom, 1979) have been used to confirm the model fit.

Table 3: Model Fit Summary

	NPART	CMIN	DF	P	CMIN/DF
Default Model	91	1128.878	267	.000	4.228
Saturated Model	350	.000	0		
Independence Model	50	8450.017	300	.000	28.167

The p value of the Model is 0.000 (less than 0.05), which indicates the model fit.

Baseline Comparisons between the default model and saturated model

Model	NFI Delta1	GFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.866	.850	.895	.881	.894
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.090	.085	.095	.000
Independence model	.261	.256	.266	.000

The recommended threshold values are:

	GFI	CMIN/DF	CFI	RMSEA
Recommended value	Greater than .9	Less than 5	Greater than .9	Less than .1

Although the statistics shows that the value of RMSEA is less than the recommended values, but the values of CFI and GFI are more than the recommended value. Hence, the model is a good fit.

The result further supports the proposed conceptual model, showing that there is a positive relationship between the manner in which change initiatives are taken within the Organizational Change levers and Organizational commitment (Fedor, Caldwell, & Herold, 2006; Vakola & Nikolaou, 2005; Chen, Hou, & Fan, 2009; Nijhof, Jong, & Beukhof, 1998 ; Sofat & Kiran, 2014). It can be concluded that there is a positive association and impact between the variables with significant relationship between them and supporting the hypotheses. There is a 68% positive impact between Organizational Change levers and Organizational commitment. Hence we accept the hypotheses i.e. H₂.

Table 4: Standardized Regression Weights Lever Wise

Lever	Estimates Value	Overall Contribution
Technology	.935	0.635
Marketing	.941	0.639
Quality	.921	0.626
Cost	.919	0.624
Strategy	.944	0.641
Structure	.952	0.647
Managing People	.946	0.643
Leadership	.731	0.497

From the standardized regression weights in the table above, it can be analyzed that there is significant difference between appropriateness of manner in which change initiatives are taken within change levers and organizational commitment.

It can be further analyzed that structure and managing people have maximum impact on the organizational commitment of employees. Impact of leadership organizational change lever is least while effecting the commitment. Hence, we reject the hypotheses H_{1h}.

The change levers Structure and Managing People are contributing the maximum in the IT organizations under study. The result supports the previous studies by authors Olson, (1992); Gulledge, Hill, & Sibley, (1995) and Waldersee & Eagelson, (2002). Hence, we accept the hypotheses H_{1f} and H_{1g}.

Table 5: Standardized Regression Weights Commitment

Organization Commitment	Estimate Value
Affective Commitment	0.848
Normative Commitment	0.852
Continuance Commitment	0.411

From the standardized regression weights in the table above, it can be analyzed that there is positive, significant impact between manner in which change initiatives are taken within all the change levers and affective, normative and continuance organizational commitment (Dordevic,2004). Hence we accept the hypotheses H_{2a}, H_{2b} and H_{2c}. The normative commitment (0.852), of the employees is high, i.e., the individuals' in the IT companies feel obligated to remain with their organizations.

Hypotheses Testing

From the analysis, we infer that the change levers structure and managing people are contributing the maximum in the IT organizations under study. Hence we accept the hypotheses H_{1f} and H_{1g} and reject the hypotheses H_{1a}, H_{1b}, H_{1c}, H_{1d}, H_{1e} and H_{1h}. The study also supports the hypotheses H_{2a}, H_{2b} and H_{2c} i.e. there is an association between change initiatives within all the change levers and Organizational commitment (affective, normative and continuance). Thus, the findings support the results of previous studies (Olson, 1992; Gulledge, Hill, & Sibley, 1995; Waldersee & Eagelson, 2002; Fedor, Caldwell, & Herold, 2006; Vakola & Nikolaou, 2005; Sofat & Kiran, 2014 and Dordevic, 2004).

Conclusion and Recommendation

The IT sector in India is currently thriving with new entrants in the private sector. To survive in the competitive era, the organizations have to understand the importance of organization

change and its impact on important factors like organization commitment (Iverson, 1996) and job satisfaction. The main aim of the paper was to study the relationship between management of change initiatives taken in various organizational change levers and its association with organization commitment. The organization change has two important aspects – first, is the ‘content of change’, i.e., ‘what needs to be changed’ and second aspect is related to process, i.e., ‘way in which change is introduced and managed’. In order to bring successful organization change, the managers have to focus on four elements- forces for change, perceived need for change, initiation of change and the implementation of change (Whelan-Berry & Somerville., 2010).

The culture of an organization is the key to successful positive organizational change effort (Bushey,1999). The focus should also be on the culture of the organizations in order to understand the change program and its impact on the employees.

The current study was done to understand the manner in which the change initiatives are taken with-in the organizational change levers and organization commitment in detail. The findings from the Confirmatory Factor analysis and Structural Equation Modeling state that organization change initiatives in the organizational change levers have a positive association with organization commitment (Fedor, Caldwell, & Herold, 2006; Vakola & Nikolaou, 2005; Sofat & Kiran, 2014). The findings of the research also show that the normative commitment of the employees was higher among the three types of commitment. The previous research justifies that the employees of IT companies feel they ought to remain with the organizations because they think it is morally right to do so due to received scholarships, training etc (Walsh & Taylor, 2002). The affective and continuance commitment of the employees in the organizations is also affected due to factors like high job insecurity, stress, job redesign etc (Dordevic, 2004).

The areas in which changes have been brought in the IT companies under study are technology, marketing, quality, cost, strategy, structure, managing people and leadership. The result of the study further reveal that the manner in which change initiatives taken in ‘Structure’ (Olson,1992), (Gulledge, Hill, & Sibley, 1995) and ‘Managing People’(Walderssee & Eagelson, 2002) change lever is more than other change levers in IT organizations understudy. Hence we accept the hypotheses H_{1f} and H_{1g}.

The management in the organizations should manage the change initiatives during the change process successfully and take appropriate steps to overcome and manage resistance to change (Beckhard & Harris, 1987; Recardo, 1995; Sofat & Kiran, 2014). The managers should recognize the type, cause of resistance to change and then act towards managing it. The managers who have a high level of self-awareness and a sense of humor are successful in overcoming resistance to change (O’Conoor, 1993). As a result, it is important to educate and communicate, participate & involve, facilitate & support, negotiate and agree with the employees to reduce resistance towards change and make the change program a success (Kotter, 1979).

A formula for change has been developed by (Beckhard R. , 1969) and it shows that the combination of organizational dissatisfaction, vision for the future and the possibility of immediate, tactical action need to be stronger than the resistance within the organization for meaningful change to occur.

Training is also important to understand the change initiatives in the organization. Training helps to provide the employees with the necessary knowledge to learn new technology, processes, work processes or routines and the behavior, which are important for the change initiative (Alvesson, 2002; Schneider, Gunnarson, & Niles-Jolly, 1994; Bramley, 1989; Goldstein, 1993; Carnevale, Grainer, & Villet, 1990). Training further helps to change vision at the group and individual levels (Whelan Berry & Alexander, 2005; Whelan-Berry, 2003).

Hence, for long-term success of the change program in the organizations there is a need to successfully train and develop the employees (Wallace, 2006). The focus should be on imparting the right kind of training to the employees to make the change successful.

The managers should also implement the right policies- short and long term to increase the commitment of employees during the change (Dordevic, 2004). Short term policies lead to increased commitment in employees. The policies include- treating the employees with respect, clearly defining their job and responsibility, designing stimulating jobs and providing high quality information about company's plans and activities, which have to be implemented. The long term policies to increase commitment are the human resource practices (Kotter & Cohen, 2002) like recruitment & selection (Schneider, B., Gunnarson, S., & Niles-Jolly, K., 1994), socialization & training (Harrison & Carroll, 1991), assessment & promotion and compensation & benefits which will further help to make change successful (Cameron & Quinn, 1999; Cameron & Green, 2004).

Change is essential for the organizations' not only to survive but also to allow employees to learn new skills, explore new opportunities and exercise their creativity. The organizations undergoing change benefit not only through the implementation of new ideas but also due to increasing commitment among the employees. The change can also be classified into strategic, structural, process oriented and people oriented (Sofat & Kiran, 2014). The classification illustrates importance of factor which is influencing to implement the change. Managers or change agents should focus on various change activities/ initiatives in the organizations in order to bring change effectively. The main authors suggest focus of the management to make change successful should be towards implementing strategies and managing people by decreasing the resistance forces and increasing the commitment of employees to make it successful.

The future research should focus on the study of change initiatives taken with-in different change levers in various sectors like Hospitals, Banking, manufacturing sectors and its impact on the commitment, job satisfaction and customer satisfaction towards the organizations before and after change has been introduced. The researchers should also study the kind of change initiatives taken with-in the different change levers and its impact on the organization.

Implications of the Study

Managers of organizations must understand that their employees must perceive reasons or pressures for bringing changes in different change levers in right perspective. Proper change initiatives must be taken by them so that there is less resistance of change. If changes are managed effectively by managers there will be high organizational commitment (affective, normative and continuance) of employees. The relevance of the results and conclusions are interpreted focusing the impact of organizational change on relevant organizational commitment. The results indicate that the change initiatives in the organizational change levers have a positive significant impact on the organizational commitment of the employees. The study will help the policy makers of organization to take effective change initiatives for bringing changes in each change lever for better results in organizational commitment.

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The standardized regression weights of the model are given in the table below:

		Estimate
TECHNOLOGY	<--- Lever	.935
MARKETING	<--- Lever	.941
QUALITY	<--- Lever	.921
COST	<--- Lever	.919
STRATEGY	<--- Lever	.944
STRUCTURE	<--- Lever	.952
MANAGING PEOPLE	<--- Lever	.946
SM	<--- MARKETING	.776
RM	<--- MARKETING	.820
PM	<--- MARKETING	.782
ST	<--- TECHNOLOGY	.822
RT	<--- TECHNOLOGY	.655
PT	<--- TECHNOLOGY	.719
SQ	<--- QUALITY	.869
RQ	<--- QUALITY	.849
PQ	<--- QUALITY	.751
SC	<--- COST	.860

			Estimate
RC	<---	COST	.831
PC	<---	COST	.800
SSTG	<---	STRATEGY	.828
RSTG	<---	STRATEGY	.851
PSTG	<---	STRATEGY	.764
SSTR	<---	STRUCTURE	.875
RSTR	<---	STRUCTURE	.852
PSTR	<---	STRUCTURE	.842
SMGP	<---	MANAGING PEOPLE	.801
RMGP	<---	MANAGING PEOPLE	.843
PMGP	<---	MANAGING PEOPLE	.859
AFF	<---	ORGANIZATION COMMITMENT	.848
NOR	<---	ORGANIZATION COMMITMENT	.852
CON	<---	ORGANIZATION COMMITMENT	.411
LEADERSHIP	<---	Lever	.731

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