**Questionnaire**

**Analyzing role of Leadership in Managing Organizational Change**

The primary objective of this study is to investigate the leadership behavior of managers while managing the change process for successful change management in Corporate Organizations of India. The target respondents for this survey are managers at the middle and senior level positions.

> **Note**: *Please note that the questions in this questionnaire are purely meant to carry out academic research. The same will be treated as confidential and no individual questionnaire or a part thereof will be divulged to any person. It will only be utilized for the purpose of compiling data for furthering research in the field of managing organizational change.*

**Section I**

This section contains demographic information.

Name :_____ (Optional)   Age:_____(Yrs)

Gender :_____ (M/F)

Type of Organization: _____ Public/Private

Name of the organization: _____

Designation: _____

No of employees in the organization: _____

Total Work Experience: _____ (Yrs)

Managerial Experience _____ (Yrs)

## Section II

*In this section a 5-point Likert scale is used as scale design for the questionnaire. Each response is assigned a numerical score to reflect its degree of attitude favorableness. The numbers indicate the value assigned to each possible answer with 1 indicating the least degree of agreement and 5 the most agreeable. For each question, please indicate your rating. The response to these items must be done keeping in mind the context of change which has been described in Section II.*

Rating scale :

EXAMPLE: I feel good about the changes within the organization.

Strongly Disagree   1   2   3   4   5   Strongly Agree

{If you strongly agree with the statement then circle 5, if you strongly disagree then circle 1. If you partially disagree/agree then circle 2,3,4 as applicable}

**A.**     **Context of Change** This section contains items which describe about the type of change that would have been experienced by you in your organization.

1.     The change initiatives in the organization were due to internal forces.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2.     The change impacted the whole organization.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3.     The change initiatives in my organization are incremental in nature.

Strongly Disagree   1   2   3   4   5   Strongly Agree

4.     The degree of change implemented in my organization is simple in nature.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

5. The change initiatives took into consideration the external environment of the organization.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

**B.** **Overall Change Success**

1. The change program met its objectives.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

2. I was supportive of the change initiative.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

3. I was satisfied with the way the change was led.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

**C.** **Change as a stressful experience.**

1. The change initiative brought about more challenges for leaders.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

2. The top leaders were hopeful of success and were not fearful of failure.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

3. The change introduced resulted in individuals feeling stressed about the change process.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

4. Stress in individuals was a result of fear of losing status

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

5. Stress in individuals was a result of being unable to keep pace with change/innovations.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

6. During the process of implementation of change, the organization went through disorder and chaos.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

7. During the transitional phase, the individual output reduced.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

8. During the process of change, there were interpersonal problems in the organization.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

**D.** **Leadership behavior**

1. For the change initiative described in Section-II A, B, the leader took responsibility for his/her decisions.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

2. The leader recognized the follower needs.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

3.    The leader fully communicated the benefit of the change.

Strongly Disagree  1   2     3     4     5   Strongly Agree

4.    The leader motivated followers to embrace the change.

Strongly Disagree  1   2     3     4     5   Strongly Agree

5.     The leader rewarded employees to motivate them to implement the change process.

Strongly Disagree  1   2     3     4     5   Strongly Agree

6.     The leader created a clear vision of the future.

Strongly Disagree  1   2     3     4     5   Strongly Agree

7.    The leader developed clear strategies to advance the vision.

Strongly Disagree  1   2     3     4     5   Strongly Agree

8.    The leader directed all activities towards achievement of the vision.

Strongly Disagree  1   2     3     4     5   Strongly Agree

9.    The leader gave followers the authority to deal with the change.

Strongly Disagree  1   2     3     4     5   Strongly Agree

10.    The leader gave adequate feedback during the implementation of change.

Strongly Disagree  1   2     3     4     5   Strongly Agree

11.    The leaders acted as a role model and led by example.

Strongly Disagree  1   2     3     4     5   Strongly Agree

12.    The leader's role was crucial for the change to be successful.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

13. Apart from change implementation, the leaders were also involved in developing people.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

**E.** **Resistance to Change**

1. I felt change to be a threat to my personal values.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

2. I resisted change to protect my position and benefits.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

3. I felt that I had less control over my own situations.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

4. I started losing trust in the management during change implementation.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

5. I was aware of the long term benefits of a change initiative.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

6. I had confidence that change would bring about improvement in the organization.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

7. I felt undervalued due to lack of involvement in change implementation.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

**F.** <u>**Organization Culture**</u>

1.  The change efforts are focused keeping in mind the culture of the organization.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

2.  Organization culture is changed to suit the objective of the change.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

3.   The difference in cultures of people due to diversity has posed difficulties in implementation of change.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

**G.** <u>**Employees Satisfaction**</u>

1.  The change was well led by the leaders of the organization.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

2.  My level of involvement in the change management was appropriate for my position in my organization.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

3.  I lost my position due to the change implementation.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

4.  I was communicated the benefits of the change initiative.

    Strongly Disagree  [1]  [2]     [3]     [4]     [5]  Strongly Agree

5.  I fully supported the leader's approach to the management of the change.

Strongly Disagree ☐1 ☐2 ☐3 ☐4 ☐5 Strongly Agree

## Section III

### A. Details of Change

1. What was the approximate cost of the change program?

   Rs_____

2. How many people did the change initiative effect?

   1. < 25%    2. 25-50%    3. 51-75%    4. 76-100%

3. What was the approximate duration of the change program in months?

   _____ months

4. What is the source of change?

   1. Internal forces             2. External forces

5. What was the reason for change?

   1. Political    2. Economic   3. Social    4. Technological    5. Legislative

   6. Environmental

6. What was the level of experience of people implementing the change process?

   1. High             2. Medium             3. Low

7. What is the nature of change?

   1. Process/System Oriented       2. People Oriented

8. The impact of change was on

   1. Department       2. Strategic Business Unit    3. Entire Organization

9.      The degree of change was

       1. Simple                    2. Complex

10.     The change agents were

       1. Internal to the organization      2. External to the organization

11.     The change was led by

       1. An individual leader          2. Team of people

I would like to thank you for taking the time to fill out this questionnaire. Please return the same back to me via e-mail at the following e-mail address: sunitamehtasks@yahoo.com.

# Appendix: B

## Factor Analysis

## Variable 1: Context of Change

| Anti-image Matrices | | The change initiatives in the organization were due to internal forces. | The change impacted the whole organization. | The change initiatives in my organization are incremental in nature. | The degree of change implemented in my organization is simple in nature. | The change initiatives took into consideration the external environment of the organization. |
|---|---|---|---|---|---|---|
| Anti-image Covariance | The change initiatives in the organization were due to internal forces. | .930 | .059 | .021 | -.177 | .076 |
| | The change impacted the whole organization. | .059 | .357 | .278 | .042 | .054 |
| | The change initiatives in my organization are incremental in nature. | .021 | .278 | .363 | -.059 | -.007 |
| | The degree of change implemented in my organization is simple in nature. | -.177 | .042 | -.059 | .877 | -.006 |
| | The change initiatives took into consideration the external environment of the organization. | .076 | .054 | -.007 | -.006 | .969 |
| Anti-image Correlation | The change initiatives in the organization were due to internal forces. | .629[a] | .102 | .037 | -.196 | .080 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | The change impacted the whole organization. | .102 | .551[a] | .773 | .075 | .092 |
| | The change initiatives in my organization are incremental in nature. | .037 | .773 | .549[a] | -.105 | -.013 |
| | The degree of change implemented in my organization is simple in nature. | -.196 | .075 | -.105 | .792[a] | -.006 |
| | The change initiatives took into consideration the external environment of the organization. | .080 | .092 | -.013 | -.006 | .755[a] |
| a. Measures of Sampling Adequacy(MSA) | | | | | | |

| Communalities | | |
|---|---|---|
| | Initial | Extraction |
| The change initiatives in the organization were due to internal forces. | 1.000 | .604 |
| The change impacted the whole organization. | 1.000 | .826 |
| The change initiatives in my organization are incremental in nature. | 1.000 | .812 |
| The degree of change implemented in my organization is simple in nature. | 1.000 | .456 |
| The change initiatives took into consideration the external environment of the organization. | 1.000 | .475 |
| Extraction Method: Principal Component Analysis. | | |

## Variable 2: Leadership Behavior

| | | The leader took responsibility for his decisions | The leader recognized the follower needs | The leader fully communicated the benefits of the change | The leader motivated followers to embrace the change | The leader rewarded employees to motivate them to implement the change process | The leader created a clear vision of the future | The leader developed clear strategies to advance the vision | The leader directed all activities towards achievement of the vision | The leader gave followers the authority to deal with the change | The leader gave adequate feedback during the implementation of change | The leaders acted as a role model and led by example | The leader's role was crucial for the change to be successful | Apart from change implementation, the leaders were also involved in developing people |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Anti-image Covariance | For the change initiative described in Section-II the leader took responsibility for his/her decisions | .721 | -.110 | .006 | .150 | -.056 | .026 | .013 | -.050 | -.006 | -.037 | -.022 | -.139 | -.008 |
| | The leader recognized the follower needs | -.110 | .283 | -.124 | -.011 | -.037 | -.073 | .024 | -.009 | -.021 | -.043 | -.050 | .038 | -.011 |
| | The leader fully communicated the benefits of the change | .006 | -.124 | .337 | -.105 | -.042 | .031 | -.075 | .074 | -.004 | -.052 | -.014 | .002 | -.009 |
| | The leader motivated followers to embrace the change | .150 | -.011 | -.105 | .411 | -.086 | -.005 | -.001 | -.048 | .013 | -.031 | -.007 | -.090 | -.066 |
| | The leader rewarded employees to motivate them to implement the change process | -.056 | -.037 | -.042 | -.086 | .446 | -.045 | .007 | .007 | -.002 | .019 | -.017 | .042 | -.094 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| The leader created a clear vision of the future | .026 | -.073 | .031 | -.005 | -.045 | .358 | -.236 | -.051 | .060 | -.027 | .001 | .022 | -.017 |
| The leader developed clear strategies to advance the vision | .013 | .024 | -.075 | -.001 | .007 | -.236 | .377 | .016 | -.076 | .046 | .029 | -.068 | -.010 |
| The leader directed all activities towards achievement of the vision | -.050 | -.009 | .074 | -.048 | .007 | -.051 | .016 | .437 | -.046 | -.124 | -.108 | -.016 | -.014 |
| The leader gave followers the authority to deal with the change | -.006 | -.021 | -.004 | .013 | -.002 | .060 | -.076 | -.046 | .337 | -.108 | -.030 | .003 | -.118 |
| The leader gave adequate feedback during the implementation of change | -.037 | -.043 | -.052 | -.031 | .019 | -.027 | .046 | -.124 | -.108 | .363 | -.048 | .088 | .026 |
| The leaders acted as a role model and led by example | -.022 | -.050 | -.014 | -.007 | -.017 | .001 | .029 | -.108 | -.030 | -.048 | .382 | -.060 | -.066 |
| The leader's role was crucial for the change to be successful | -.139 | .038 | .002 | -.090 | .042 | .022 | -.068 | -.016 | .003 | .088 | -.060 | .796 | -.076 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Apart from change implementation, the leaders were also involved in developing people | -.008 | -.011 | -.009 | -.066 | -.094 | -.017 | -.010 | -.014 | -.118 | .026 | -.066 | -.076 | .296 |
| Anti-image Correlation | For the change initiative described in Section-II the leader took responsibility for his/her decisions | .824[a] | -.244 | .012 | .275 | -.098 | .051 | .024 | -.089 | -.013 | -.073 | -.041 | -.183 | -.017 |
| | The leader recognized the follower needs | -.244 | .919[a] | -.403 | -.032 | -.105 | -.231 | .073 | -.025 | -.069 | -.135 | -.152 | .080 | -.037 |
| | [The leader fully communicated the benefits of the change | .012 | -.403 | .902[a] | -.282 | -.107 | .090 | -.212 | .193 | -.011 | -.149 | -.039 | .005 | -.029 |
| | The leader motivated followers to embrace the change | .275 | -.032 | -.282 | .916[a] | -.202 | -.012 | -.002 | -.114 | .034 | -.081 | -.018 | -.158 | -.188 |
| | The leader rewarded employees to motivate them to implement the change process | -.098 | -.105 | -.107 | -.202 | .950[a] | -.113 | .017 | .017 | -.005 | .048 | -.040 | .071 | -.259 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| The leader created a clear vision of the future | .051 | -.231 | .090 | -.012 | -.113 | .824[a] | -.644 | -.128 | .174 | -.076 | .004 | .041 | -.052 |
| The leader developed clear strategies to advance the vision | .024 | .073 | -.212 | -.002 | .017 | -.644 | .803[a] | .039 | -.215 | .124 | .075 | -.123 | -.031 |
| The leader directed all activities towards achievement of the vision | -.089 | -.025 | .193 | -.114 | .017 | -.128 | .039 | .914[a] | -.120 | -.310 | -.264 | -.027 | -.039 |
| The leader gave followers the authority to deal with the change | -.013 | -.069 | -.011 | .034 | -.005 | .174 | -.215 | -.120 | .913[a] | -.308 | -.083 | .006 | -.373 |
| The leader gave adequate feedback during the implementation of change | -.073 | -.135 | -.149 | -.081 | .048 | -.076 | .124 | -.310 | -.308 | .910[a] | -.130 | .163 | .078 |
| The leaders acted as a role model and led by example | -.041 | -.152 | -.039 | -.018 | -.040 | .004 | .075 | -.264 | -.083 | -.130 | .951[a] | -.108 | -.196 |
| The leader's role was crucial for the change to be successful | -.183 | .080 | .005 | -.158 | .071 | .041 | -.123 | -.027 | .006 | .163 | -.108 | .805[a] | -.157 |

| | Apart from change implementation, the leaders were also involved in developing people | | -.037 | -.029 | -.188 | -.259 | -.052 | -.031 | -.039 | -.373 | .078 | -.196 | -.157 | .925[a] |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| a. Measures of Sampling Adequacy(MSA) | | | | | | | | | | | | | | |

| **Communalities** | | |
|---|---|---|
| | Initial | Extraction |
| Leadership behavior [For the change initiative described in Section-II the leader took responsibility for his/her decisions.] | 1.000 | .404 |
| Leadership behavior [The leader recognized the follower needs.] | 1.000 | .722 |
| Leadership behavior [The leader fully communicated the benefits of the change.] | 1.000 | .647 |
| Leadership behavior [The leader motivated followers to embrace the change.] | 1.000 | .601 |
| Leadership behavior [The leader rewarded employees to motivate them to implement the change process.] | 1.000 | .590 |
| Leadership behavior [The leader created a clear vision of the future.] | 1.000 | .682 |
| Leadership behavior [The leader developed clear strategies to advance the vision.] | 1.000 | .741 |
| Leadership behavior [The leader directed all activities towards achievement of the vision.] | 1.000 | .623 |
| Leadership behavior [The leader gave followers the authority to deal with the change.] | 1.000 | .682 |
| Leadership behavior [The leader gave adequate feedback during the implementation of change.] | 1.000 | .695 |
| Leadership behavior [The leaders acted as a role model and led by example.] | 1.000 | .703 |
| Leadership behavior [The leader's role was crucial for the change to be successful.] | 1.000 | .139 |
| Leadership behavior [Apart from change implementation, the leaders were also involved in developing people.] | 1.000 | .715 |
| Extraction Method: Principal Component Analysis. | | |

## **Variable 3: Resistance to Change**

| Anti-image Matrices | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | I felt change to be a threat to my personal values. | I resisted change to protect my position and benefits. | I felt that I had less control over my own situations. | I started losing trust in the management during change implementation. | I was aware of the long term benefits of a change initiative. | I had confidence that change would bring about improvement in the organization. | I felt undervalued due to my lack of involvement in change implementation. |
| Anti-image Covariance | I felt change to be a threat to my personal values. | .434 | -.059 | -.153 | -.097 | -.007 | -.093 | .076 |
| | I resisted change to protect my position and benefits | -.059 | .380 | -.123 | -.076 | .116 | -.062 | -.083 |
| | I felt that I had less control over my own situations. | -.153 | -.123 | .313 | -.078 | -.020 | .084 | .039 |
| | I started losing trust in the management during change implementation. | -.097 | -.076 | -.078 | .327 | .058 | .097 | -.123 |
| | I was aware of the long term benefits of a change initiative. | -.007 | .116 | -.020 | .058 | .599 | -.212 | -.044 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | I had confidence that change would bring about improvement in the organization. | -.093 | -.062 | .084 | .097 | -.212 | .541 | .156 |
| | I felt undervalued due to my lack of involvement in change implementation. | .076 | -.083 | .039 | -.123 | -.044 | .156 | .705 |
| Anti-image Correlation | I felt change to be a threat to my personal values. | .813[a] | -.146 | -.415 | -.257 | -.014 | -.192 | .137 |
| | I resisted change to protect my position and benefits. | -.146 | .861[a] | -.356 | -.216 | .244 | -.136 | -.161 |
| | I felt that I had less control over my own situations. | -.415 | -.356 | .827[a] | -.243 | -.046 | .205 | .083 |
| | I started losing trust in the management during change implementation. | -.257 | -.216 | -.243 | .871[a] | .130 | .231 | -.257 |
| | I was aware of the long term benefits of a change initiative. | -.014 | .244 | -.046 | .130 | .835[a] | -.374 | -.068 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I had confidence that change would bring about improvement in the organization. | -.192 | -.136 | .205 | .231 | -.374 | .757[a] | .252 |
| I felt undervalued due to my lack of involvement in change implementation. | .137 | -.161 | .083 | -.257 | -.068 | .252 | .787[a] |
| a. Measures of Sampling Adequacy(MSA) | | | | | | | |

| Communalities | | |
|---|---|---|
| | Initial | Extraction |
| I felt change to be a threat to my personal values. | 1.000 | .816 |
| I resisted change to protect my position and benefits. | 1.000 | .744 |
| I felt that I had less control over my own situations. | 1.000 | .817 |
| [I started losing trust in the management during change implementation. | 1.000 | .785 |
| I was aware of the long term benefits of a change initiative. | 1.000 | .540 |
| I had confidence that change would bring about improvement in the organization. | 1.000 | .725 |
| I felt undervalued due to my lack of involvement in change implementation. | 1.000 | .584 |
| Extraction Method: Principal Component Analysis. | | |

## Variable 4: Employee Stress

| Anti-image Matrices | | The change initiative brought about more challenges for leaders | The top leaders were hopeful of success and were not fearful of failure. | The change introduced resulted in individuals feeling stressed about the change process. | Stress in individuals was a result of fear of losing status. | Stress in individuals was a result of being unable to keep pace with change/innovations. | During the process of implementation of change, the organization went through disorder and chaos. | During the transitional phase, the individual output reduced. | [During the process of change, there were interpersonal problems in the organization. |
|---|---|---|---|---|---|---|---|---|---|
| Anti-image Covariance | The change initiative brought about more challenges for leaders. | .644 | -.055 | -.193 | .031 | -.078 | -.006 | -.069 | -.033 |
| | The top leaders were hopeful of success and were not fearful of failure. | -.055 | .838 | -.035 | -.065 | -.059 | .012 | .156 | .141 |
| | The change introduced resulted in individuals feeling stressed about the change process. | -.193 | -.035 | .441 | -.090 | -.085 | -.031 | -.087 | -.103 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Stress in individuals was a result of fear of losing status. | .031 | -.065 | -.090 | .465 | -.022 | -.169 | -.116 | -.020 |
| Stress in individuals was a result of being unable to keep pace with change/innovations. | -.078 | -.059 | -.085 | -.022 | .821 | .007 | -.034 | -.080 |
| During the process of implementation of change, the organization went through disorder and chaos. | -.006 | .012 | -.031 | -.169 | .007 | .482 | -.137 | .000 |
| During the transitional phase, the individual output reduced. | -.069 | .156 | -.087 | -.116 | -.034 | -.137 | .368 | -.063 |
| During the process of change, there were interpersonal problems in the organization. | -.033 | .141 | -.103 | -.020 | -.080 | .000 | -.063 | .715 |

| Anti-image Correlation | The change initiative brought about more challenges for leaders. | .848[a] | -.074 | -.362 | .056 | -.108 | -.011 | -.141 | -.049 |
|---|---|---|---|---|---|---|---|---|---|
| | The top leaders were hopeful of success and were not fearful of failure. | -.074 | .648[a] | -.057 | -.105 | -.071 | .019 | .281 | .183 |
| | The change introduced resulted in individuals feeling stressed about the change process. | -.362 | -.057 | .856[a] | -.199 | -.141 | -.068 | -.215 | -.184 |
| | Stress in individuals was a result of fear of losing status. | .056 | -.105 | -.199 | .850[a] | -.035 | -.356 | -.280 | -.034 |
| | Stress in individuals was a result of being unable to keep pace with change/innovations. | -.108 | -.071 | -.141 | -.035 | .913[a] | .010 | -.062 | -.104 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | During the process of implementation of change, the organization went through disorder and chaos. | -.011 | .019 | -.068 | -.356 | .010 | .857[a] | -.325 | .001 |
| | During the transitional phase, the individual output reduced. | -.141 | .281 | -.215 | -.280 | -.062 | -.325 | .842[a] | -.122 |
| | During the process of change, there were interpersonal problems in the organization. | -.049 | .183 | -.184 | -.034 | -.104 | .001 | -.122 | .902[a] |
| a. Measures of Sampling Adequacy(MSA) | | | | | | | | | |

| Communalities | | |
|---|---|---|
| | Initial | Extraction |
| Change as a stressful experience [The change initiative brought about more challenges for leaders.] | 1.000 | .524 |
| Change as a stressful experience [The top leaders were hopeful of success and were not fearful of failure.] | 1.000 | .780 |
| Change as a stressful experience [The change introduced resulted in individuals feeling stressed about the change process.] | 1.000 | .705 |
| Change as a stressful experience [Stress in individuals was a result of fear of losing status.] | 1.000 | .603 |
| Change as a stressful experience [Stress in individuals was a result of being unable to keep pace with change/innovations.] | 1.000 | .425 |
| Change as a stressful experience [During the process of implementation of change, the organization went through disorder and chaos.  ] | 1.000 | .591 |
| Change as a stressful experience [During the transitional phase, the individual output reduced.] | 1.000 | .760 |
| Change as a stressful experience [During the process of change, there were interpersonal problems in the organization.] | 1.000 | .425 |
| Extraction Method: Principal Component Analysis. | | |

## Variable 5: Employee Satisfaction

| | | Anti-image Matrices | | | | |
|---|---|---|---|---|---|---|
| | | Employees Satisfaction [The change was well led by the leaders of the organization.] | Employees Satisfaction [My level of involvement in the change management was appropriate for my position in my organization.] | Employees Satisfaction [I lost my position due to the change implementation.] | Employees Satisfaction [I was communicated the benefits of the change initiative.] | Employees Satisfaction [I fully supported the leader's approach to the management of the change.] |
| Anti-image Covariance | Employees Satisfaction [The change was well led by the leaders of the organization.] | .657 | -.011 | .004 | -.175 | -.174 |
| | Employees Satisfaction [My level of involvement in the change management was appropriate for my position in my organization.] | -.011 | .144 | .132 | -.019 | -.054 |
| | Employees Satisfaction [I lost my position due to the change implementation.] | .004 | .132 | .156 | .007 | -.004 |
| | Employees Satisfaction [I was communicated the benefits of the change initiative.] | -.175 | -.019 | .007 | .642 | -.151 |
| | Employees Satisfaction [I fully supported the leader's approach to the management of the change.] | -.174 | -.054 | -.004 | -.151 | .534 |
| Anti-image Correlation | Employees Satisfaction [The change was well led by the leaders of the organization.] | .836[a] | -.035 | .011 | -.270 | -.294 |

| | | | | | |
|---|---|---|---|---|---|
| Employees Satisfaction [My level of involvement in the change management was appropriate for my position in my organization.] | -.035 | .652[a] | .880 | -.064 | -.196 |
| Employees Satisfaction [I lost my position due to the change implementation.] | .011 | .880 | .649[a] | .022 | -.012 |
| Employees Satisfaction [I was communicated the benefits of the change initiative.] | -.270 | -.064 | .022 | .860[a] | -.258 |
| Employees Satisfaction [I fully supported the leader's approach to the management of the change.] | -.294 | -.196 | -.012 | -.258 | .857[a] |
| a. Measures of Sampling Adequacy(MSA) | | | | | |

| Communalities | | |
|---|---|---|
| | Initial | Extraction |
| Employees Satisfaction [The change was well led by the leaders of the organization.] | 1.000 | .471 |
| Employees Satisfaction [My level of involvement in the change management was appropriate for my position in my organization.] | 1.000 | .761 |
| Employees Satisfaction [I lost my position due to the change implementation.] | 1.000 | .718 |
| Employees Satisfaction [I was communicated the benefits of the change initiative.] | 1.000 | .510 |
| Employees Satisfaction [I fully supported the leader's approach to the management of the change.] | 1.000 | .638 |
| Extraction Method: Principal Component Analysis. | | |

**Appendix: C**

**Questions for structured Interview at ICRISAT**

1. What was the employees' view of the processes, practices and work culture of ICRISAT before Dr. William Dar took over ICRISAT?
2. What expectations did the ICRISAT employees have after Dr. William Dar's appointment as DG?
3. What were the most important issues which needed to be addressed to bring the institute out of crisis?
4. What were the employees' experience of change and change management at ICRISAT?
5. Whether employee resisted the change initiative at ICRISAT?
6. What role did 'communication' play in the planning and implementation of change initiatives?
7. How important was the role of top managers or change initiator in the change process?
8. Was there any change of organization structure in bringing about the transformational change?
9. What was the impact of organization culture in the success of the transformation of the organization?
10. To what extent did the employees have confidence in the change leaders in bringing the institute out of the crisis?
11. To what extent were the employees provided with opportunities to contribute their expectations prior to, during and after the change process?

**Appendix: D**

**Questions for formal Interview at Indigm**

1. Was the rationale for change effectively communicated to employees and how was it done?

2. In your opinion, was change managed effectively in response to change in federal regulations?

3. What are the major sources of resistance to change that you saw? What was done to overcome the resistance?

4. What other change management initiatives did you/your organization use when the federal regulations were amended?

5. How did Indigm keep pace with continuous requirements of innovations and process improvement in this sector?

6. What roles did leadership play in implementing the change initiatives?

7. What did the leaders do wrong….or should have done differently? And, why?

8. Did the staff received adequate training to keep up with the changes within the organization?

9. To what extent did the employees have confidence in the leadership in solving the problem at hand?

10. What other HR practices were adopted to improve the morale and motivation of the employees?