

Job Stressors towards Organizational Change: A Study of Textile Industries of Northern India

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Abstract: *Changes are inevitable even in the organization and as a result of this most of the industrial organization not only in India but throughout the globe have brought up some changes especially technological changes to compete in the consumer market. Textile industries in Northern India are one of them. Hence, the present study was aimed at studying the job stress towards organizational change with special reference to textile industries where thousands of blue-collar workers are engaged in performing their job activity. For the present study the information on such problem collected through Indian based standardized questionnaire schedules were randomly administered on all individual employees working in textile industries in different districts of Northern India namely, Azamgarh, Gorakhpur, Kanpur, Mau, and Meerut etc., these districts are in U.P. – a state of Northern India. Having collected the information on the items of schedules from blue-collar employees (N= 450) of textile industries, obtained data were tabulated according to procedures and analyzed by standard multiple regression analysis using SSP. The results revealed that “responsibility for persons”, “intrinsic impoverishment”, “low status”, “unprofitability” - the dimensions of job stress and some biographical variables, namely, “age” and “experience in the present position” have been found as real predictors of organizational change, although, all blue-collar employees have shown greater acceptance to change. Findings of the present study have been discussed in detail by highlighting the probable reasons in the exigency of situations prevailing now in India.*

Key words: *Job Stress, Organizational Change.*

Fast changing scenario of Job/work life has now become more energetic and innovative based on hi-info-tech. It is because of the competitive survival in the consumer market. Therefore, management always looks in to the aspect of organizational change for promoting organizations and making organization healthy and productive. Hence, the present investigation was aimed at studying job stress and its stressors towards organizational change with particular reference to Textile Industries of Northern India.

It is evident from the history that the scenario of the world of work in pre-industrial revolution era was quite different from the present most technologically advanced age. Hence, industrialization, slowly and gradually transformed the simple industrial units and the social systems in to more and more complex systems.

Expanding and developing trend of productive industrial organizations from small scale units to large industrial network necessitated for the decentralization of work activities. Decentralization created organizational structure based on levels of authority and work responsibilities but individuals in the organization performing different activities are functionally interrelated. Since, the achievement of an organizational objectives largely depends upon the fact that human efforts are properly coordinated and integrated, so the problems of coordination and integration have posed a challenge for the management personnel's to develop such strategies that may help to smoothen organizational functions by developing coordination at both vertical (superior-subordinate relationship) and horizontal (relationship between persons of the same hierarchical level) levels. And because of these reasons organizational change has always been desired.

As we are well aware that human resource, in fact is a key resource but technological resource cannot be overlooked as technological resource in the post-industrial revolution era has increasingly become a dominant resource for improving and controlling quality as well as meeting the optimum level target of industrial productive efficiency. Thus, in the present day world rapid modernization of technology has become the most desired and accepted tool for the growth and development of organizations. It is imperative to point out that for the modern organizations technology does not only mean machines and tools to be used for making products but the concept being globalize refers to all means opted for smoothening and enhancing operations and organizational productive efficiency (Ahmad, 1994).

It is apparently clear from the preceding writings that organizational change is pre-requisite for the growth and development of any organization. Researches as well as observations had persuaded the present investigator to carry out research on organizational change. Therefore, the present endeavor was aimed at studying job stress and its stressors towards organizational change with particular reference to Textile Industries employees of Northern India.

Rationale of the Present Study

Change is the law of nature that can not be overlooked by every one. Every moment individual and society; individual and organization needs to have planned change in their structure, technology and/or its people. Thus, the study carried out on organizational change in relation to job stress is of immense value. Therefore, from now onward, the discussion will be pertaining to the concepts, namely organizational change, job stress and its stressors along with the relevant available researches which will be the basis for highlighting the significance of the present piece of research work.

Organizational Change:

One of the few elements of the work environment that is recognized as being constant is “change”. At present, nearly all organizations are undergoing the process of change. Some are in a constant state of change while others feel to bring change periodically. The transitory phase of change usually receives a great resistance because organizational workers usually fear of losing their importance, promotion, or authority in view of change in the organization, though, it is not generally true however, organizational change in this modern era has become necessary in the wake of changing technology for ensuring the existence and competitive survival of an organization.

Most definitions of organizational change draw attention to its convergent nature, it may bring restructuring of the organization, change in technology, diversification of organization or its products, etc. if organizations do not incorporate the impact of organizational output in their structure, then very soon they may have to undergo another structural change. Organizational structural change might come into focus in establishing responsibilities, allocating tasks, defining communication and improving control systems. On the basis of past researches **Ahmad (1994)** pointed out that organizational change, today, encompasses all round change in technological, financial, material and in the potential human resources which have been witnessed from the contention of **Leavitt (1964)** who emphasized that organization can be changed by altering its structure, its technology and/or its people.

It is also pertinent to point out that change and human attitudes are closely related because attitude are important when any change is brought into the organization, then how change will affect one’s need and satisfaction in the organization(**Ahmad, 2010**). The reaction to change may be exhibited in the following forms:

- ❖ Acceptance: If an individual perceives that the change will affect him favorably, he accepts it.
- ❖ Resistance: If the individual employee feels that the change will affect him unfavorably, he resists it. Resistance to change becomes more forceful when the person concerned has a feeling that through resistance he may eliminate the change.
- ❖ Indifference: Sometimes people fail to realize the impact of change or they feel that they will not be affected by the change, either way they remain indifferent.
- ❖ Force acceptance: Sometimes people are forced to accept the change, though they may resist it at initial stages but when change forces overpower resistance forces people have to accept it.

Apart from the above mentioned text, it is also important to point out that feelings are the part of each man’s personal make-up and cannot be judged by human attitudes and their reaction to change. Generally people have a tendency to resist changes, so, planned change is brought by every organization because in planned change every one gets ample opportunity to go by with the demands of change to serve the organization.

The Nature of Change:

Human beings are certainly familiar with change and often prove themselves quite adaptive to it. As we know that the faster pace of change required by the electronic age, of the shift to a service economy, and of the growth of global competition has made the solution of the requirement even more important. When manager use their most logical arguments and persuasive skills to support a change, they frequently discover that employees remain unconvinced of the need for it.

Change is any alteration occurring in the work environment that affects the ways in which employees must act. These changes must be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, slow or rapid, and stimulated either internally or externally (**Tom Duering, 1997**). Regardless of their source, nature, origin, pace, or strength, changes can have profound effects on their recipients (**McKinlay and Starkey, 1998**).

It is an important to be pointed out that many of the organizational changes that occur on a daily basis are somewhat slight. They may affect only a few people, and they may be incremental in nature and relatively predictable. For example as new procedures evolve or as new members are added to a work group, existing employees generally do not need to change all dimensions of their jobs or acquire totally new behaviors. In such situations a new equilibrium may reach readily.

A wide variety of force, however, may bring about more impressive change that touches the entire core of an organization. Many of these have become much more common as the economy, competition, and pace of technological change may become more volatile.

Implementing Change Successfully:

Some changes originate within the organization, but many come from the external environment. Government passes laws, and the organization must comply. New development in technology arises, and products must incorporate the changes. Competitors introduce new services, and the firm must respond. Then there are pressures from customers, labor unions, communities and other who initiate changes. Although, stable environment means less change, dynamic environment, are now the norm and they require more change. On occasion they can cause difficulties for employees especially in this incident.

Before terminating the complete descriptions of organizational change – as a dependent variable it is necessary to point out some of the observations experienced by present investigator. Change is everywhere, and its pace is increasing. The work environment is filled with change that often upsets the social system and requires employees to adjust. When they do, employees respond with their emotions as well as rational reasoning. Change has costs as well as benefits, and both must be considered to determine net effects. Moreover, employees tend to resist change because of its costs, including its psychic costs. Resistance to change can stem from the change process itself, the way it was introduced, or the perception of inequitable impact. It is further seen that it can be logical, psychological, or sociological.

Now the on-going description will be pertaining to job stress and its stressors-one of the independent variables.

Job Stress:

Any change causes stress. Thus, in the present day world 'job life' has become probably the most significant aspect of one's life because people keep themselves engaged in some job where they spend more time than in any activity but sleeping. Those who are working in any industry or organization may develop apprehensions and vague as a result of various unpleasant stressful and threatening work situations. Therefore, the phenomenon of stress, in general, and job stress in particular, is more important to be studied, especially, in the work situation to identify stressors. It is because of the fact that resistance to change may be the cause of stressors.

The term 'stress' emanating from Latin literature, it was first used in English during 17th century and the term means distress, oppressions, and hardships. During the 18th and 19th century the meaning of stress shifted to natural sciences and engineering to represent force, pressure or strain, and or strong influence acting on a physical object or person which an individual resists in an attempt to maintain his original state.

Bridgewater and Sherwood (1956) have indicated in the Columbia Encyclopedia, stress is the internal force exerted by one part of a body upon the adjoining part, while strain is the deformation or change in dimension occasioned by stress. When body is subjected to pull it is said to be under tension, and when it is being pushed, i.e., is supporting a weight, it is under compressive stress. Shearing stress results from a force tending to make part of the body or one side of a plane slide past the other. Tensional stress occurs when external forces tend to twist a body around an axis. Thus, Stress has become a part of life. Nowadays, everyone seems to be talking about stress. We also hear it not only in daily conversation but also through television, radio, the news papers, conferences, stress centers, and university courses devoted to the topic. Remarkably, few people define the concept the same way and hardly bother to attempt for a clear-cut definition. In general, stress occurs when biological and physiological needs, as well as external demands and pressures are greater than the ability of the individual to adapt. According to **Basowitz et. al. (1955)** stressful situations do not always produce responses in individuals. In the light of this view **Panchanathan and Shanmugaganesan (1992)** have inferred that stress is a reaction to something that is happening to an individual. Moreover, it is one's way of coping with environment and threatening situations that he faces daily (**McGrath, 1976**).

Selye (1956) in his pioneering work used the concept of stress in a manner relevant in social sciences. Selye expounded his biological concept of stress as the 'General Adaptation Syndrome' (GAS):- a three phase response to stress that begins with an alarm, continues with resistance, and terminates with exhaustion. This three phase response to stress incorporates the orchestrated set of physical and chemical changes which prepare an individual to fight or flee. The present day world abounds with uncertainties, which include natural calamities as well as unpredictable events and incidents (**Margetts, 1975**).

It has been, in all times, a universal truth that the world is changing which is very much evident in the present era. Thus, the change and its effects have become the dominant features as the various authors have written on the Age of discontinuity (**Drucker, 1968**), the Age of Uncertainty (**Galbraith, 1977**) and the Age of Anxiety (**Albrecht, 1979**). However, the change is a continuous process which in itself is a great stressor in human life. In view of **Lazarus (1966)** stress is a universal human and animal phenomenon. A review of definition on stress reveals that stress has been one of the important aspects that everyone has experienced but few could define,

Lazarus (1966) stated that stress results in intense and distressing experience that appears to have tremendous influence on behavior.

Apart from the above context, it is to be mentioned here that stress is the general term applied to the pressures people feel in life. The presence of stress at work is almost inevitable in many jobs. However, individual differences account for a wide range of reactions to stress; a task viewed as challenging by one person may produce high level of anxiety in another. When a pressure begins to build up, it can cause adverse strain on a person's emotions, thought processes, and physical condition. When stress becomes excessive employees develop various symptoms of stress that can harm their job performance and health and even threaten their ability to cope with the environment. The people who are stressed may become nervous and chronically worried. They are early provoked to anger and are unable to relax. They may be uncooperative or use alcohol or other drugs excessively. Although these conditions also occur from other causes, they are common symptoms of underlying stress.

Organizational Stressors:

Apart from the stressors outside the organization there are also stressors those are associated with the organization itself. Changes in working practices, such as the introduction of new technology or the alterations of targets, may cause stress, or stress may be built in to an organization's structure. In an important study **Cooper et al. (1988)** model identified five important sources of work stress. They are as follows:

- ❖ The job itself: This includes the working environment, hours worked including shift work, travel, work load and keeping up with new technology.
- ❖ Role in the organization: This covers role conflict, ambiguity of role, lack of clarity in particular and responsibility for other people as part of the job role.
- ❖ Relationships at work: One of the most stressful aspects of work is building and sustaining positive and supportive relationships with colleagues, bosses and subordinates.
- ❖ Career development: This includes job insecurity redundancy, skill obsolescence, reaching one's career ceiling or being over-promoted.
- ❖ Organization structure and climate: This impacts on the extent to which individuals feel to participate in decisions affecting them.

Extra-Organizational Stressors:

The source of external job stress is more a 'catch-all' for all those interfaces between life outside and life inside the organization that might put pressures on the managers; family problems (**Pahl and Pahl, 1971**), life crises (**Dohrenwend and Dohrenwend, 1974 and Packard 1975**), financial difficulties, conflict of personal beliefs with those of the company and the conflict of company with family demands. It is generally recognized that a person's family has a big impact on personality development. Even research indicating that in dual career families, stressed out husband may transient his stress to his life. Some stress researchers define their personal life stressors as unresolved environmental demands, requiring adaptive behavior in the team of social adjustment (**Lucas, 1975; Margolis and Kroes, 1974; Kruger and Miller, 1976**). Apart from the family, societal/technologies change, relocation, race/class and residential/community conditions also affects substantially (**Ivancevich and Matteson, 1993**). A number of working women were reported feeling personal or family stress which in turn leads to job stress (**Capowsky, 1993**), although one researcher identified that the condition of housing, convenience of service & shopping, neighborhood/neighbourtness degree of noise and air pollution are likely to be stressors (**Mason, 1975**).

Consequences of Stress:

Ever since the hoary past, one of the important goals of mankind has been in pursuit of happiness, peace and stress free life. The process has led us from stage to stage till we find ourselves caught in a dynamic technological whirlpool which has spared mega bureaucracies, micro task specialization and greater urbanization. Phenomenon like there are closely linked with work settings which have numerous systems such as production, finance, marketing, administration as well as macro organizational sub-systems like inter-organizational system & organizational level goals, strategies, climates, cultures, structures, management styles and performance. There are accountable for the growth of the organization & its role incumbents on the one hand and society at large, on the other very often the human in the system is reduced to a more insignificant spoke in the wheel of the total technological set-up. This trends to generate feelings of powerlessness, meaninglessness, and normlessness and consequently stress. At times stress is not automatically bad for individual employees/their organizational performances. In fact it is generally observed that low level of stress can even change job performance. In one of the important studies found that mild stress, such as getting a new supervisor/being involuntarily transferred may have the result of an increased search for information in the job (**Weiss et al., 1982**). Emerging research also indicates that the level of difficulty, the nature of the task being performed personal and psychological disposition may effects the relation between stress and performance (**Cooper and Payne, 1978**). However, emerging

researches have indicated that the performance in many tasks is in fact strongly affected by stress and performance usually drops sharply when stress rises to high levels (**Baron, 1986**).

Similarly, a lot of work on occupational stress has been carried out so far, and number of stressors or determinants of stress at work have been identified. **Parker and De Cottis (1983)** have identified three sets of factors—environmental, organizational, and individual. These factors act as potential sources of stress. **Holmes and Rahe (1967)** have given a list of more than 40 life change events that create stress for individuals. They also contended that accumulation of life change events lowers the bodies resistance capabilities and enhances the probability of increasing stress, illness and health problem there life change events are all individual factors which for example, include death of spouse, divorce, detention in jail or other institution, major personal injury or illness, being fired at work, sexual difficulties, major change in financial state, trouble with boss, major change in working hours or conditions, change in residence, changing to a different time of work, etc. from the nature of the listed life events, it is amply clear that almost all the events are related to the individual factors as have been given by **parker and De Cottis**. Certain dimensions/stressors of occupational stress and some biographical variables as the predictors of organizational change which would be having their greatest implications for the organizations especially, where from the samples of this study were drawn and also for other similar organizations throughout the nations of the world in general, although, few studies on organizational change in relation to different dimensions of organizational psychology have been studied by **Ahmad (1995, 1999, 2000, 2001, and 2003)**.

To conclude the preceding writings, it is an important to point out that, in our country - India, the pace of organizational development is very slow and poor largely because of the fact that researchers have almost neglected the study on organizational change which could have given appropriate information about the relevant areas of change conducive for organizational development. Thus, the present endeavor is a stride in this direction which will fill the void of knowledge by disseminating information regarding the predictors of organizational change.

Importance of the Present Study:

Having looked upon the available literature on organizational change and occupational stress, it has been observed that organizational change studies, being negligible in number especially in Indian context, requires much more attention as this is necessary for organizational growth and development and, in turn, the growth of the national income as well.

In our own nation – India, textiles industries sector play an important role in the nation's economy but due to economic globalization they have brought some changes for its smooth running and everly engaged in contributing their services for the nation's building developments, process and communication. Therefore, the present research becomes a significant one from this point of view that it will give the recent idea in the area of interdisciplinary approach. Moreover, findings of the present study will highlight the present situation and would help in making policies for the promotion of Textile industries sector in Northern India, in particular and similar industrial organizations in world-wide in general. It is important to be mentioned here that the study was still an unexplored area so, the present study is of utmost value and it will fill the void of knowledge in the area concerned. By looking at facts, the present study was aimed at studying the job stress towards organizational change with particular reference to employees working in textiles industries of Northern India.

Aims and Objectives of the Present Study:

Present changing status of the world of work which is now totally based on economic globalization and consequently it has become commercialized as the whole world is now in competition. Hence, it is being observed that each and every organization especially textiles sector in Northern India are making effort to compete each other in the consumer market and it is by way of increasing and maintaining higher productive organizational efficiency.

It is pertinent to mention here the objective of the proposed research topic i.e. job stress and its stressors towards organizational change with particular reference to textiles industries employees. It is every once observation that the world especially the world of work is undergoing the fast process of change based on modern technology, hence, each and every movement especially in Indian textiles industries sector so, it seems desirable to investigate the job stress and its stressors on employees' reactions towards organizational change.

Organizational change is witnessed from the fast changing scenario of the world of work so; it is always desirable as a result of change in policies, technology and other organizational modernization and advancement to cope with the demands in a particular time frame. It is very interesting to point out here that banking sector especially in India also going along with the desired change in technology, organizational structure and human resources are the most successful organizations having the quest of increasing higher organizational productive efficiency. Hence, the aims and objectives of the present research is amply clear as it endeavors to see the effect of Job stress and its stressors on Textiles industries employees perceived reactions towards organizational change. The present study will fill the void of knowledge in the area concerned and in other allied areas and the findings

may suggest proper directions for developing healthy work environment and culture within the Textiles Industries sector in particular and in other similar organizations in general. Hence, the present study is of utmost value especially for the promotion of Textile Industries throughout the glob.

Hypotheses:

On the basis of the objectives of the present study, it has been observed that no studies have been reported the relationship of job stress and its stressors (Independent Variables) towards organizational change (Dependant Variable) with particular reference to Textile Industries employees of India. Therefore, it has been decided to adopt null hypothesis. So, the following hypotheses have been formulated.

- It has been presumed that none of the independent variables (Job Stress and its stressors) will predict Textile Industries employees' Perceived reactions towards organizational change (Dependent variable).
- Moreover, none of the biographical variables as stressors will predict the Textiles Industries employees' perceived reactions towards organizational change.

Methodology:

Sample:

In the present study, the sample consisted of 450 employees who have been randomly selected from the various Textile Industries located in Northern India, namely, Azamgarh, Gorakhpur, Kanpur, Mau, and Meerut etc., these districts are in U.P – a state of Northern India were targeted to collect the data using questionnaire schedules. Near about 600 schedules had been filled in by the employees of Textiles industries but having scrutinized the schedules only 450 schedules were selected for tabulating the data. The common characteristics of the sample are indicated in the table-1.

Table – 1

Table Showing characteristics of the Total Sample (N = 450)

Biographies	Mean	S.D.
Age (in Years)	42.97	7.337
Salary (In INR)	30750.572	4342.6715
Experience in the present positions (In Years)	15.114	3.5625
Total experience (In Years)	18.658	5.4980
Dependents (In Number)	2.618	1.0705

Tools Used:

The following tools were used for the present piece of research work.

1. Organizational Change Scale: For the measurement of Textiles Industries employees' perceived reactions towards organizational change, a scale developed by **Rahman and Akhtar (1991)** was used. The scale consisted of 25 items and all the items are positively phrased except the one, i.e., item No.6. The subjects were required to give responses to the items on a 5- point scale ranging from “Strongly Agree” to “Strongly Disagree”. The reported split-half reliability of the scale is $r=.85$ which confirms the reliability of organizational change scale.

2. Occupational Stress Index: Using this scale, level of Job/Occupational stress, as well as, the areas of occupational index has been developed by **Srivastava and Singh (1981)** which consisted of 46 items covering 12 dimensions of occupational stress. These dimensions have been stated by the authors as sub-scales (or Job/Occupational stressors) are - (1) role overload, (2) role ambiguity, (3) role conflict, (4) unreasonable group and political pressures, (5) responsibility for persons, (6) under participation, (7) powerlessness, (8) poor peer-relations, (9) intrinsic impoverishment, (10) low status, (11) strenuous working conditions, and (12) unprofitability. Covering 12 – sub-dimensions as job stressors, in all, which had to be rated on a 5-point scale “ranging from” strongly agree to strongly disagree. Out of 46 items, 28 are true-keyed items and the remaining 18 items are false-keyed items. The reported split-half reliability of the scale is .94; hence, it confirms the efficacy of the scale. The brief description of the stressors of job stress used by the present investigator in the context of present study is stated below:

- ❖ **Role Overload:** A state in which the work responsibility given to a person needs more time and resources than is available to him.

- ❖ **Role Ambiguity:** A state in which the person has inadequate information to perform his role (information about work objectives, scope and responsibility of the job, expectation of significant others and scope of jurisdiction and authorities).
- ❖ **Role Conflict:** A situation where the demands made on a person are contradictory or are in conflict with his own expectations and working style.
- ❖ **Unreasonable Group and Political Pressure:** A situation in which one is required to take a lot of decisions against his will or against formal rules and procedures under pressure.
- ❖ **Responsibility for Persons:** A person has the responsibility for the work, productivity and development of many employees.
- ❖ **Under participation :** Lack of one's influence on decision making process of the organization
- ❖ **Powerlessness:** A situation in which authority given does not commensurate with the responsibilities of the Job.
- ❖ **Poor Peer-Relations :** A situation in which relationships coworkers are characterized by low trust, low supportiveness and low interest in listening to and trying to deal with the problems confronting the other .
- ❖ **Intrinsic Impoverishment:** Lack of opportunity to realize one's potential abilities and develop one's aptitude.
- ❖ **Low Status:** A state of insignificance in the organizational network as well as in the social system.
- ❖ **Strenuous Working Conditions:** Lack of comfort and safety on the job.
- ❖ **Unprofitability:** Poor compensation and reward for the work done.

3. BIOGRAPHICAL INFORMATION BLANK (BIB): For tapping information regarding the respondents biographies, a "Biographical Information Blank" (BIB) was also prepared that included age, marital status, salary (basic and gross), qualification designation, department, total experience (in years), present experience (in years) and number of dependents and the respondents were requested to furnish these information.

PROCEDURES:

The above three test materials viz., organizational change scale, Job/occupational stress index and, biographical information blank were in printed form and were administered individually on all the Textiles Industries blue-collar employees. All employees were assured by taking in to confidence that provided information would be kept strictly confidential and would be used for research purposes only.

Having collected the responses to the items of the scales, they were scored according to the procedure and the individual scores were obtained. Finally scores were given statistical treatment and presented in tables. The obtained results were discussed and the formulated hypotheses were tested.

STATISTICAL ANALYSES:

In this study, standard multiple regressions out of various multiple regressions have been used as this analysis through SSP was made available. This strategy allows all independent variables to get inter simultaneously into the regression equation. Each independent variable is evaluated in terms of what it adds to go prediction on the dependent variable. Apart from regression analysis, Q1 and Q3 were also calculated to obtain the groups, differing in levels of their perceived reactions to organizational change.

RESULTS AND DISCUSSION:

Results: The present study was aimed at investigating the occupational stress and its stressors towards organizational change with particular reference to Textiles Industries employees located in Northern India. It is apparently clear from the research topic that employees perceived reactions towards organizational change (OC) is a dependent variable (DV) which was studied with reference to job stress (OS) and its stressors. In addition to this some biographical variables such as age, total experience, experience in the present positions, salary and number of dependents was also undertaken as the stressors (IVs) in the present study so, job stress and biographical variables had operated as Independent variables (IVs) in this study.

In the present research endeavor two types of analyses for obtaining results were applied. Firstly, Textiles Industries employees perceived reactions towards organizational change were obtained by calculating Q_1 and Q_3 that created three levels of employees' perceived reactions towards OC, denoting low (Q_1 and its below values), moderate (between Q_1 and Q_3), and high (Q_3 and above values). And under these three categories only percentages of employees have been given for the total sample. Percentage is not usually considered to be a sophisticated statistical techniques but some times this technique seems to become necessary that gives a very clear picture of the trend of results, hence, it has been used in this study for inferring the pattern of employees' perceived reactions towards OC.

The another statistics which was applied in this valuable and innovative study was "Standard Multiple Regression Analysis" which is quite a modern statistical technique in which all the independent variables could have been simultaneously entered for studying their influences on a dependent variable. This analysis has been found appropriate for predicting the influence of Independent variables (IVs) on employees' perceived reactions towards organizational change- a dependent variable.

Coming to the description of results, it is important to mention that the findings of this study fall under two broad categories. The first category depicts the levels of employees' perceived reactions towards organizational change, whereas, in the second category of results, the employees' perceived reactions towards organizational change will be predicted as function of job stress and along with certain biographical variables such as age, total experience, experience in the present positions, salary, number of dependents.

In quest of investigating extent of employees' perceived reactions towards organizational change (OC) of the total sample, it is important to point out at this juncture that the analyses of the total sample group have revealed the fact that employees, in general, have shown their favorable attitudes towards the changes brought in the Textiles Industries sectors especially in Northern India as obtained mean value of organizational change (OC) is 98.47 which already fall at the higher side of acceptability to change because the maximum value which could have been obtained by employees for showing their absolute reactions to the acceptance of change would have been only 125 at the most. Therefore, what levels of perceived reactions towards change in this study are being emphasized all fall only under the category of favorable reactions to change. From the table – 2, it can be observed that 35.78 percent of textiles industries employees have very high acceptability reactions towards organizational change, 39.33 percent have moderate perceived acceptability, and 24.89 percent of the employees have shown their low but favorable acceptability to organizational change.

Table – 2

Showing extent of Textiles Industries employees' perceived reactions towards organizational change (OC) of the total sample (N = 450)

Levels	N	Percentage
Low	112	24.89
Moderate	177	39.33
High	161	35.78

Mean value of organizational change = **98.47**

The Analysis of Variance for the regression analysis of the total sample as shown in table – 3 indicates that independent variables, namely, job stress as a whole, as well as its various dimensions or stressors, and the different biographical variables, have been found predicting textiles employees' perceived reactions towards organizational change as obtained F-value 4.61460 has been found statistically significant at .01 level of confidence. Hence the stated hypotheses that none of the independent variables (IVs) will predict the dependent variable stand rejected. In continuation, Table 4 gives a clear cut picture of the trend of results. Therefore, it is necessary to pin - point the specific predictors influencing textiles employees' reactions towards organizational change. From the table - 4 it could be observed that stressors or factors of job stress – "Responsibility for Persons", "Intrinsic Impoverishment", "Low Status", "Unprofitability" and from biographical characteristics "Age" and "Experience in the Present Position" have been emerged as the real predictors of organizational change from where the present sample has been drawn as their respective t-values-2.93743; 2.10363, 3.12630; 2.91719; 2.21035 and 2.04668 have been found to be significant statistically.

Table – 3

Analysis of Variance for the Regression (Total sample)

Source of Variation	df	Sum of squares	Mean squares	F. value
Attributable to Regression	18	1679.3552	94.24264	4.61460
Deviation from Regression	431	7754.2752	20.78157	
Total	449	9433.6324		

Significant at 0.01 levels

Table – 4

Multiple Regression Analysis (Total Sample)

Sl. No.	Dimensions of Job Stress	Value of "r"	Regression coefficient	Std. Error of regression coefficient	t- value
1	Role overload	-0.10568	0.06786	0.11363	0.60154
2	Role ambiguity	-0.14008	0.07466	0.13268	0.63086
3	Role conflict	-0.09453	0.03226	0.12571	0.30784
4	Unreasonable group and political pressure	-0.10660	-0.06068	0.13854	0.46201
5	Responsibility for persons	0.04218	0.46632	0.14737	2.93743*
6	Under participation	0.02249	0.02305	0.03976	0.67848
7	Powerlessness	-0.05073	0.03681	0.16267	0.21202
8	Poor peer-relations	0.02422	0.04207	0.17333	0.22341
9	Intrinsic impoverishment	0.02036	0.31041	0.14398	2.10363**
10	Low status	-0.26121	-0.60602	0.18338	3.12630*
11	Strenuous working conditions	0.18780	0.11071	0.13724	0.85100
12	Unprofitability	-0.25673	-0.10584	0.08455	2.91719*
13	Job Stress (Total)	-0.24552	-0.10685	0.07566	1.23740
14	Age	-0.02732	-0.14077	0.12205	2.21035**
15	Total experience	-0.00845	-0.15164	0.18818	0.89052
16	Experience in the present position	0.06342	0.07515	0.03636	2.04668*
17	Salary	-0.06564	-0.00044	0.00052	0.75181
18	Number of dependents	0.00207	-0.22151	0.28017	0.79131

Note: * indicates significant at 0.01 levels and ** indicates significant at 0.05 levels

Dependent : Organizational change
 Mean : 98.47114
 SD : 4.68137
 Intercept : 104.1031
 Multiple correlations : 0.41852
 Standard Error of Estimate : 4.54654

Discussion:

A bird's eye over the tables from 2 to 4 revealed that all job incumbent of Textiles Industries of Northern India have shown favorable inclination towards organizational change (O.C.). Moreover, it is also evident from the findings that 4 dimensions/stressors of job stress, out of 12 dimensions have been found predicting employees' perceived reactions towards organizational change. The dimensions which have been resulted for attributing to the employees' perceived reactions towards organizational change are – "Responsibility for Persons"; "Intrinsic Impoverishment"; "Low status" and "Unprofitability". Apart from these stressors of job stress, two biographical variables viz., "Age" and "experience in the present positions" have also been found as predictors of organizational change.

In the light of the results obtained it is pertinent to point out that Textiles Industries employees' reactions to organizational change can be predicted by the number of factors inherent in the job itself. These factors include 'responsibility for persons'; 'intrinsic impoverishment'; 'low status'; 'unprofitability' all these are the dimensions of job stress, and two biographical variables i.e. 'age' and 'experience in the present position'. The pattern of the result outcomes seems to be logical as resistance to change is most likely to occur in the situation where there is a probability of high job stress as well as lesser or no chance of upward mobility but such conditions do not exist in the present conditions of the work group under discussion. It is evident from the sample data that the employees working in textiles industries sector especially in Northern India have low or moderate level of occupational stress in general, as well as, they have greater chance of upward mobility with respect to either designation or salary structure, therefore, some of the dimensions of occupational stress and the factors of "age" and "experience in the present positions" have been found to have their predictive influence on textiles employees' perceived reactions towards organizational change.

In addition to the above explanation, it is also important to mention the average age of the sample is only around 42.97 years (Table – 1), hence, employees taken in this investigation were quite above average age who would have their aspirations to grow more, to have greater responsibility in the organization especially where from the sample has been drawn, to get maximum profit out of their inputs, and to earn higher status in their work life.

In view of these above perceived expectations, employees of textiles industries of Northern India would have shown their positive acceptability to organizational change. Therefore, it is important for the organizations that they should always develop awareness among their employees about the benefits of change that it will create for them enough ventures to fulfill aspirations in the course of their work life in future. Our contention is almost

similar to the opinions of **Mumford (1969)**, **Lucas (1975)**, and **Kruger & Miller (1976)** who believed that the tendency of employee is usually to dislike change unless the change is accompanied by rewards and compensation.

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