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**EMPLOYEE BEHAVIOUR AND THEIR ALIGNMENT TO TECHNOLOGICAL  
ADVANCEMENT AND ORGANIZANTIONAL CHANGE IN IT INDUSTRY**

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**ABSTRACT**

In the present technology driven world, technology has paved its own way in every field of IT Industry. It plays a both constructive and destructive role in this current changing business environment. In this modern day, no person (or) no organization (or) no business can survive without consuming the application of advanced technologies. The positive side of usage of advanced technology is that it will make the employees to work more effectively and efficiently which will improve the overall performance of the employees that in turn helps to achieve goal of an organization. Simultaneously adoption of advanced technology will also pose certain level of stress on the employees. The present study is an empirical in nature focusing on the role of advanced technology on employee's behavior and their performance and influence of technology on employee inter- personal relationships. The findings of the study suggested that introduction of advanced technology help the organization in excelling its employee's performance. But, this has also condensed the employee inter-personal relationship as every work is done through ICT enabled which has minimized the human interactions.

**Keywords:** Employee's, Organization, Behavior, Organizational Change.

**INTRODUCTION**

Technology has become a part in factors of production. It has become a need for an organization to get updated with the advanced technologies. Other than profit, success of an organization is measured by its employees and their attitude towards their work.

An employee's attitude towards the organization is predictable through their behavior. Work environment, relationship with supervisors and co-workers, job satisfaction, leadership styles, rewards and recognition system are the factors which influence the employee's behavior, to the adoption to technological advancement in an organization. The employee performance is influenced by technological advancements in an organization.

Introduction of new and advanced technology brings a change in the organization which has an impact on working system of the employee which will have a both positive and negative effect on employee's behaviour and their performance, and inter personal relationship.

**CONCEPT OF ORGANISATIONAL CHANGE**

The term 'organisational change' implies the creation of imbalances in the existing pattern of situation. When an organization operates and functions for a long time, an adjustment between its technical, human and structural set-up is established. It tends to approximate equilibrium in

relation to its environment. In other words, organization members evolve a tentative set of relations with the environment. They have an adjustment with their job, working conditions, friends and colleagues etc. Change requires individuals to make new adjustments. Hence, the fear of adjustment gives rise to the problem of change and resistance to change. Individual comes in to danger. On the other hand, groups resist change where their existence is in danger or a total change in overall work environment is contemplated.

Management of change may be defined as a conscious and concerted initiative by those who are in-charge of the destiny of the business undertaking or firm to keep a constant and intelligent watch over the behavior of uncontrollable forces to assess their impact and influence of the controllable forces and to evolve appropriate strategies, and action programs to maintain a dynamic equilibrium between the controllable and uncontrollable forces. The controllable forces are those forces about which sufficient information are available. Such forces can be managed easily. Uncontrollable forces are those about which not much is known. These forces exert a powerful influence on the behavior of controllable forces and limit the scope of managerial action.

### **Change Management**

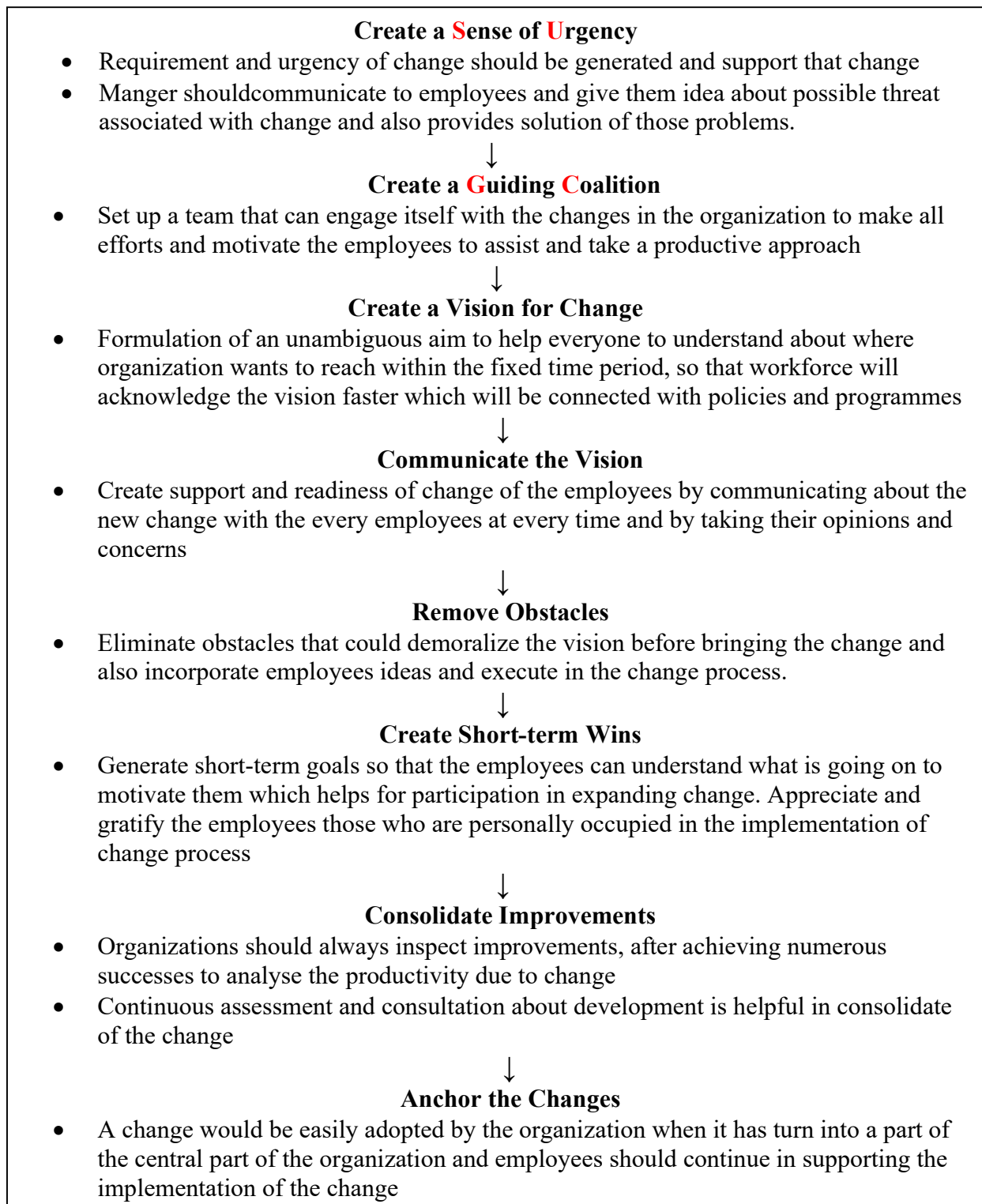
Change management is viewed as an organizational process which focuses on shifting of individuals, groups and concerned organizations from its *existing* situation to a desired future. Change is a planned approach that is designed for helping employees to welcome the change and adopt changes easily in their present business surroundings

According to John Kotter “Change management is the utilization of basic structures and tools to control any organizational change effort”.

### **Kotter Eight Step Model**

Change management guru and pioneer in leadership John Kotter (1995) has investigated that major changes bring by an organization does not gives a desired outcome. His finding shows that only 30% change implementation happens and big failure in achieving the desired goal is due to unplanned change only. Kotter came up with the new model named “Kotter’s 8 step change model” for improving the organizational ability to change and increase the success rate of organization (Fig. 1).

Fig. 1. A diagrammatic representation of Kotter Model



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**REVIEW OF LITERATURE**

Kendra M. Turner (2017) studied on the effect of a system implementation upgrade on employees' job performance. It was found that employees initially felt positive about a change, but after some period of time they felt that they are in the need of training and management also increased their job duties and responsibilities without salary hike.

Muhammad Aftab Alam (2016) aimed to explain the linkage between techno-stress and crew productivity and examine the interaction effect of role-overload and equity-sensitivity in this relationship. The study explored three factors of techno-stress i.e. techno-complexity, techno-uncertainty and techno-overload, and found that their negative relationship between productivity and techno-overload.

Nisren Osama Al-Khozondar (2015) investigated the effect of Employee Relationship Management (ERM) on the employee performance in Telecommunication and Banking Sectors. The results concluded that ERM components have positive effect on the employee's performance at telecommunication and banking sectors. It builds and enhances relationships, reinforces commitment and improves the employee's performance. It is found that there is a positive strong relationship between ERM components and the employee's performance. It is also revealed that sharing goals and values with the employees are considered prerequisite and foundation to improve employee's performance.

Iskandar Muda et al., (2014) studied the determinants of the employee performance. The findings revealed that employee's performance is explained by job stress, motivation and communication factors. It is found that the job stress, motivation and communication variables simultaneously influence employee's performance. Author suggested that it is necessary for the Islamic banks to enhance the communication factor, which has a significant impact on the employee's performance.

Muhammad Imran et al., (2014) studied the effect of technological advancement on employee performance in banking sector. It is found that technological advancement has significant impact on motivation and training of employees. Motivation has significant impact on employee's performance, but training has no significant impact on employee performance. The results revealed that there is a significant relationship between technological advancement and employee performance.

Yan-Hong Yao et al., (2014) explored the influences of leadership and work stress on employee behavior, and the moderating effects of transactional and transformational leadership on the relationship between work stress and employee negative behavior. The results showed that there is a positive correlation between work stress and employee negative behavior. Transformational leadership has negative impacts on work stress and employee's behavior, whereas transactional leadership has positive influences.

Attar and Rateb J. Sweis (2010) explored the relationship between IT adoption and job satisfaction from the perspective of Jordanian contracting firms. They used multiple regression models to test the hypothesis. The results revealed that investment in information technology will

raise the employee job satisfaction. Authors suggested that the organization should give managerial support in IT adoption.

### OBJECTIVES

- ✓ To study the impact of technological advancement and organizational change on employee's behavior and their performance
- ✓ To analyze the need and advantages of technological advancements in IT Industry and how it influences employee interpersonal relationship within teams of an organization

### RESEARCH METHODOLOGY

Both primary and secondary data are used for this study. Primary data has been collected through questionnaire method. Data has been collected using 205 questionnaires were qualified for the study, while the secondary data were collected through articles, journals, magazines etc.

#### Statistical Techniques Used

- ✓ Percentage analysis
- ✓ Descriptive analysis

### LIMITATIONS OF THE STUDY

- ✓ This study is restricted only to Coimbatore city so the results of the study cannot be a small sample size which are selected on the basis of simple random sampling method.

### ANALYSIS AND INTERPRETATION

#### Demographic Profile of Respondents

**Table 1**  
**Demographic Profile**

Profile	Sample size	Percent	
<b>Gender</b>	Male	116	56.6
	Female	89	43.4
	<b>Total</b>	<b>205</b>	<b>100</b>
<b>Generations</b>			
<b>GenZ/iGen</b>	<25 age	129	62.9
<b>Millennial/GenNex/Gen Y</b>	26-40 age*	46	22.4
	35-45 age*	20	9.8
	41-55 age*	10	4.9
	<b>Total</b>	<b>205</b>	<b>100</b>
<b>Educational qualification</b>	Higher	12	5.9
	Secondary		
	Diplomaholders	16	7.8
	Graduates	98	47.8
	Professionals	79	38.5
	<b>Total</b>	<b>205</b>	<b>100</b>

<b>Monthly pay(Rs)</b>	Below 10,000	12	5.9
	10,000-20,000	60	29.3
	20,000-30,000	58	28.5
	30,000-40,000	38	18.5
	Above40,000	37	18
	<b>Total</b>	<b>205</b>	<b>100</b>
<b>Grade of employment</b>	Entry level	49	23.9
	Middle level	63	30.7
	Seniorlevel	74	36.1
	Leadershiplevel	19	9.3
	<b>Total</b>	<b>205</b>	<b>100</b>
<b>Years of experience</b>	Below5	106	51.7
	6-10	58	28.3
	11-15	23	11.2
	Above 15	18	8.8
	<b>Total</b>	<b>205</b>	<b>100</b>

From the table 1, it is inferred that out of 205 samples 56.6% respondents were male and 43.4% respondents were female. 62.9% respondents were under the age group of below 25 (GenZ/iGen), 22.4% respondents were under the age group of 26-40 (Millennial/GenNex/GenY), 9.8% respondents were under the age group of 35-45 (Xennials) and 4.94% respondents were under the age group of 41-55 (Gen X). Married respondents were 50.2%, while 49.8% respondents were unmarried. With respect to educational qualifications, 15.9% of respondents belonged to higher secondary, 7.8% respondents were diploma holders. Whereas, 47.8% were graduates and 38.5% were professionals.

There were five income levels and they were below Rs10,000 having 5.9% respondents, 29.3% respondents between 11,000-20,000, 28.3% respondents between 21,000-30,000, 18.5% respondents between 31,000-40,000 and 18% respondents above 40,000. Regarding grade of employment, entry level employees were 23.9%. First level, middle and top level employees were 30.7%, 36.1% and 9.3% respectively.

51.7% of respondents were having below 5 years of work experience, while 28.3% of respondents were having 6-10 years of work experience. Employees with 11-15 years of work experience were 11.2% and 8.8% of respondents have more than 15 years of experience.

### Employee Need and Advantages due to Technological Advancements in an IT Industry

**Table 2**

**Descriptive statistics of the need and advantages due to the technological advancements in an IT Industry**

Statements	Sample size	Mean	Standard deviation
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Technological advancement helps to upgrade knowledge	205	4.23	0.929
Necessity of prior training to adopt to technology advancement	205	4.15	0.835
Relevance to technology advancement is the key factor to stay in tune within IT Industry	205	4.14	0.837
Convenience in adopting new technology	205	4.11	0.791
Open to learn new advanced technologies	205	3.96	0.862
Increase in work load due to technology advancement	205	3.42	1.142
Impact of technology advancement in work and family balance	205	3.28	1.131
Management emphasis to skill-up to the recent technological advancement	205	2.51	1.027

Table 2 explains the necessity and advantages experienced by the employee due to technological advancements. Employees felt that the technology helped them to update their knowledge which recorded the highest mean value of 4.23. The lowest mean value of 2.51 showed that organizations are not forcing their employees to update their skills and it felt that employees on their own interest to skill-up to the new technologies.

Low standard deviation was recorded (0.79) by the employees who expressed convenience in adopting new technology which showed that the standard deviation was very close to the mean. While the employees felt that the technology advancement increased the work load for which the standard deviation was high (1.142) showing the wider range from the mean values (Table 2)

### **Influence of technological advancement in the employees behavior and their performance**

**Table 3**

#### **Descriptive statistics of the influence of technological advancement on employees behavior and their performance**

<b>Statements</b>	<b>Sample size</b>	<b>Mean</b>	<b>Standard deviation</b>
Strongly agree when organization brings in a technology advancement	205	4.25	0.811
Technology advancement aids to become a skilled professional	205	4.04	0.917
Relevance to technological advancement and application boosts employee emotional motivation level	205	4.02	0.894
Willingness to take internal/external training programs to up-skill technologies	205	3.98	0.997



Technology helps me to perform my duty very efficiently	205	3.97	0.957
Technological skills defines my role and portfolio	205	3.80	1.046
Application of advanced technologies is the key for on-time project delivery	205	3.70	0.992
Comfortable with the existing technology in the organization	205	3.67	1.004
Resistance to technology advancement	205	3.64	1.012
Organization gives required time period to skill-up to the recent technologies	205	3.48	1.136
Unwilling to learn a new technologies	205	3.04	1.311

Influence of technological advancement on the employee behavior and their performance revealed that the highest mean value of 4.25 was expressed by the employees who were happy when their organization brings in a new technology and the standard deviation was also low (0.811) (Table 3). Employees unwilling to learn a new technologies showed the lowest mean value of 3.04 which indicated that the employees were glad in learning new technology as it helped them to become a professionals. The standard deviation for this was also high (1.311) showing wider deviation from the mean.

### Impact of technological advancement on the employees interpersonal relationship

Table 4

#### Descriptive statistics of impact of technological advancement on the employees interpersonal relationship

Statements	Sample size	Mean	Standard deviation
Employee friendliness within team and colleagues	205	4.21	0.818
To work as one team	205	4.00	0.955
Communication effectiveness within team and colleagues	205	4.00	0.929
Need for employee engagement activities within teams and colleagues	205	3.92	0.901
Organization support on emotional well-being during to adoption to advanced technologies	205	3.50	1.065
Increase in time investment to technology adaptation reduced interaction within team and colleagues	205	3.47	1.194
Lack of clarity in the expectations from the role vs need for technological skill upgrade	205	2.95	1.230



Recognition of team member perspectives, ideas and recommendation towards advanced technology transformations	205	1.98	0.960
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The shows that, Impact of technological advancement on employee inter-personal relationship indicated that the highest mean value arrived was 4.21 which was due to the fact that the employees have a friendly relationship with their co-workers and they like to work more with teams members and the standard deviation was also close to the mean value (0.818)(Table 4). Whereas the lowest mean value of 1.98 implied that employees does not honour their team members or colleagues perspectives, ideas and recommendations as they rely more on technology than on their co-workers. However, high standard deviation of 1.230 was associated with lack of clarity in the expectations from the role vs need for technological skill upgrade.

### CONCLUSION

Employees are satisfied with technological advancements as they are resilient to learning more about the new technology without any resistance. This increases their performance effectiveness. They tend to skill-up and upgrade to newer technologies as it helps them to become a skilled and relevant professional in their forte. Employees show a positive attitude towards technological advancement as it increases the performance effectiveness and timely closure of project deliverables. If organization provides top down communication on the need and benefits for bringing in technological advancements, it improves employee resilience to technological skill upgrade and transformation. Managers defining the skill-up goals along with the measurement criteria emphasis the need to technological skill shift/upgrade to stay relevant in the dynamic IT industry. Sufficient timelines to complete quarterly skill-up program goals that helps to adopt to the advanced technologies encourages employees to enroll and take it closure reasonably reducing the resistance in employee behaviour towards organization change. Employees will have no pressure and feel comfortable in adopting it which will make them contribute more towards organizational growth. Technological advancement does not affect the employee interpersonal relationship, but it helps them to have a better communication with their team, management, delivery head and portfolio leads and increase team bonding, collaboration and sense of belongingness rather being an individual performer. The employees prefer to have engagement and recognition programs in regular intervals to be organized by its management.

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