

A Study on Exploring the Diversified Stakeholder's Response in Adopting Change Management Practices to Implement Privatization Policy

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This study makes an attempt to explore the demographically diversified different stakeholder's opinion on application of change management practices to implement privatization policy. Demographics such as gender, age, education, work experience, profession and geographical region are considered for this study. The survey adopted standard questionnaire developed and published by the Authors and identified as 'VG-VP Change management practices response measurement scale'. The standard questionnaire contains 8 change management dimensions with 45 items. Out of 45 items, 26 items are cause factors and remaining are effect factors. The study considered PSU employees as primary stakeholders and general public and students are secondary stakeholders. Data was collected from 696 samples for examining the response to policy changes. The primary objective is to evaluate samples response to change management factors while implementing change. Primary stakeholder sample selected from 3 different public sector enterprises in and around Bangalore city in Karnataka. Secondary stakeholder sample selected from different geographical regions of Karnataka. The results of the study revealed that education levels and experience of the different stakeholders have a significant effect on their opinion. Among the change management variables, the programme name component has a difference of opinion among different stakeholders. The study explains inferential statistics using Mann-Whitney-test and Kruskal-Wallis test. Normality test was conducted before choosing specific test.

Keywords : Stakeholder Response to Privatization, Change Management Practices in Privatization, Public Response to Disinvestment and Policy Change, Diversified Demographic Response to Privatization, Change Management Practices Response Measurement Scale.

Introduction

Change management is a popular concept in business management and widely practiced in organizations to implement change as per the change in

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the business environment. Privatization is a change from investment to disinvestment at government level. Since the last 3 decades, large number of the countries in the world is implementing privatization, this change from investment to disinvestment or privatization is facing resistance and opposition from many stakeholders (John Nellis, Savas et al). It encompasses a variety of aspects such as ideology, politics, economics, finance and social aspects in the global context. Implementation of this economic concept has become difficult due to varied kind of opposition and challenges. This paper is investigating stakeholder response to change management practices while implementing privatization.

Few economists and researchers have always tried to understand the important variables which influence on people and labour support for privatization. However, the literature review indicates that stakeholder demographics are among the most important factors which influence the acceptance and support in favor of privatization, but it has not drawn much attention of researchers and academicians. Hence, the present study is focused on exploring the effect of the different stakeholder's demographics such as gender, age, qualification, and work experience on their support in favor of privatization.

Review of Related Literature

Privatization literature is more associated with its effects on economics and finance dimensions of the policy. Stakeholders consent for the privatization policy is less discussed and limited literature is observed in the literature survey. Mahmoud Ahmed Mahmoud El Agamy (2011) examined whether employees opinion changed as a result of the communication process during privatization. His survey observed that effective communication during privatization implementation contributed to the smooth operation of the privatized firm. Author claims that communication on issues like job security, work environment, corporate culture, and reasons for privatization, remuneration plans, work procedures and benefit packages is very much necessary to gain the confidence of employees and for successful transformation. Okechukwu Dominic Nwankwo & Uche G Akam (2011) found that employees support for privatization as they are frustrated by political economy of government. Student's opinion on privatization is less found in the existing literature. In one of the study conducted in Saudi Arabia, 71 per cent (out of 762 sample) of the student respondents believe that privatization of state-owned enterprises is best for the local economy (Obaid A Al modaf, 2003). Students are the future citizens and job aspirant and can

become change agents. Public opinion on privatization policy is also less studied. Paul Battaglio (2009, 2005) observed that in selected European countries the country and individual values influences on supporting the public sector versus private sector as a choice of preference. Author observed that public opinion depends on utilitarian choice, leadership, government, party preference, value orientation, government economic role and political effectiveness.

Statement of Problem

Based on the empirical and theoretical facts provided in the above literature, it is evident that demographically diversified different stakeholders variables such as gender, age, qualification and work experience of individuals might have a significant effect on their acceptance and support in favor of privatization. The effect of stakeholder's responses on application of change management practices is unknown. Hence, the present research focuses on studying whether the demographically diversified stakeholder factors such as (a) gender, (b) age, (c) qualification, and (d) work experience have any significant effect on their acceptance and support in favour of privatization?.

Objective of the Study

To explore the effect of the demographically diversified different stakeholder's response towards application

of change management practices while privatization of public sector enterprises.

Hypothesis

H1o : There is no significant difference of opinion between different gender groups on the cause factors of VG-VP change management practices response measurement scale.

H2o : There is no significant difference of opinion between different gender groups on the effect factors of VG-VP Change management practices response measurement scale.

H3o : There is no significant difference of opinion among different geographical region respondent on cause factors of VG-VP change management practices response measurement scale.

H4o : There is no significant difference of opinion among different geographical region respondent on the effect factors of VG-VP change management practices response measurement scale.

H5o : There is no significant difference of opinion among different age group respondent on cause factors of VG-VP change management practices response measurement scale.

H6o : There is no significant difference of opinion among different age group responses on effect factors of VG-VP

change management practices response measurement scale.

H7o : There is no significant difference of opinion among different Education Group respondent on cause factors of VG-VP change management practices response measurement scale.

H8o : There is no significant difference of opinion among different education group respondent on effect factors of VG-VP change management practices response measurement scale

H9o : There is no significant difference of opinion among different experience group respondent on cause factors of VG-VP change management practices response measurement scale.

H10o : There is no significant difference of opinion among the different experience group responses on effect factors of VG-VP change management practices response measurement scale.

H11o : There is no significant difference of opinion among different profession group responses on change factors of VG-VP change management practices response measurement scale.

H12o : There is no significant difference of opinion among different profession group responses on effect factors of VG-VP change management practices response measurement scale.

Research Methodology

In this research, both exploratory and descriptive research designs have been used. The exploratory research design was used to get more insights and understanding about the different variables pertaining to change management practices. The personal interviews were conducted with the employees of public sector employee's to qualitatively investigate the effect of change management practices on stakeholder's personnel's demographics on their opinion on privatization. The descriptive research design was mainly employed to test the research hypotheses and examine the stakeholder's opinion on application of change management practices to implement privatization. As indicated above the survey instrument used in the study was a standard questionnaire adapted from "A Multidimensional Subjective Scale Development for Exploring the Application of Change Management Practices to Implement Privatization Policy" developed by Virupaksha Goud & Vinod S Puranik (2016). Collected data analyzed using SPSS 20 version. The questionnaire consists of 26 items on change management variables (cause variables) and 19 items on responses to cause variables (effect variables) measured on a five point rating scale. Detailed dimensions and items of the scale mentioned below.

Change Management Concepts	Cause Items	Effect Items	Total Items
Economic awareness	5	3	8
Name of the Policy / Program	6	2	8
Communication about policy	3	2	5
Confidence about future	3	2	5
Negotiation plan	3	2	5
Participation plan	2	2	4
Incentives	2	4	6
Coercion	2	2	4
Total items	26	19	45

Data Normality Test

Kolmogorov Smirnov test for normality showed that cause factors of the scale are slightly skewed as skewness values lies between -1.67 to -0.880. For K-S test, the P value is less than 0.05; hence the data may be observed as non-normal distribution and requires application of non-parametric tests (Saunders, Lewis & Thornhill, 2007). Effect factors are in the scale are also slightly skewed as skewness values lies between -1.463 to -0.718. Since the P value is less than 0.05, data may be observed as non-normal distribution and requires application of non-parametric tests.

Inferential Statistics

Inferential statistics is a way of bringing out inferences about the research and its variables by using the sample responses. Mann–Whitney test and Kruskal-

Wallis Test are used to draw inferences about the sample under study.

Mann-Whitney Test : In this study Mann-Whitney test is applied on gender independent variable to test the significance of difference between two means of different gender. The interpretation rules of the Mann-Whitney test indicates that when the p value is less than or equal to 0.05 ($p \leq 0.05$) then test is statistically significant and shows difference between the groups with regards the variable of interest else test is statistically insignificant.

In the above Mann–Whitney test table, change management cause variables such as awareness, communication, policy naming, confidence, participation, negotiation, benefits and coercion have their p value greater than 0.05 hence test is statistically insignificant for all cause variables and can be claimed

Mann Whitney Test for Cause Factors of the Scale

Variable	Gender	N	Mean	SD	Z-Value	P Value
Awareness	Male	466	3.961	0.6668	-0.799	0.424
	Female	230	4.044	0.5295		
Communicate	Male	466	4.15	0.5344	-0.866	0.387
	Female	230	4.101	0.5847		
Naming	Male	466	3.845	0.6385	-0.135	0.893
	Female	230	3.839	0.6497		
Confidence	Male	466	3.888	0.6144	-0.445	0.656
	Female	230	3.916	0.5867		
Participate	Male	466	4.075	0.6869	-0.176	0.078
	Female	230	4	0.6441		
Negotiate	Male	466	4.112	0.6955	-0.106	0.286
	Female	230	4.116	0.5297		
Benefit	Male	466	3.994	0.7273	0.657	0.511
	Female	230	4.048	0.7008		
Coercion	Male	466	3.983	0.7099	-0.565	0.572
	Female	230	4.024	0.6743		

there is no difference in opinion between different gender group (H1o is accepted).

Mann Whitney Test for Effect Factors :

In the above test table, effect variables such as R_Awareness, R_Communicate, R_Naming, R_Confidence, R_Partici-

pation, R_Negotiate, R_Benefit and R_Coercion have their p value greater than 0.05 hence test is statistically insignificant for all variables and can be claimed there is no difference in opinion between different gender group (H2o is accepted).

Variables	R_awarene	R_communication	R_naming	R_confidence	R_participation	R_negotiation	R_benefit	R_coercion
Z Value	-0.486	-0.805	-0.145	-0.314	-1.700	-1.280	-0.496	-1.195
P value	0.627	0.421	0.885	0.753	0.089	0.200	0.620	0.232

Kruskal-Wallis Statistical Test Analysis

Kruskal-Wallis Test is a technique used to determine the difference in means among more than two groups. While interpreting the results if p-value less than or equal to 0.05 ($P \leq 0.05$) then such variables are said as statistically significant, else statistically insignificant and possess no difference between groups (Elif. F. Acar & Lei Sun, 2012). In this research, Kruskal-Wallis Test was used to test the difference of means between age group, profession, locality, education and experience. Kruskal-Wallis test analysis was needed to be employed because the independent variable such as locality, age, education, experience and profession has more than two groups which were measured on a categorical scale and the dependent variable was measured on a continuous scale.

This test helps to understand whether different geography stakeholder has anything to do with their opinion on privatization adoption. In the accompanying Table, Kruskal-Wallis test table for cause variables such as awareness, communication, confidence, participation, benefit and coercion have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different geographical respondent.

However, for variables such as Naming and Negotiation have their p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in means between different categories. So it can conclude that there is an impact of age on change factors especially on Naming and Negotiation. Respondent of different age have different opinion on Naming and Negotiation of privatization policy (H3o Rejected).

Kruskal-Wallis Test – Locality – Cause Factors

Frequency	Urban = 404	Semi urban = 130	Rural = 162	Total = 696
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Kruskal-Wallis Test – Cause Factors of Change Management

	Aware-ness	Communi-cation	Naming	Confi-dence	Partici-pation	Negotia-tion	Bene-fit	Coer-cion
Chi-Square	1.161	1.757	6.147	3.069	2.898	13.131	1.351	1.088
df	2	2	2	2	2	2	2	2
Asymp. Sig.	.560	.415	.046	.216	.235	.001	.509	.580

Kruskal-Wallis (kw) – Different Locality Vs Effect Factors

This test helps to understand whether different geography stay has anything to do with their opinion on change factors application on privatization adoption. Kruskal-Wallis test analysis was needed to be employed because the independent variable locality has three groups which were measured on a categorical scale and the dependent variable was measured on a continuous scale.

In the above Kruskal-Wallis test table for effect variables such as R_awareness,

R_Communication, R_Naming, R_Confidence, R_Participation, R_Negotiation, R_Benefit and R_Coercion have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different geographical respondents on effect factors (H₀ Accepted).

This test helps to understand whether different age groups have anything to do with their opinion on cause factors of change management for privatization adoption.

Kw Test Locality – Effect Factors of Change Management

	R_awareness	R_communicate	R_naming	R_confidence	R_participation	R_negotiation	R_benefit	R_coercion
Chi-Square	.543	2.349	1.021	3.630	2.893	.659	3.363	5.156
df	2	2	2	2	2	2	2	2
Asymp. Sig.	.762	.309	.600	.163	.235	.719	.186	.076

Kruskal-Wallis Test – Age Groups Vs Cause Factors of the Scale

Age Frequency	18-25 yrs =	26-35 yrs =	36- 50 yrs =	Above 50 yrs =	Total
	225	321	80	70	696

Kruskal-Wallis Test – Cause Factors of the Scale

	Awareness	Communication	Naming	Confidence	Participation	Negotiation	Benefit	Coercion
Chi-Square	1.190	3.079	19.423	2.060	5.274	3.886	2.730	5.996
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.755	.380	.000	.560	.153	.274	.435	.112

In the above table, kruskal-wallis test table for cause variables such as Awareness, Communication, Confidence, Participation, Negotiation, Benefits and Coercion have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different age group respondent on cause factors of change management. However, for variables such as Naming has their p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in means between different categories of age group (H5o Rejected). Hence alternative hypothesis is accepted. So it can conclude that there is an impact of age on change factors especially on Naming. Respondent of different age have different opinion on Naming of privatization policy.

Kruskal-Wallis Test – Age – Effect Factors of the Scale

This test helps to understand whether different age groups have anything to

do with their opinion on privatization adoption due to change management application.

In the above Kruskal-Wallis test table for effect variables such as Communication, Confidence, Participation, Benefits and Coercion have their p more than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in means between different categories for above variables. However, R_Awareness, R_Naming and R_Negotiation have its p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in means between different categories (H6o Rejected). So it can be inferred that there is an impact of age on change factors especially on R_Awareness, R_Naming and R_Negotiation. Respondent of different age have different opinion on economic policy change factors.

This test helps to understand whether different education groups have anything to do with their opinion on privatization adoption.

Kruskal-Wallis Test – Effect Factors of the Scale

	R_awarene	R_communication	R_naming	R_confidence	R_participation	R_negotiation	R_benefit	R_coercion
Chi-Square	10.152	8.620	19.818	8.713	4.300	26.903	3.277	1.585
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.038	.071	.001	.069	.367	.000	.513	.812

Kruskal-Wallis Test – Education Vs Cause Variables of Scale

Frequency	PUC &ITI =	DIPLOMA =	SSLC =	< SSLC =	Graduate =	PG =	Total =
	27	187	49	32	215	186	696

Kruskal-Wallis Test – Cause Factors of The Scale

	Aware-ness	Communi-cation	Naming	Confi-dence	Partici-pation	Negotia-tion	Bene-fit	Coer-cion
Chi-Square	4.062	3.827	25.863	11.906	5.055	6.676	16.180	12.360
df	5	5	5	5	5	5	5	5
Asymp. Sig.	.541	.575	.000	.036	.409	.246	.006	.030

In the above Kruskal-Wallis test table for Cause variables such as Awareness, Communication, Participation, and Negotiation have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different categories of education respondent. However, Naming, Confidence, Benefit and Coercion variables has its p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in means between different categories (H_0 Rejected). So it can be conclude that there is an impact of Education on change factors especially on Naming, Confidence, Benefit and Coercion variable. Respondent of different education have different opinion on economic policy change factors.

Kruskal-Wallis Test – Education vs Effect Variables

This test helps to understand whether different education groups have anything to do with their opinion on privatization adoption due to change management application.

The accompanying Kruskal-Wallis test table for effect variables such as R_awareness and R_communication have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different categories of education respondent. However, R_Naming, R_Confidence, R_Participation, R_Negotiation, R_Benefit and R_Coercion variable has their p value less than 0.05 hence Kruskal-Wallis test is statistically significant and

Kruskal-Wallis Test – Education vs Effect Factors of Scale

	R_awarene	R_communication	R_naming	R_confidence	R_participation	R_negotiation	R_benefit	R_coercion
Chi-Square	2.006	6.404	15.636	20.486	12.537	13.585	17.699	23.191
df	5	5	5	5	5	5	5	5
Asymp. Sig.	.848	.269	.008	.001	.028	.018	.003	.000

can be claimed that there is a difference in opinion between different categories of education respondent (H_{8_0} Rejected). So it can be concluding that there is an impact of Education on change factors especially on above variables. Respondent of different Education have different opinion on economic policy change factors.

This test helps to understand whether different experience groups have anything to do with their opinion on privatization adoption. The aforementioned table Kruskal-Wallis test table for Cause variables such as Awareness, Communication, Participation, Negotiation, Benefits and Coercion have their p value more than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in

opinion between different categories experience respondent.

However, Naming and Confidence variable has their p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in opinion between different categories of experience (H_{9_0} Rejected). So it can be conclude that there is an impact of experience on change factors. Respondent of different education have different opinion on economic policy change factors.

Kruskal-Wallis Test – Experience Group – Effect Variables

This test helps to understand whether different experience groups have anything to do with their opinion on privatization adoption due to application of change management.

Kruskal-Wallis Test – Experience Group – Cause Variables

Frequency	No Exp =	1-4 yrs Exp =	5-14 yrs Exp =	15-24 yrs Exp =	25-35 yrs Exp =	Total =
	238	145	185	47	81	696

	R_aware- rene	R_commu- nication	R_nam- ing	R_conf- dence	R_partici- pation	R_negoti- ation	R_bene- fit	R_coer- cion
Chi-Square	10.152	8.620	19.818	8.713	4.300	26.903	3.277	1.585
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.038	.071	.001	.069	.367	.000	.513	.812

In the above Kruskal-Wallis test table for effect variables such as R_Communication, R_Confidence, R_Participation, R_Benefit and R_Coercion have their p value greater than 0.05 hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different categories of experience respondent. However, R_Awareness, R_Naming & R_Negotiation variable has its p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in opinion between different categories of experience

respondent (H10₀ Rejected). Respondent of different experience have their different opinion on economic policy change factors.

This test helps to understand whether different profession groups have anything to do with their opinion on privatization adoption.

In the above Kruskal-Wallis test table for cause variables such as Awareness, Communication, Confidence, Participation, Negotiation, Benefit and Coercion have their p value more than 0.05. Hence Kruskal-Wallis test is statistically insignificant for above variables

Kruskal-Wallis Test – Profession Group – Cause Variables

Frequency	PSU Employees = 266	Private Employees = 144	Self Employed = 68	Student = 200	Home Maker = 18	Total = 696
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Kruskal-Wallis Test – Profession vs Cause Change Factors

	Aware- ness	Comm- nication	Naming	Conf- dence	Partici- pation	Negotia- tion	Bene- fit	Coer- cion
Chi-Square	1.843	3.270	26.450	2.655	9.415	2.442	2.709	.670
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.765	.514	.000	.617	.052	.655	.608	.955

and can be claimed that there is no difference in opinion between different categories Profession respondent. However, Naming variable has its p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in opinion between different categories of profession respondent (H11₀ Rejected).

Kruskal-Wallis Test – Profession Group – Effect Variables

This test helps to understand whether different profession groups have anything to do with their opinion on privatization adoption due to application of change management practices.

In the above Kruskal-Wallis test table for effect variables such as R_Awareness, R_Communication, R_Naming, R_Confidence, R_Participation, R_Benefit and R_Coercion have their p value more than 0.05. Hence Kruskal-Wallis test is statistically insignificant for above variables and can be claimed that there is no difference in opinion between different categories of

profession. However, R_Negotiation variable has their p value less than 0.05 hence Kruskal-Wallis test is statistically significant and can be claimed that there is a difference in means between different categories of profession. So it can conclude that there is an impact of profession on change factors. Respondent of different profession have different opinion on economic policy change factors (H12₀ Rejected).

It was very apparent from the above analysis that Naming component, Confidence, Participation, Benefits and Coercion of change management factors has a significant different opinion among different age group, locality, experience, education and profession group respondent.

It was very apparent from the above analysis that Awareness Factor, Naming, Confidence, Participation, Negotiation, Benefits and Coercion of change management factors has a significant different opinion among different age group, experience, education and profession group respondent.

Kruskal-Wallis Test – Effect Change Factors

	R_awarene	R_communication	R_naming	R_confidence	R_participation	R_negotiation	R_benefit	R_coercion
Chi-Square	5.503	7.131	9.115	3.805	5.245	27.658	8.618	.470
df	4	4	4	4	4	4	4	4
Asymp. Sig.	.239	.129	.058	.433	.263	.000	.071	.976

Summary of Kruskal-Wallis Test for Cause Components

Variables	Age - Group	Locality	Experience	Education	Profession
Awareness	H ₀	H ₀	H ₀	H ₀	H ₀
Communication	H ₀	H ₀	H ₀	H ₀	H ₀
Naming	H ₁	H ₁	H ₁	H ₁	H ₁
Confidence	H ₀	H ₀	H ₁	H ₁	H ₀
Participation	H ₀	H ₁	H ₀	H ₀	H ₀
Negotiation	H ₀	H ₀	H ₀	H ₀	H ₀
Benefits	H ₀	H ₀	H ₀	H ₁	H ₀
Coercion	H ₀	H ₀	H ₀	H ₁	H ₀

H₀ : Accept Null Hypothesis, Reject Alternative Hypothesis.

H₁ : Accept Alternative Hypothesis, Reject Null Hypothesis.

Summary of Kruskal-Wallis Test for Effect Components

Variables	Age - Group	Locality	Experience	Education	Profession
R_Awareness	H ₁	H ₀	H ₁	H ₀	H ₀
R_Communication	H ₀	H ₀	H ₀	H ₀	H ₀
R_Naming	H ₁	H ₀	H ₁	H ₁	H ₀
R_Confidence	H ₀	H ₀	H ₀	H ₁	H ₀
R_Participation	H ₀	H ₀	H ₀	H ₁	H ₀
R_Negotiation	H ₁	H ₀	H ₁	H ₁	H ₁
R_Benefits	H ₀	H ₀	H ₀	H ₁	H ₀
R_Coercion	H ₀	H ₀	H ₀	H ₁	H ₀

Conclusion

This appeal for research was based on the need of application of change management concepts to macro problems. It is to analyze and to calculate the consent for how stakeholders respond to change efforts. The Normality statistics

suggests a need of non-parametric statistical tests to evaluate data. Mann-Whitney test demonstrate that no significant difference in opinion among male and female opinion on change management factors during privatization efforts. Kruskal-Wallis test

demonstrate that no significant difference in opinion among different geographic respondent on change management factors except Naming and Negotiation while privatization efforts. Kruskal-Wallis test for different age group demonstrate that no significant difference in opinion among different age group on change management factors except Naming for cause change factors and Awareness, Naming and Negotiation of effect change factors while privatization efforts. Kruskal-Wallis test for different education respondent has shown significant difference in opinion on change management factors such as Naming, Confidence, Benefit and Coercion. It is obvious that the concepts such as naming and confidence are known among educated one than less educated. Similarly educated respondent expectation and accepting pressure tactics will differ. Significant difference found with naming among different experience and profession group. We believe that concept Naming is the technical thing hence difference in opinion is obvious.

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