Impact of Globalization on Technological Advancement and Employee’s Behavior in Pakistan

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Keywords: Organizational Change Management / Employees Behavior / Globalization & Technology

ABSTRACT
The aim of this research is to make a model, which would be good from employee’s perspective and at same time easy to understand and implement in the organizations. Mostly, the models of the change management represent the employer’s perspectives. The methodology of the research is, Applied, Descriptive, Cross Sectional and Quantitative, having a Deductive approach with Positivist philosophy. The results of the research are in line with other researchers. This research will benefit to the academic researchers who want to research in the field of change management, companies / organization going to implement changes in their organizations.

INTRODUCTION
Globalization is a process of interaction and integration of cultures, peoples, technologies and exchange of goods and services among the different countries of the world. Globalization enlightened the path for the countries to export their products and import other countries product on competitive rates according to their own specifications and requirements.
Technological Advancement plays a vital role while transforming this world into a Global Village. Most of the resources were wasting due to non-utilization. When the concept of globalization evolved, every country realized the fact that the survival in this world is not possible in isolation. They need to share the resource with each other, for fulfilling their needs, wants and desires. Keeping these views in mind, some countries started working on exchanging goods and services, mobility of human resources, technological resources and financial resources. Banks were established, sea routes were defined, and sea ports / airports were developed to ensure the mobility of resources from one place to another.

Whosoever, claiming that he is independent and needs no one to move along with him, surely living in a fantasy world. In reality every human being, every country or nation is dependent on each other, one way or the other. They must need to co-operate and support each other; it tends to be the core element of nature. But, it does not merely means that you enjoy all the essence of the others belongings for fulfilling your wishes and refuse to give anything in return. It should be balanced and justified from all aspects. Although, the concept of globalization in its earlier stages was to establish and maintain a fair and justified relationships among the nations and apparently seemed to be fruitful for all the nations on a marginal scale, but later on different economic findings empirically proved the unjustified balance among the developed and developing countries.

**GATT and WTO**

GATT was established after 2nd World War, when some countries realized that there is a need to increase the trade among the countries and to strengthen the trade relationships through strong and prosperous multi-trading agreements.

Initially, the ITO (International Trade Organization) was established in 1947 and started working to reduce the trade barriers among the different countries. Some countries agreed to reduce their custom tariffs with the intention to boost their trade activities. As a result of these agreements GATT (General Agreement on Tariffs and Trade) was established in June, 1948 to look after the legal bindings and other related issues of not only these agreements but also the agreements which was supposed to be signed thereafter. As ITO was established under the Havana Charter and this charter had some flaws of serious nature, which needed to be ratified. When US government found those concerns unrattedified and unresolved, then in 1950 US government declared ITO existence dead.
## Impact of Globalization on developed and developing countries

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<th>DEVELOPED COUNTRIES</th>
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<td>Large Scale Market penetration of their products and services is due to availability of funds.</td>
<td>Small Scale Market penetration of their product and services is due to limited availability of resources.</td>
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<td>Financial benefits through establishing a banking system in developing countries.</td>
<td>Financial stagnancy or small benefits because of borrowing from banks.</td>
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<td>Access to good quality cheap products, is due to competition among developing countries.</td>
<td>Pressurized to make good quality products on minimum profit is due to competition among developing countries.</td>
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<td>Investment opportunities in industrial sector of developing countries.</td>
<td>Investment on the advanced technology requires to cater developed countries demands.</td>
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<td>Access to cheap labor market.</td>
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<td>Access to the natural resources of developing countries.</td>
<td>Drastic shift from agriculture to manufacturing and services industry to cater developed countries.</td>
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<td>Industrial shift from manufacturing goods to finished goods.</td>
<td>Increases employment rate, but decreasing purchasing power because of high inflation rate.</td>
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<td>Flourishing the services sector.</td>
<td>Just buying and installing the technology from developed countries to fulfill their requirements.</td>
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<td>Unemployment of unskilled labor.</td>
<td>Increasing imports rather than exports, is because of customer awareness about the high quality product and because of manufacturers in ability to produce same quality on the offered market rates.</td>
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<td>Advancement in technology through research and development</td>
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<td>Increase in trade activities (imports and exports)</td>
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After the ITO, GATT was the only platform available for the countries, who could take care their interests regarding basic principles of trade, trade barriers, tariff reduction,
policies related to anti-dumping etc. Keeping such things in the objectives, eight (8) trade rounds was organized during 1948-94. In 1995, as a result of its last round which was Uruguay Round, WTO (World Trade Organization) was established.

The basis of WTO was undoubtedly the GATT but the agreements which was signed under GATT was Provisional. So, there was an urgent need to establish an organization that provides a Platform to the countries of a permanent nature. Its main objectives was to negotiate trade agreements among governments, to solve the world problems related to trade, provides set of rules and settle their disputes.

In continuation of this, we will further discuss that how technology leads to globalization and how the globalization further enhanced or advanced the technology.

Is Technology the basis of Globalization?

What is Technology? Technology is anything makes your life easy and comfortable. It helps you to do daily routine tasks, difficult tasks, tasks requires specialized skills or knowledge to perform, very easily. Examples: Air Conditioning keeps your room cool in hot summer, Heaters keeps your room warm in cold winter, calculators helps you to perform difficult calculation, TV makes your life entertaining etc. As technology doesn’t have any specific definition, so, everybody perceives it according to their own knowledge.

The Globalization is entirely based on communication, if there is no communication there would be no interaction, ultimately no purchases, no sales means no business. Communicational devices and software helped us to communicate with the world and make this world a global village. Advancement in the technology leads to more globalization means lessens the distance. Just think about the past people were spending a lot of money just to hear the voice of their loved ones and now you can’t hear but see them free of cost through WhatsApp, Facebook etc.

Technology is the heart of all the businesses operating in this, even the shops on the high streets are using different software’s to track their sales, purchases, customers etc. adopting a new technology is the basic necessity for the growth of the business, those who are not well equipped with the advanced technology are losing their market shares. Kodak is the biggest example in front of us, who did not moved from the conventional cameras to the digital cameras. Blackberry failed to shift themselves to the android phones, ultimately lost their business. So, moving with the pace is very important for survival.
Advancement in the technology is not easy task for the developing countries because it requires a huge sum to be invested and takes along payback time and by the time companies reaches to earn profit on their investments, technology changes. Now, the technology advances so rapidly which changes the market dynamics entirely, but it is the ultimate need to survive in the market.

**Organizational Change**

The topic of my Research is from organizational change management. It covers the technological advancement / development due to the globalization and impact of the advancements on employee’s behavior, either positive or negative.

The Motivational factor which derives me to conduct this study / research is human factor, which is apparently missing from the previous researches done on the change management and issues related to it. Resistance of employees due to the changes in the organization is not limited to the lack of communication but also because of the other factors including age & health of the employees, organizational culture, reward policies and practices etc.

“The history of Change Management is divided into four distinctive eras. First stage was Pre-1990s, known as foundation era. Second stage was 1990s, when change management entered into the business. Third stage is 2000s, known as formalization era. The final stage is going forward, the future era.

The first era of change management was the period before 1990. During this period, the focus was on improving our collective understanding of human beings, how we experience change and how our human systems interact and react. This era provided crucial insights, research and frameworks for understanding successful change.

The second era of change management was the decade of the 1990s. During the “on the radar” era, change management began to enter the business vernacular. The people side of change moved out of the academic and exploratory space and into concepts discussed at project meetings, in C-Suites and around boardroom tables. Language began to form around the discipline of change management, and many of the guiding principles that still guide the discipline were articulated during this time.

The third era in the development of change management was that of the 2000s, leading up to the present. This era of change management was marked by the formalization of the discipline. In 2003, Prosci introduced the first integrated approach to change management that leveraged organizational and individual change management
processes and tools. The Prosci ADKAR® Model, an individual change model, provided an outcome orientation to change management work: driving success one person at a time. In 2005, Prosci started to formalize research and a platform for the innovators of the discipline who started working to embed change management as a core capability of their organizations”(www.prosci.com).

Figure 1: Change Management History (www.prosci.com)

Managing organizational changes

Organizational change management have so many practical issues, as human beings are unpredictable and the changes in the organizations are not limited to the technology only, changes in the organizations could be of any type, which ultimately results in different combinations of unpredictable behaviors ranging from positive to negative on a behavioral scale. These unpredictable behaviors may leads to hundreds of issues on a practical grounds.

In the light of previous findings and research articles, the practical issues generally arises due to lack of communication, unclear goals and objectives, vague directions, lack of team management, lack of responsibilities among team members, improper / unjustified rewards and performance appraisals, lack of training and development programs and other issues which demotivate employees to work for the organization, ultimately change management failures. Almost 70% organizations around the globe failed to implement changes in the organizations, due to these or other related
issues is a myth, which you may find in most of the

The major findings of this research is the element of clear communication is not the primary factor for bringing the change in the organization, which most of the authors highlighted in their research articles, there are some other factors prior to the communication needs to consider, change managers or the top management should create the culture of rewarding the employees, start developing a healthy environment within the organization, then start communicating with them. As, change management is not a onetime issue, it is a process which requires a support of an employees on a daily basis, and if the employees will not be satisfied the organization will not be able to compete with their competitors.

**Theories and Models associated with change management**

Theories and Models associated with change management.

- Kurt Lewin’s Three Phase Model generally known as Lewin's Model
- McKinsey’s 7-S Model
- Kotter’s Eight step model or Kotter Model
- Weisbord’s Six Box
- Nadler-Tushman Congruence
- Burke-Litwin

![Three Change Management Theories](www.jsccconsultant.co.uk)

**Figure 2:** Change Management Theories Comparison (www.jsccconsultant.co.uk)
Problem Statement

Technological Advancement transformed this world into global village, now you can enjoy the Italian food, enjoys the fragrances from Paris, follow the American fashion, watching any movie online, sharing pictures with your loved one’s from any part of the world and so on, while sitting in Pakistan. Because of this globalization, trends of general public changes. They are not only expecting a fashion of America but also the same quality, in other words they becomes quality conscious. Which exerts the pressure on a local industry to produce the products is of high quality, ultimately goes towards the technological advancements. The aim of the study is “to find out the factors associated with the behaviors of employees in the organizations due to these technological changes”

These important questions needs to be answered

- How globalization effects the technological advancement in the organization?
- Are all organizations (Public & Private) perceived the changes in the same manner?
- What are the major differences in the cultures of Private organizations and a Public Organizations?
- Is the communication gap the only problem of change management or there is something else hidden?
• What are the other hidden factors which resist or accept the change?

**Purpose**

Following are the main purposes for conducting this research:

• To find out the impact of globalization on technological advancement in Pakistan.

• To find out the other factors except communication which motivates or demotivates the employees to accept the changes.

• To find out the behaviors of employees of Private and Public organizations.

• To extend the Kotter’s theory of change management.

• To find out the management perspectives on change management / technological advancement with respect to globalization.

• To identify the major issues of change management failures.

**LITERATURE REVIEW**

Scherer & Palazzo (2008) described globalization as “the process of intensification of cross-area and cross-border social relations between actors from very distant locations and growing transnational interdependence of economic and social activities” (Beck, 2000; Giddens, 1990).

“The modes of connection between different social contexts or regions become networked across the earth’s surface as a whole” (Scherer & Palazzo, 2008; Giddens, 1990)

World has become one market due to globalization. It means all the countries must compete to get their perspective share through advancement in almost all the fields to attract the investors, tourists, students and customers (Anholt, 2007). Because of globalization we know about the Fashion of Paris, Technology of Japan & Germany, beauty of Switzerland, even if we did not visit these places, we have almost all the information regarding their culture, routines, values, beliefs, likes & dislikes, foods, income etc. (Anholt, 2007).

According to the Friedman’s (2007) best-selling book “The World is Flat”, argues that the world is becoming flat due to 10 major phenomena’s, includes the availability of information through search engines and development of wireless technology (McCann, 2008). The Advancement in Technology due to globalization changes the economic geography (McCann, 2008). The world is becoming flat and similar due to the technology which removes the distances among the nations (O’Brien, 1992; Boes et al, 2007). In his
book Friedman justified his position that the world is becoming flatter because the transactional cost fallen drastically. In contrast Philip McCann (2008), argued that “Spatial transactional cost have not fallen over recent years but instead they have changed”. He again argued that the world has actually become more curved.

Due to this globalization the business is expanding all over the world and previously the rules, regulations and laws were made by the governments for his own territories to protect the rights of the business owners and the customers and it was easy to enforce those laws (Scherer & Palazzo, 2008; Beck, 2000; Habermas, 2001; Strange, 1996), but now, the businesses are expanding world wide and it is not possible for the governments to implement laws unilaterally. So, it requires the support of all the nations to implement laws, which will protect the humanity from the problems associated with the globalization and technological advancement, like global warming, diseases, pollution, copyrights, patents rights, rights of the labors, destruction of natural resources etc. (Scherer & Palazzo, 2008).

Country’s image building is also one of the major issue associated with the globalization. Most of the developing are facing this problem, because of which they are unable to enjoy the benefits of globalization. Now, this is the responsibility of governments to build their country’s good image in the eyes of the world, so that people recognize their products, buy their products, visit their countries for tourism, and shows their interests in investment activities (Anholt, 2007). Because the market is too busy and crowded, they do not have a time to read the whole book, they judge the book just looking and reading the cover page (Anholt, 2008).

Now, we need to find out the effects of globalization on developed and developing countries. So, that we will have a complete picture about the globalization.

**Is Globalization a blessing or a Curse?**

**Investments & Finance**

- Developed countries are having a huge financial resource available and they invests in those countries from where they will get the best returns and at the same time less restrictions (Cazurra & Genc, 2008).
- On the other hand, developing countries are often faces the problem of financial resources and corruption, which makes them noncompetitive in the International Market (Cazurra & Genc, 2008)
Technology & Education

Technological Differences is also a big element for competition

- Developed countries are working on the technology, through continuous research and development. Availability of finance and high educational standards giving them an other edge to compete in international market (Cazurra & Genc, 2008; Lall, 1983; Wells, 1983)

- Developing countries are adopting the technology or buying the technology from the developed countries. Non availability of finance and poor educational standards drags them towards noncompetitive, not only in the International Markets but also in the local markets (Cazurra & Genc, 2008; Lall, 1983; Wells, 1983).

Country’s Image

- Companies of developed countries are highly professional, they always tries to work with those countries whose images are good in the international market and their potential buyers may not hesitate to buy those country’s products (Cazurra & Genc, 2008; Bilkey & Nes, 1982)

- Companies of developing countries are less professional, they don’t bother about their country’s image. They always thinks about their own profit, which ultimately results bad image of their country in the eyes of the potential buyers or customers (Cazurra & Genc, 2008; Bilkey & Nes, 1982)

Brain Drain

- Brain Drain is a big problem for the developing countries, which benefits the developed countries. Movement or shifting of highly educated people from developing countries to the developed countries for the purpose of earning money and for making their life style comfortable. Because of this problem, those people who would benefit their own countries through research and development, they gives the same benefit to the other countries (Beine et al, 2008).

With the above mentioned reason it is evident that the globalization is a blessing for the developed countries and a curse for the developing countries, because of lacking in financial resources, old technology and poor education standards, poor country’s image, brain drain, corruption, skilled labor unemployment, pollution due to
industrialization, decreasing tourism because of terrorist activities and so on. However, these problems and issues would be resolved through proper governmental planning’s regarding internal and external activities. Strict measures would be taken towards quality standards and through providing facilities and support to their business communities. Foreign policies would be defined properly and firm stand must be taken towards building their image.

Next, we are going to discuss the Biasedness of GATT and WTO.

**Biasedness of GATT and WTO**

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WTO biasedness would be evident by comparing the balance of trade graphs of developed and developing countries on the next page.
Developed Countries

Figure 6 Trade Balance Germany (www.cecidata.com)

Figure 7 Trade Balance Denmark (www.cecidata.com)

Figure 8 Trade Balance Malaysia (www.cecidata.com)
Figure 9 Trade Balance China (www.cecidata.com)

Developing Countries

Figure 10 Trade Balance Bangladesh (www.cecidata.com)

Figure 11 Trade Balance Kenya (www.cecidata.com)
While analyzing the above graphs, you will find that after 1995 the graphs of developed countries goes up, it means that they have the surplus trade balances or their exports are more than their imports. On the other hand the developing countries graphs are going down after 1995, it means their trade balance are in deficit or they have less exports than imports. So, it is evident that after the establishing WTO (World trade organization) in 1995 for the purpose of globalization, developed countries are enjoying the benefits and developing countries are not enjoying, and this is just because of the WTO which supports developed world by allmeans.

**Need of Technological Advancements**

Innovation, Science and technology is interrelated to each other. However, the developing countries are not working a lot on the innovations as compared to the developed countries (Khayyat & Lee, 2015; Almeida & Fernandes, 2008; Archibugi and
Coco, 2004; Fagerberg and Verspagen, 2007).

Drucker (1985) described innovation as “The specific tool of entrepreneurs and the means for exploring the change as an opportunity for a different business or service” (Khayyat & Lee, 2015). In other words “Innovation is gradual process of converting the opportunity into new ideas which will be further employed for development of new practices leading to technological advancement” (Khayyat & Lee, 2015; Tidd, 2001)

As the requirements of products and services are changing rapidly. This requires a companies or manufacturers to employee different sources of technologies, like Artificial Intelligence, Robotics, Smartphones to facilitate the requirements of the customers, which certainly requires the support of employees working in the organization (Lariviere et al, 2017).

Standardization and innovation are the two main elements which promotes Technological Advancements (Zoo et al, 2017; Maxwell, 1998). Developing countries emerged as an active adopters of innovations. Government or private companies of developing countries tries to get international certification related to safety standards, environmental standards and / or process standards to show their customers that they are innovative and competent to work with them (Zoo et al, 2007; Henson et al, 2011; Vieira and Traill, 2007).

However, our focus is to know the impact of technology on developing countries and to what extent the developing countries are a part of global technological advancements, it is evident due to so many lacking that the bulk of technologies produces and exchanges among the developed countries (Archibugi & Pietrobelli, 2003). Moreover, it is not easy for any firm to simply adopt or select the technology available in the International market, there are so many hurdles which needs to be considered. A huge amount is required, planning, time, governmental policies, skilled human resource with a complete knowledge of that technology (Archibugi & Pietrobelli, 2003) and the number of orders which will help them to cover the cost of technology employed with a period of a time. All these things must be kept in mind while adopting or installing the technology.

The most important thing which a company needs to consider that either their employees will accept that change or not, and what are the measures they need to take before going for a change. Training and development is very important, clear communication between employees and management will help the companies to smooth
switch on a new technology. Persuasion is required, specially of those employees who are above the age of 45, development of culture of appreciations, rewards, sympathies, team buildings, friendliness within the organization, helps the management to go for change hundreds times without any resistance.

In a broader context, it is very necessary for the companies or firms to go towards the technological advancement. Although it is very difficult but the market is expanding, Ultimate products are available in the market and yet more to come. So, if the companies or manufacturing firms of developing countries could not equip themselves with the changing technologies and failed to persuade their employees and governmental agencies for the need of change, the results would be devastating.

**Organizational Changes and its Management**

Change Management is a big issue since last 2 decades. Although, its existence is for one half a century. Despite spending a huge amount on trainings and development, the studies and researches stills showing a 70% failure rates (Ashkenas, 2013). Radical implementation of change efforts usually fails (Huy et al, 2014; Beer & Nohria, 2000; Nag et al, 2007). Almost all sort of changes in the organization impose implementation challenge while executing, and requires a firm support and participation of the employees (Huy et al, 2007; Sonenshein, 2010).

In today’s competitive environment, change is very necessary for the organizations to survive in the local and international markets. Understanding the importance of organizational and individual changes, study of organizational change management is challenge (Holt & Vardaman, 2013; Oreg et al, 2011). So, it is very important to know that the degree to which the organization and individuals working in the organization are ready to accept and capable to implement the change. Since 2000 the unpredictability and uncertainty of organizational change increased, which exerts pressure on managers and employees (Sablonniere et al, 2012; Grant, 2014), these economic uncertainties and organizational disturbance geared since geared since 2007 Global Financial Crises.

Managers often faces the problems, when they want to go for change and train their employees for the new technology. One of the problem which is always attached with the change and for which the managers needs to persuade their employees, is the element of uncertainty among the employees (Hon et al, 2014; Amabile et al, 1996; Amabile et al, 2002; Ford, 1996; George, 2007; Woodman et al, 1993). Other factors,
such as organizational climate and manager's attitude with their employees also plays a vital role, while decreasing the level of resistance (Hon et al, 2014; Weick, 1995). To deal with change management there is a need to make foresight, evaluate, plan and implement changes effectively. Change management needs to consider the culture, structure and individuals of the organization. In other words, change management is a process of achieving a particular outcome by using a combination of tools and techniques in adequate manner.

According to the emergent approach of change management, change is a continuous and open ended process of adaptation and it is often unpredictable. It depends upon the combination of multiple variables within the organization. Change is also a process of learning (Altman and Iles, 1998; Davidson and De Marco, 1999; Dunphy and Stace, 1993). Followers of emergent approach says that the change is always unpredictable and it depends upon the internal and external environment rather than planned approach (Todnem, 2005; Bamford & Forrester, 2003). The approaches builds a pressure to learn about in-depth understanding of peoples, system, processes organizational strategies, culture, and what would be the possible hindrances and how to tackle those hindrance, for smooth and effective organizational change (Todnem, 2005; Burnes, 1996).

Organizational justice is very important for bringing change in the organization. Employee and Employer relations are not only depends on the present conditions but also the past conditions or experiences may affects the future the future expectations. The better understanding of these conditions will help managers to implement changes in an effective manner (Gartner, 2013; Silva & Caetano, 2014; Georgalis et al, 2014).

Communication gaps between employer and employees, and leadership practices is also a big reason for implementing change (Gartner, 2013; Silva & Caetano,2014).

Manager of the companies are spending a lots of attention and financial resources to prepare and enhance their employees skills, so that the organization would be able to respond and deal the changes effectively and efficiently (Hon et al, 2014; Amabile et al, 1996; Drazin et al, 1999; Forhman, 1997; Oldham & Cummings, 1996; Scott & Bruce, 1994; Shalley et al,2009). Coaching the executives to deal with such kind of uncertainties, helps to develop the skills in their personalities (Grant, 2014; Goldsmith, 2009).
Key Findings & Gap Analysis

I have studied so many research articles and case studies of renowned International Journals. While, doing a literature review I have found out that, almost all the researchers have discussed about the resistance to change and discussed the relevant factors in detail, but nobody took Financial Rewards as a separate variable. According to my finding the Culture, Communication, Training & Development and Financial Rewards are all needs to be implement at the same time to satisfy the employees and prepare them to accept the change with no or less resistance. In my research the moderating factors are the age, gender and the type of the organization plays an important role on the behavior of the employees, while accepting a change. I believe that the not all the employees in the organization shows resistance to change. If Organizational Culture, Communication, Training & Development and Financial Rewards will becomes better, the employees shows less resistance or always ready to accept the change. Their ages, gender and the organization type would decide also, the expected behavior.

RESEARCH METHODOLOGY

Research Design

Audience / Purpose / Time / Approach

This research is an Applied, Descriptive, Cross Sectional and Quantitative, having a Deductive approach with Positivist philosophy.

Population & Sampling

The sampling technique was nonprobability convenient sampling, this technique was used because of unavailability of sampling frame and time constraints. Sampling was done through questionnaire, 160 questionnaires was distributed due to shortage of time, and received 122 responses. Among 122 responses, 73 responses received from Public Institution and 49 from Private Institutions.

Measurement

Variables were assessed through 5 Points Likert Scale “1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree”, the same measurement scale was used by (Silva & Caetano, 2014) (Georgalis et al, 2014) (shahzad et al, 2017)
Variables

Dependent Variable


Independent Variable(s)

- **C**: Communication (Silva & Caetano, 2014; Vakola, 2013; Worley & Mohrman, 2014).
- **TD**: Training & Development (Grant, 2014; Worley & Mohrman, 2014).

Culture of an organization having a direct impact on employee’s behavior, if the culture is supportive, healthy where an employee feel comfortable to work in, then definitely he will be resilient while accepting a change.

Reward system prevailing in the organization have a crucial impact on an employee’s behavior. People in the organization always expects a monetary rewards in shape of incentives, bonuses etc. The more an organization concern about the rewards, the less an employee become resistant.

Clear Communication is also very necessary for addressing a concerns of an employee regarding the change. The more the communication will be clear, the less an employee become resistant.

Training and development is necessary while introducing a technological change in the organization. If the employee will not be trained, he may hesitate to work on a new machine or on a software, ultimately resist the change.

The Financial Rewards plays an important role in decreasing the resistance to change. Because the people are expecting the returns in the form of money, and if the their salaries, bonuses, other financial benefits will be good, they show less resistance.

These variables will be measured through questionnaires at this point due to time constraint.

Model Equation

\[ R = \alpha + \beta_1 OC_1 + \beta_2 C_2 + \beta_3 TD_3 + \beta_4 FR_4 + \epsilon \]
Conceptual Framework

Hypothesis

H₁: There is a positive relationship between the Resistance and Organizational Culture.
H₂: There is a positive relationship between the Resistance and the Communication.
H₃: There is a positive relationship between the Resistance and Training & Development.
H₄: There is a positive relationship between the Resistance and the Monetary / Financial Rewards.

Software Employed

- MS Excel for Data Entry, Editing and Coding
- SPSS for Descriptive Analysis
- MS Word for Reporting the research

Data Analysis & Findings

Demographics

Frequencies

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<tr>
<th>Organization</th>
<th>Frequency</th>
<th>Percent</th>
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<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public / Government</td>
<td>73</td>
<td>59.8</td>
</tr>
<tr>
<td>Private</td>
<td>49</td>
<td>40.2</td>
</tr>
<tr>
<td>Total</td>
<td>122</td>
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Figure 14 Organization Histogram

(Demographics)
Table 2 Gender

<table>
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<th>Frequency</th>
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<td>Male</td>
<td>86</td>
<td>70.5</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>29.5</td>
</tr>
<tr>
<td>Total</td>
<td>122</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure 15 Gender Histogram

(Demographics)

Table[1] shows that the population sample consists of 59.8% from Government Institutions and 40.2% from Private Institutions. The total samples for the research consisted of 122 samples, out of which 73 responses received from Government Institutions and 49 responses received from Private Institutions.

Table[2] shows that out of 122 respondents, 86 were Male and 36 were Female. The Male respondents were 70.5% and Female respondents were 29.5%. It means that the 40% more males have responded as compare to the females.

Crosstabs

Table[3] shows that, out of 122 respondents, 50 male and 23 female belongs to Government Institution, and 36 males and 13 females belongs to Private Institutions.

Table 3 Organization & Gender

<table>
<thead>
<tr>
<th>Organization</th>
<th>Public / Government</th>
<th>Private</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>50</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>73</td>
<td>49</td>
</tr>
</tbody>
</table>

Table 4 Age & Gender

<table>
<thead>
<tr>
<th>Age</th>
<th>Below 30</th>
<th>Between 30 - 45</th>
<th>Above 45</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>24</td>
<td>53</td>
<td>9</td>
<td>86</td>
</tr>
<tr>
<td>Female</td>
<td>18</td>
<td>17</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>70</td>
<td>10</td>
<td>122</td>
</tr>
</tbody>
</table>
Table[4] explains that the respondents below the age of 30 were 24 males and 18 females and 42 in total, between the age of 30-45 were 53 males and 17 females and 70 in total, respondents above the age of 45 were 9 males and 1 female and 10 in total.

Reliability Analysis

Table 5 Reliability of questionnaire

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.770</td>
<td>.772</td>
<td>20</td>
</tr>
</tbody>
</table>

Table[5] statistically shows that the questionnaire which was used to check the resistance of an employees were good, because the Cronbach’s Alpha value is .770, which is more than the required value i.e. 0.6.

Table 5 Inter Item Correlation Matrix

|      | OC1  | OC2  | OC3  | OC4  | OC5  | OC6  | OC7  | C1   | C2   | C3   | TD1  | TD2  | TD3  | FR1  | FR2  | FR3  | RR1  | RR2  | RR3  | RR4  |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| OC1  | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC2  | .570 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC3  | .364 | .549 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC4  | .311 | .239 | .248 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC5  | .217 | .230 | .199 | .598 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC6  | .222 | .350 | .466 | .194 | .208 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| OC7  | .344 | .429 | .521 | .214 | .152 | .559 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| C1   | .371 | .367 | .451 | .164 | .234 | .458 | .501 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| C2   | .362 | .447 | .468 | .215 | .313 | .401 | .411 | .704 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |      |
| C3   | .471 | .457 | .466 | .337 | .306 | .476 | .472 | .492 | .568 | 1.000|      |      |      |      |      |      |      |      |      |      |      |      |
| TD1  | .174 | .397 | .475 | .206 | .128 | .481 | .305 | .228 | .325 | .465 | 1.000|      |      |      |      |      |      |      |      |      |      |      |
| TD2  | .204 | .343 | .472 | .239 | .135 | .441 | .336 | .358 | .362 | .408 | .665 | 1.000|      |      |      |      |      |      |      |      |      |      |
| TD3  | .262 | .481 | .578 | .274 | .257 | .565 | .532 | .475 | .485 | .586 | .631 | .690 | 1.000|      |      |      |      |      |      |      |      |      |
| FR1  | .323 | .353 | .513 | .155 | .065 | .324 | .393 | .422 | .413 | .422 | .375 | .351 | .408 | 1.000|      |      |      |      |      |      |      |      |
| FR2  | .147 | .274 | .317 | .029 | .076 | .126 | .330 | .277 | .271 | .173 | .191 | .277 | .168 | .491 | 1.000|      |      |      |      |      |      |      |
| FR3  | .239 | .437 | .526 | .189 | .282 | .384 | .549 | .335 | .391 | .425 | .398 | .402 | .510 | .593 | .591 | 1.000|      |      |      |      |      |      |      |
| RR1  | .268 | .482 | .579 | .242 | .238 | .490 | .419 | .401 | .547 | .421 | .485 | .449 | .533 | .454 | .345 | .536 | 1.000|      |      |      |      |      |      |      |
| RR2  | .135 | .336 | .313 | .269 | .281 | .216 | .181 | .129 | .269 | .235 | .245 | .221 | .397 | .087 | .116 | .335 | .380 | 1.000|      |      |      |      |      |      |      |
| RR3  | .022 | .331 | .384 | .236 | .261 | .239 | .244 | .145 | .381 | .248 | .312 | .310 | .399 | .257 | .202 | .400 | .547 | .705 | 1.000|      |      |      |      |      |      |      |
Table[6] is the Inter-Item Correlation Matrix which shows that the 20 items used in the questionnaire is statistically reliable, because none of the question shows the value more than 0.7 which means the items are not highly correlated to each other and at the same these item have some relationship with each other.

**Descriptive Analysis**

**Table 6** Descriptive Analysis of study variables

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture</td>
<td>2.96253</td>
<td>.741012</td>
<td>-.023</td>
<td>-.066</td>
</tr>
<tr>
<td>Communication</td>
<td>3.03825</td>
<td>.991420</td>
<td>-.119</td>
<td>-.591</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>2.92350</td>
<td>1.086512</td>
<td>-.102</td>
<td>-.826</td>
</tr>
<tr>
<td>Financial Rewards</td>
<td>2.57104</td>
<td>.900443</td>
<td>.147</td>
<td>-.377</td>
</tr>
<tr>
<td>Resistance</td>
<td>2.34221</td>
<td>.977115</td>
<td>.554</td>
<td>-.843</td>
</tr>
</tbody>
</table>

The Table [7] describes the descriptive statistics of the samples, sample mean is near to 3 and standard deviation is near to 1, it means that the data is normal statistically.

**Correlation Analysis**

**Table 7** Pearson’s Correlation of study variable

<table>
<thead>
<tr>
<th></th>
<th>Organization Culture</th>
<th>Communication</th>
<th>Training &amp; Development</th>
<th>Financial Rewards</th>
<th>Resistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Culture</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>.695**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>.609**</td>
<td>.553**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Rewards</td>
<td>.524**</td>
<td>.487**</td>
<td>.465**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Resistance</td>
<td>-.538**</td>
<td>-.463**</td>
<td>-.510**</td>
<td>-.426**</td>
<td>1</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

*Note: N = 122 & Sig. (2-tailed)*

Table[8] showing the Pearson Correlation of the variables, statistically all the independent variable have a negative impact on resistance (Dependent Variable) and none of them is strongly correlated to each other. It means that the variables selected for this model are considerable.
Regression Analysis

Table 8 Summary of the study model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.601&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.361</td>
<td>.339</td>
<td>.361</td>
<td>16.496</td>
</tr>
</tbody>
</table>

Predictors: (Constant), Financial Rewards, Training & Development, Communication, Organization Culture

b. Dependent Variable: Resistance

It is statistically proved that the model is significant, its p<0.05 and $r^2 = .361$, it means that model has an impact of 36.1% due to these study variables and the rest 63.9% is an error, see Table[9].

Table 9 Linear Multiple Regression Analysis of Study Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>4.629</td>
<td>15.175</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>-.348</td>
<td>-2.326</td>
</tr>
<tr>
<td>Communication</td>
<td>-.078</td>
<td>-.740</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>-.218</td>
<td>-2.492</td>
</tr>
<tr>
<td>Financial Rewards</td>
<td>-.148</td>
<td>-1.516</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Mean Resistance Reverse

So, the regression equation as per Table [10] would be, $R = 4.629 - 0.348 - 0.078 - 0.218 - 0.148 + \varepsilon$, it means that the Variable 1 (Organization Culture) have a negative impact (-0.348) towards R (Resistance), its p<0.05 and t>2 (Significant). Variable 2 (Communication) have a negative impact (-0.78) towards R (Resistance), its p>0.05 and t<2 (Insignificant). Variable 3 (Training & Development) have a negative impact (-.218) towards R (Resistance), its p<0.05 and t>2 (Significant). Variable 4 (Financial Rewards) have a negative impact (-.148) towards R (Resistance), its p>0.05 and t<2 (Insignificant). For values see Appendices.

Hypothesis Testing

$H_1$: Hypothesis says that the Organizational Culture have a positive Impact on Resistance. This hypothesis is rejected because the $\beta$ value of Organizational Culture is negative. It means that Organizational Culture have a negative relationship / Impact with
resistance.

**H₂:** Hypothesis says that the Communication have a positive impact on Resistance. This hypothesis is rejected because the β value of Communication is negative. It means that Communication have a negative relationship / Impact with resistance.

**H₃:** Hypothesis says that the Training and Development have a positive impact on Resistance. This hypothesis is rejected because the β value of Training and Development is negative. It means that Training and Development have a negative relationship / Impact with resistance.

**H₄:** Hypothesis says that the Financial Rewards have a positive impact on Resistance. This hypothesis is rejected because the β value of Financial Rewards is negative. It means that Financial Rewards have a negative relationship / Impact with resistance.

**CONCLUSION**

The research topic is the “Impact of Globalization on technological advancement and employee’s behavior” and covers almost all the relevant information related to the change management in context with globalization and technological advancement. The statistical results of the research are in line of other researches and it is proved that the Organizational Culture, Communication, Training & Development and Financial Rewards have a negative impact on Resistance.

If companies will consider these elements before go for any technological changes the results will be favorable. Furthermore, the probability sampling technique with the same elements will give far much better results.

**RECOMMENDATIONS**

The Independent Variables used in this study are few, because of which the R² is just .361. If more Independent Variable, moderating variables and / or mediating variables will be included the value of R² will be increase.

As the convenient sampling technique used in this study which is non probability sampling, samples were collected only from 3 educational institutions of Karachi, because of which the generalizability of result is an issue. If the Probability Sampling Technique will be use, the results would be generalized. So, for more robust results stratified sampling would be preferable. Sample size of this study is very small, only the data of 122 respondents were available because of the time shortage. So, it is preferable that the large sample size would be taken. Questionnaire used in the study was self-
developed, which did not cover all the elements of the variables studied. It is recommended that the Questionnaire should be more reliable, with more questions of each variable. This research is cross-sectional and with the passage of time employees priorities may change. If the research would be longitudinal then the priorities of the employees will be checked and compared. Thus, the results will be more attractive. There is an utmost need of quantitative researches in the area of change management.

REFERENCES


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