

Organizational Identification towards Organizational Change: A Study of Muslim Youth Weavers in India

Dr. Anis Ahmad

Associate Professor & Head, Former Council Member – IAAP, Department of Psychology, Millat College (L. N. Mithila University), Darbhanga – 846004, India

***Corresponding Author:**

Dr. Anis Ahmad

Email: anisdbg@gmail.com

Abstract: As we are well aware that the present day world of work based on modern technological advancement is making a rapid headway especially in textiles industries and it is keeping someone to experience growth and development and others at the cross road in the world of work. Hence, the present study was aimed at studying organizational identification in relation to organizational change with particular reference to Muslim Youth workers who are attached with textiles industries in India. For the present inquiry 300 hundred weavers comprising female weavers (n=150) and male weavers (n=150) were selected randomly from different textiles industries of Gorakhpur, Mau, Mubarakpur and Varanasi. Data were collected through questionnaire schedules. Having collected data, the data were tabulated according to norms for giving statistical treatment. Results obtained have shown significance of difference between male and female weavers in terms of their organizational identifications towards their perceived organizational change, although, both the group of weavers (male and female) indicated favorable inclination to organizational identification and organizational change as well. The discrepancies of results obtained have been discussed in detail by giving appropriate probable reasons.

Keywords: Organizational Identification, Organizational Change and Youth Weavers

INTRODUCTION

In the fast changing scenario of the world Youths especially, men and women of the Youthful age are considered to be the future assets of the family and the nation at large. These youngsters could have contributed a lot for the welfare and the advancement of the family or nation in a global sense only if their energies and potentials could have been channelized in the most appropriate and desired manner.

It is indeed that the present day world, technological advancement is making a rapid headway. It is keeping someone to experience growth and development and others at the cross road in the world of work. Technological resource is definitely important for productive efficiency but human resource is of more value as behind all activity in the world of work there is a man who is instrumental for the wheels to move. So, it is to point out that rapid changing scenario of job life has become more energetic and innovative based on high tech as it is often being seen that organizations are going under the process of change. It is because of competitive survival in the consumer market not only in India alone but entire parts of the world too, so, management always look into the aspect of organizational change for promoting organizations and making organizations healthy and productive. The major source of productive is human force who works under psychosocial environment which may either

facilitate or hinder their productive efficiency and identification with the organization/work a swell.

Organizational change is always desirable as a result of change in technology and other industrial modernization and advancement to cope with the demands in particular time frame. On the basis of past researches Ahmad[1] pointed out that organizational change, today, encompasses all round changes in technological, financial, material and in the potential human resources which have been witnessed from the contention of Leavitt[2] who emphasized that organization can be changed by altering its structure, its technology, and/or its people. However, people's attitude to accept changes at work is an important aspect for maintaining identification with organization/work.

Change is inevitable. Government fiscal policies, introduction of technology, socio-political climate and such other factors often force organizational change. Thus, change in employees' behavior is necessary for the survival and growth of the organization and its environment. It is, indeed, true that effort to bring organizational change and people's attitude are closely related as attitude are important when any change is brought into the organization because any attitudinal change is a pre-requisite. Ahmad[1] stressed on the fact that acceptance to change may be exhibited provided an individual perceives that

change will affect him favorably, whereas, if the individual feels that the change will affect him adversely or unfavorably, he is most likely to resist change. Generally people have a tendency to resist changes, therefore, strategy for planned changes are designed and opted. Planned change strategy focuses its attention in preparing the grounds for attitude mobilization for effectively implementing change, because in planned change every one gets ample opportunity to go by with the demands of change to serve the organization in an appropriate manner.

At present, each and every organization is undergoing the change. One of the few elements of the work environment that is recognized as being constant is change. Nearly all organizations undergo changes. Some are in constant state of change while others feel to bring change periodically. It is fact that transitory phase of change usually receives a great resistance because industrial workers usually fear of loosing their importance, promotion, or authority in view of change in the organization, though, it is not general 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. It is necessary to point out here that in the present day rapid modernization of technology has become the most desired and accepted tool for the growth and development of organization but 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 also the concept being globalized refers to all means opted for smoothening and enhancing operations and organizational productive efficiency. If organizations do not incorporate the impact of organizational output in their structure, the very soon they may have to undergo another structural change. Organizational structural change might come in to focus in establishing responsibilities, allocating tasks, defining communication and improving control systems.

Change has always been in the nature of mankind that dynamically force its surroundings to go under change. Thus, change in the material world is the by product of the change in the nature of human beings. In fact, need or cry to change is not a new phenomenon but it seems to be as old as the existence of men and women on earth. Thus, in the modern era with the growing competition, rapid organizational changes are necessitated to go with the pace of socio-technical development in the area potentially be fitting in a particular time and period.

Organizational change is a common place in the wake of rapid socio-economic-political development but the pace of change usually varies from organization to organization depending upon their capacity and foresightedness about the perceived impact of change on the organizational growth and development in a longer perspective. According to Leavitt[3] organizational changes may be interlinked streams of changes in organizational tasks, techniques for achieving these tasks, structures, and staffs' abilities, values, and motives. All the streams of changes in organization are not generally taken up simultaneously but in view of the needs and demands, of the organization, these are accordingly considered.

In view of the vital significance of change, the process of change has become a craze in all organizations either they are small or big. Every organization, right from small retail shop to the big industrial productive unit knows the significance of the change except a few. But realization of the importance of change to be enforced in to practice usually depends upon the dynamism of employer or management, organizational financial capability, and the management capability in affording risks against change.

It is evident from the historical perspective that Harwood manufacturing company of the United States is one of the oldest companies which initiated to bring organizational changes and as a result their workers received a lot of benefits[4]. Consequently organizational change, gradually received wide spread importance as one of the tools to bring laurels and profit to the organization[5-6]. Recently, quoting the studies, it is important to highlight the study of Ahmad [1] who reported that two dimensions of occupational stress namely, 'responsibility for persons' and 'unprofitability', and two biographical variables like 'age' and 'experience in the present position' have been found as predictors of assemblers' reactions towards organizational change (OC). Moreover, one of the most important studies was also conducted by Ahmad[7] on organizational change (dependent variable) amongst supervisors and assemblers (independent variables) with special reference to electronic manufacturing companies of New Okhla Industrial Development Authority (NOIDA). India. In this study Ahmad found significant difference between assemblers and supervisors, although, both the groups inclined positive reactions on their perception of organizational change. In addition to this, a study was also conducted by Covin and Kilmann[8], the sub-samples of managers, internal consultants, and researchers (N= 240) had participated in large scale change programs and they were asked to identify issues that had highly positive or highly negative impact on the change process. They found that positive impact issues included visible management support and commitment, employee participation, and communication. Negative impact issues included

inconsistency in key managers, managers forcing change, and poor communication.

Keeping in view the above, it is important to mention the study of Hill [9] who presented the guidelines for targeting planned change in organizations by providing a model of planned organizational change that emphasizes the need to understand causes of behavior and organizational development systems techniques. Strategic human resource planning is viewed as a result of the interactions of organizational arrangements and task, individual and informal organizational component.

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 fears as a result of unpleasant stressful and threatening work situations. Thus, human involvement in work is an essential aspect. Muslim youth workers' perceptions towards organizational objectives, goals and policies have become important especially in India to determine the extent of identification, and the later, i.e., Organizational Identification (OI) being a broad concept leads to commitment, involvement and performance of individual employees. Therefore, organizational identification is an important phenomenon to be studied in relation to organizational change with special reference to Muslim Youth Workers.

The Concept of 'Organizational Identification (OI) has been viewed as' the extent to which the individual accepts the values and goals of an organization as his own and therefore, he/she becomes emotionally committed to that organization[10-11]. Similarly, a more exhaustive explanation of organizational identification has been offered by Patchen[12], he pointed out that identification with organization is most likely to be the function of the interaction of the following three phenomena:

'Similarity Component' refers to the individual's perception of having shared interest and goals with the other organizational members.

'Organizational membership component' refers to the employees' feeling of belongingness.

'Tendency to support organization' it refers to the tendency of employees to support objectives, goals and policies of the organization. The interactions of these three components seem to be quite pertinent to inculcate identification with organization.

In view of the aforementioned context, it is to point out that Organizational Identification (OI) reflects

the strength of the bond between organization and its members. It is multi-dimensional concept. The relationships of such bond of organizational Identification have been found, in view of the present investigator. affecting turnover, performance and productivity, and quality of working life as well. Researches have found mainly three sets of antecedents determining identification with organization. These are; individual characteristics, job related factors, such as job challenge[12-15], Job autonomy[13-15] and organizational commitment[16] have been found affecting Identification with work and organization.

With keeping the aforementioned text it is to highlight that especially our own nation-India, which is about to celebrate its 70th Anniversary of Independence, some of our public and private sectors have brought in most of the changes and thereby, there is an emerging trend to have strategic survival at par with any national and multinational organizations. But pace of development through organizational change is still very slow in this great Indian subcontinent it is only because of the fact that people have not generally realized the importance of Organizational Identification (OI) through Organizational Change (OC). There is a scarcity of researcher on this problem in general and especially none of the studies have been found with special reference to Muslim Youth workers. Although a large number of Muslim Youth workers are engaged in different kinds of vocations like textiles industries and electronic gadgets manufacturing companies etc. In such industries organizational change especially technological changes have taken place. Moreover, it is also significant to mention here that Indian Muslim youth workers are not generally in better condition to promote themselves or their company due to financial constraints and greater apprehension of intergroup distance, although Muslim entrepreneurs are highly ambitious to have greater economic affluency but generally through right and pious means which have become a challenge for contributing purposeful or needful services through industrialization throughout the country for developing healthy growth of national income and for maintaining higher degree of Organizational Identification. Therefore, it has been observed that organizational identification studies in relation to organizational change, the need of the hour. with special reference to Indian Muslim youth workers, being negligible especially in Indian context, requires much more attention as this is necessary for organizational growth and development and in turn, the growth of Muslim youth workers' income as well for catering the needs of the family and for contributing nation at large.

At length, in the light of the comprehensive survey of literature presented in the preceding writings, the fact that none of the studies of Organizational Identification towards Organizational Change have been found on the sample of Muslim Youth workers. So that

in itself argues the ‘novelty’ of the present investigation which was aimed at studying the organizational identification amongst Muslim Youth workers with reference to perceived organizational change.

OBJECTIVE OF THE STUDY

The prime objective of the present piece of research work is to find out the degree of organizational identification towards perceived organizational change (the changes which have already been taken place in most of the Indian manufacturing companies especially in textiles industries) was planned to study the phenomena with special reference to Indian Muslim Youth workers. The present investigation was also aimed at studying the probable factors or constraints which are likely to be interfere are identified and properly resolved through most appropriate intervention strategies as generally there is resistance to change that needs to be counteracted in the most appropriate style for developing higher degree of Organizational Identification with commitment especially for 21st century that has become a challenge for Muslim Youth workers in India.

RESEARCH METHODOLOGY

Sample:

The sample of the present investigation consisted of 300 Power loom Textile Weavers comprising male weavers (n=150) and female weavers (n=150) which are randomly drawn from various textiles manufacturing companies of Gorakhpur, Mau, Mubarakpur and Varanasi - districts of U.P. which is predominantly a centre for Power loom and handloom manufacturing in India. Respondents’ age were ranged 20 to 30 years (male and female).

Tools used: Two questionnaires, one for measuring Organizational Identification and other pertaining to the Muslim Youth workers’ perceived reactions to Organizational Change were administered.

Description of Tools:

(i) *Organizational Identification Scale* developed by Shrivastava and Dolke[17] was used to measure the

extent of Organizational Identification. The scale consisted of 35 items and the respondents were required to give their responses on a four point scale, viz, strongly agree, agree, disagree and strongly disagree. High score indicated high identification.

(ii) *Organizational Change Scale* developed by Rahman and Akhtar[18] was used. This scale consisted of 25 items. The subjects were also required to give responses to the statements on a five point scale viz, strongly agree, agree, neither agree nor disagree, disagree and strongly disagree.

In addition to above measures, for obtaining biographical information of Muslim Youth Workers, a Biographical Information Blank (BIB) was also prepared for interpreting the results that included age. Sex, marital status, monthly income, qualification, designation, total experience (in years), present experience (in years) and number of dependents and the subjects were also required to fill the blanks.

Procedure: These measures were administered individually on all power loom weavers by taking them into confidence that all the information provided by them will be kept strictly confidential.

Having collected the responses to the items of the scale, they were scored according to the procedure and the individual scores were obtained for giving statistical treatment which will be presented in the tables of the results.

RESULTS

In quest of investigating the extent of Muslim Youth Workers’ Organizational Identification towards the present changing scenario of world of work (organizational change) between the group of male weavers and female weavers, it is pertinent to mention the result shown in Table I which indicated that the obtained value of ‘t’ 4.90 is highly significant at .01 level of confidence.

TABLE – 1: Table Showing Significance of Difference in the extent of Organizational Identification as a function of sex Difference

Nature of sample	Total Sample (N=300)	Mean	SD	t- value	Significance Level
Male Weavers	n=150	113.43	8.94	4.90	<.01
Female Weavers	n=150	108.38	8.86		

TABLE – 2: Table Showing Comparative Difference between Male and Female Textile Weavers on their perceived reactions of Organizational Identification

Levels	Male Weavers		Female Weavers	
	n=150	Percentage	n=150	Percentage
High	73	48.67	69	46
Moderate	55	36.67	43	28.67
Low	22	14.67	38	25.33

In addition to the table 1, it is also evident from the table 2 that 48.67% of the Muslim male weavers, in comparison to Muslim female weavers i.e. 46% had higher degree of Organizational Identification, 36.67% of Muslim male weavers have been found moderately than Muslim female weavers i.e. 28.67%, whereas, 14.67% of Muslim male weavers had very low

organizational identification than their female counterparts i.e. 25.33% which is higher but favorably low degree of organizational identification. Moreover, male and female weavers' reactions towards organizational identifications can also be observed by the following pie charts.

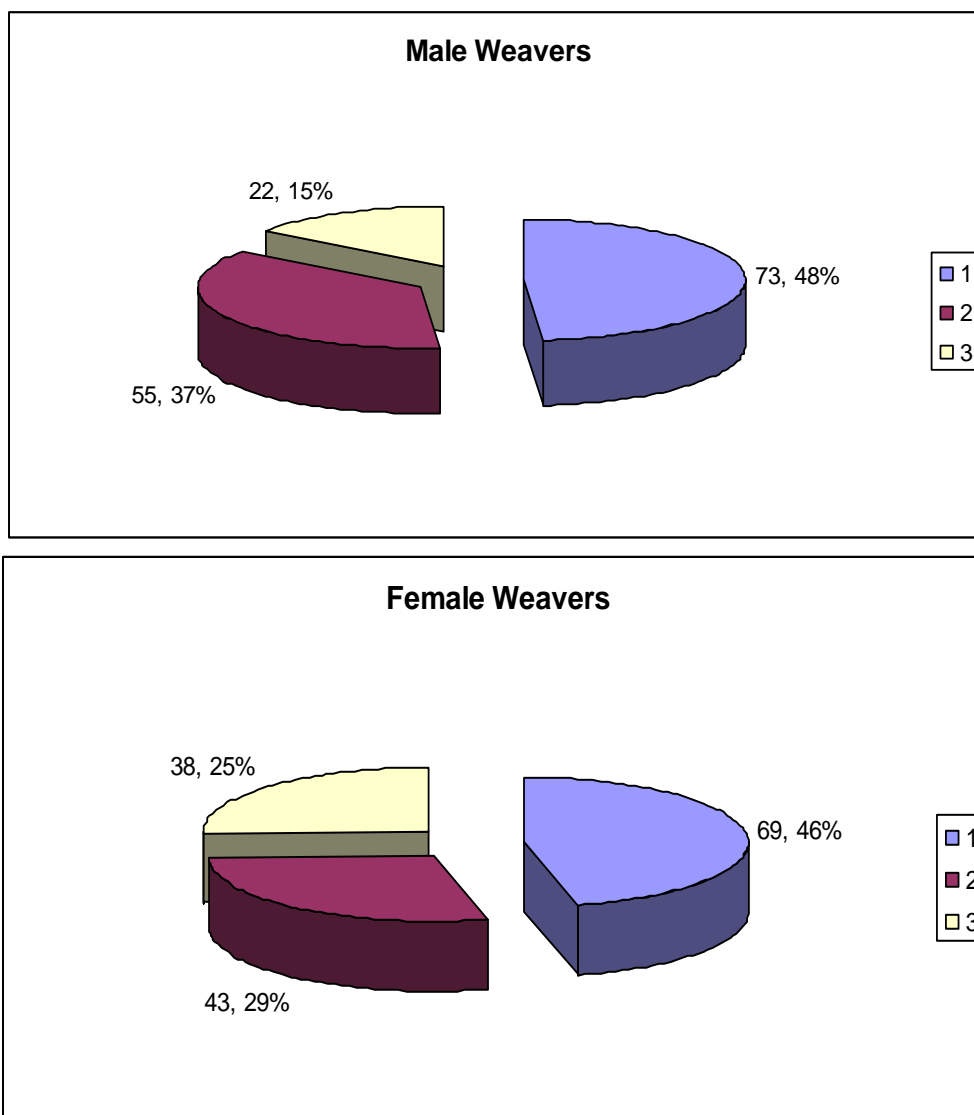


Fig- Pie Chart showing in the extent of Organizational Identification between the group of male and female weavers of Textiles Industries
It indicates: 1 for High, 2 for Moderate, 3 for Low

It is imperative to point out that almost all the Muslim youth workers especially where the sample was drawn have been found to have higher degree of organizational identification as it is evident from the mean value i.e. $X = 113.43$ and 108.38 for Muslim male weavers and female weavers respectively (Table 1), thus, both the groups have indicated favorable inclination to Organizational Identification (OI) as the maximum score of OI is 140 but Muslim youth workers (male and female) only differ on their degree of

Organizational Identification, whatever they possess (Table 1 and 2).

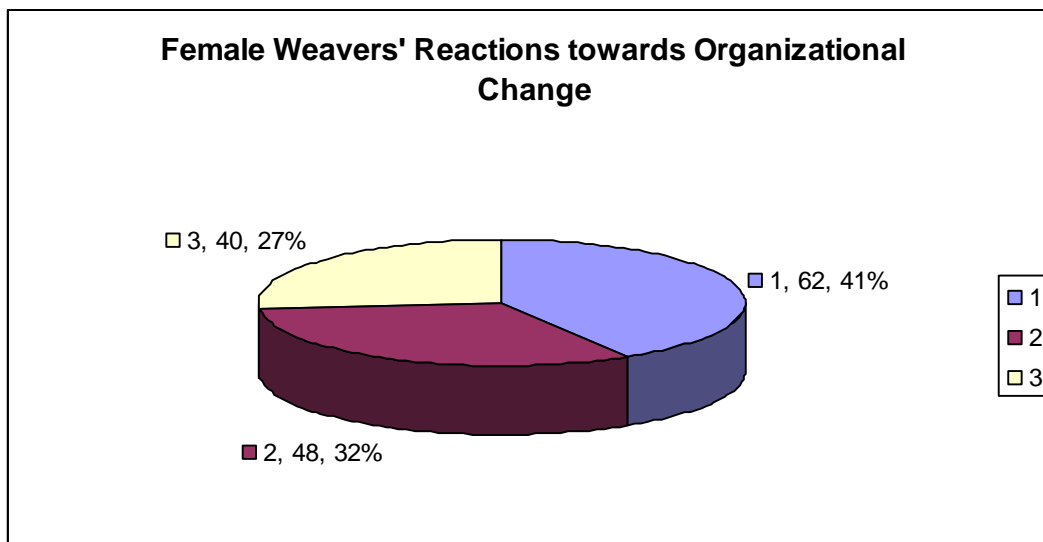
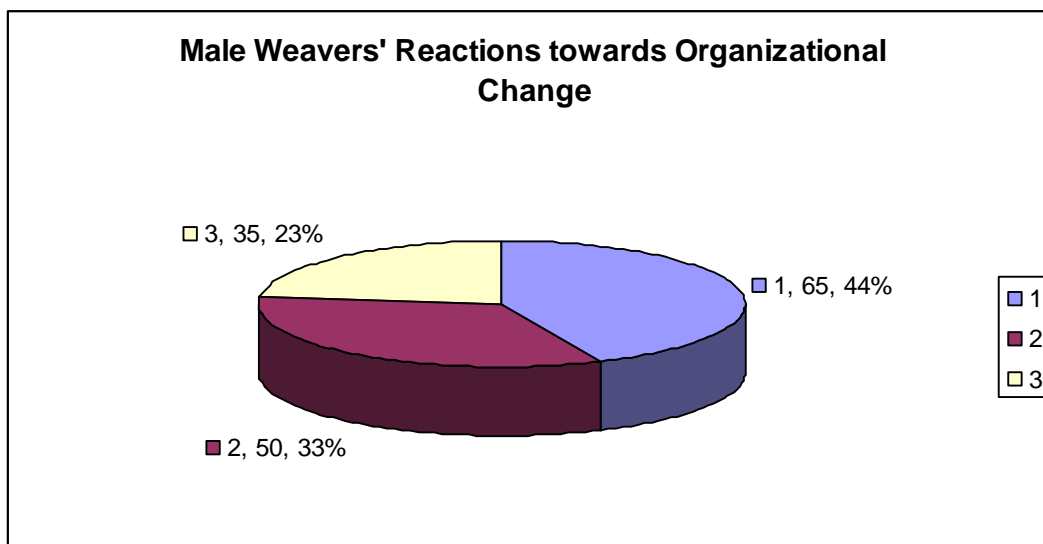
As far as the prime objective of the present piece of research work is concerned, it was aimed at studying the extent of Organizational Identification towards Organizational Change, so it is necessary to present the further investigation regarding the Muslim youth workers' perceived reactions towards Organizational Change (OC). It is evident from the table-3 that 43.33% of Muslim male weavers have high

acceptability to organizational change (OC), 33.33% of male weavers have been found possessing moderately favorable reactions to change, whereas, 23.33% have also indicated relatively low but favorable reactions towards organizational change. Similarly, Table-3 also indicated regarding the perception of organizational change among Muslim female weavers of Textile manufacturing industries/companies. In such companies where sample was drawn, 41.33% of Muslim female

weavers had high acceptability towards organizational change. Only 26.67% of Muslim female weavers had low acceptability to change, whereas, 32% of Muslim female weavers have shown moderately favorable inclination to change. The presented results regarding the extent of Muslim Youth Workers’ Organizational Identification towards Organizational change could also be understood by the figures illustrated as shown with the tables of the results.

TABLE – 3: Showing Comparative Difference between Male and Female Textile Weavers in the Levels of Perceived Organizational Change (OC)

Levels	Male Weavers		Female Weavers	
	n=150	Percentage	n=150	Percentage
High	65	43.33	62	41.33
Moderate	50	33.33	48	32.00
Low	35	23.33	40	26.67



Pie Chart Showing Comparative Difference between Male and Female Textile Weavers in the Levels of Perceived Organizational Change (OC)
It indicate: 1 for High, 2 for Moderate, 3 for Low

TABLE-4: Table Showing Significance of Difference between Male and Female Textile Weavers on Their Perceived Reactions towards Organizational Change

Nature of sample	N	Mean	SD	t	P-Value
Male Weavers	150	97.56	4.54	6.49	<.01
Female Weavers	150	94.23	4.32		

Apart from aforementioned results, it is also imperative to point out that all the Muslim youth workers (male and female) of textiles manufacturing companies have been found to have high perception towards organizational change but only differ in terms of their extent of perception to OC as 't' value have been found highly significant at .01 level of confidence (table 4).

DISCUSSION OF THE RESULTS

The present study was undertaken to find out the extent of Organizational Identification towards organizational change with special reference to Muslim youth textiles workers who are engaged in manufacturing the different kinds of Sarees, lungies and Dupattas, etc. in textiles manufacturing companies of Mau-a district of U.P., which is predominantly a centre for power loom and handloom textile manufacturing in India. The results as given in table 1 and 2 indicated a very clear picture referring that Muslim male weavers have significantly more Organizational Identification as compared to Muslim female weavers. The difference between male and female weavers seems to be quite logical as socio-cultural living pattern of Muslim weavers where from this sample has been drawn is not metropolitanized or modernized, therefore, women still have their dominant role in the household affairs, like cooking, washing cloths, cleaning utensils, sweeping dirt, rearing children, etc. though they continue to work to enhance their financial resources to cater their needs in addition to their households functions. In the light of the socio-economic-cultural background of Man district - an old township of handloom weavers, it is important to point out that Muslim women weavers have their basic and essential function of carrying domestic affairs and weaving is their secondary affairs. Hence, they have significantly barely low Organizational Identification (OI) compared to Muslim male weavers who have their prime objective to serve the organization and to bring money for enhancing and catering the needs of the family.

Tables 3 and 4 of the presented results have already indicated that Muslim youth workers' (male and female) perceived reactions towards organizational change is quite favorable but they only differ on the extent of their perception level. The nature of work of Muslim textiles weavers is a technical but unchallenging type of job because they have to perform their job with set directions and ideas. The Muslim youth workers do not feel routine or unchallenging type of task as monotonous because they have a great sense of identification with commitment with the concerned

organizations. Such type of observation on the basis of empirical study has been a matter of great concern which has usually considered economic, social, anthropological and psychological factors in the context of women's especially Muslim women's in India.

A major obstacle in improving the status of women lies in people's attitude and values regarding women's role in society. Recently, the position of women and Muslim women in particular has attracted considerable attention. Muslim women in India need to be sufficiently integrated with development not merely as recipients, but also as participants in the developmental process. Muslim women want to share similar educational, financial, social and political advantages which have been dominated to a great extent by men. The want to administer, teach, do business and to create things in addition to create children as have been observed by the present investigator.

The present investigator is not interested in exploring such small scale empirical researches but attempts to find out the morale, aspiration, sense of achievement and identification with commitment of Indian Muslims, particularly the youths. It is the general feeling that Muslims are regarded as inferior and hostile and hence they are not given equal opportunities in jobs either in private or in public sector. They have a feeling that their faithfulness and sincerity towards their motherland are challenged by a number of factions of majority in general and hence, this creates a crisis of confidence and self-identity. They have a feeling that their potentialities and capabilities are not accepted outwardly by the persons belonging to other groups even if they are acknowledged inwardly.

The present paper is based on the observation, questionnaire schedule, literature and rationale. The present investigator administered the schedule on different Muslim youth workers in order to seek their opinion about themselves regarding the Organizational Identification towards Organizational change. The focal point of the study was the nature of perception and thinking of Muslims in respect of their rights, privileges, prospects, security, belongingness, economic growth, employment opportunities, religious freedom and their place in the present socio-economic and political set-up. As there is a general feeling Muslims being in the minority have not been cared much for and they have been victim of political games. The recurring communal riots have shaken their self-confidence. Some reported that their business is at stake now and an moment they can be deprived of it. Despite all the

probable reasons, it is to highlight that Muslim youth workers as well as Muslim owners of the Textiles companies of India have been found favorable inclination towards Organizational Identification through organizational change; they really deserve a lot of credit that has become a challenge to beat 21st century.

Further, it is to be pointed out that in India attempts are being made to win the heart of minority group with the changing socio-economic and political scenario to provide supports to them on many fronts. Now it becomes the prime responsibility of both the minority and majority groups to play their respective role in such a healthy manner in which feelings get reciprocated.

Before terminating the discussion, it is necessary to understand the nature of shift which is taking place in 21st century that we are shifting from industrial society to information society, forced technology to high-tech, national economy to world economy and representative democracy to participatory democracy. These are some of the salient features of the coming century. India is one of the most developing countries and an emerging powerful country in the comity of nations in general and in South Pacific Rim in particular. India is having democratic set-up where provisions have been incorporated for protection of identity, culture and language. Muslims confess the religion of Islam which means a positive, active and voluntary surrender to the divine Will, neither resignation nor servitude. It is divine guidance for all. It is very important to mention here that India is about to celebrate its 50th Anniversary of Independence as a mark of their potential growth and development. With India's growth and development, Muslim youth workers (male and female) being young foresee dynamic growth in their professions as the present era is the highly modern technological advanced era in which only organizational change and development can give them more all round benefits for maintaining higher degree of Organizational Identification with commitment. It seems because of the facts that positive organizational change always relieve the workers from getting engaged in relatively tiresome and painstaking work activities, hence, resistance to change attitude and reactions are obliterated.

CONCLUSIONS

In the pretext of the results, observations and interpretations the conclusions drawn may be summed up as follows:

- (1) Muslim Textile Workers' Organizational Identification (OI) is not the function of sex differences especially in India, although, both the group irrespective of sex, Muslim Textile Youth Workers (male and female) had indicated favorable inclination towards Organizational Change (OC).

- (2) Power loom Muslim Youth weavers who may also be considered as semi craftsmen, irrespective of their sex, have high Organizational Identification.
- (3) Muslim Youth workers in India have revealed to the fact that Muslims like to work with greater involvement and commitment, provided the organizations are caring for improving quality of work life, giving them the opportunities to work with dignity and in a nut shell the job providing the avenues for fulfilling basic and psycho-social needs. Observations have also revealed the fact that Muslim Youth workers (male and female) in India have unique work culture where even an owner of the company works as an ordinary employee without having any feeling of shyness, inferiority, sense of loosing esteem needs, thus they have greater sense of identification with whom they have their professional affiliations.
- (4) At last, it is to be concluded that day to day changing scenario of job life which has become much more fast based on hi-tech in which each and every man and woman in general are trying to compete each other for better living. But Muslim youths in particular should keep the real essence of Islamic way of life while interacting people at work as the present day world is being considered to be modern technological advanced era and the era has become a challenge especially for Muslim Youth workers in India while working in 21st century with greater commitment and involvement. It is, indeed, true that only organizational change can give them better job life for enhancing and maintaining Organizational Identification with commitment.

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