A Multidimensional Subjective Scale Development for Exploring the Application of Change Management Practices to Implement Privatization Policy

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Abstract: *We analyzed the role of change management practices while implementing privatization policy among the stakeholders. This study is a little deviation from observation studies adopted by many change management scholars. The final questionnaire contains 8 important change management dimensions with 45 items. Out of 45 items, 26 items are cause factors and remaining are effect factors. Change management practices such as Awareness, Communication, Policy Naming, Confidence Building, Negotiation, Participation, Benefits, & Coercion are considered for this study. The study considered PSU employees has a primary stakeholder and the general public along with students as a secondary stakeholder. This study has collected data from 200 samples for examining the stakeholder's response to application of change management practices to economic policy changes.The statistical results revealed that Cronbach's alpha is at 0.913. This followed by validity analysis using Factor Analysis, The Principal component analysis employed to test the validity of the questionnaire, The result of the factor analysis revealed through KMO Bartlett test for cause and effect factors of the scale (0.784 & 817) is in line with expectation. CFA analysis was performed in SPSS AMOS software, GFI results are found above 0.9 and other statistical numbers are in line with expectation.*

Keywords: *privatization response measurement scale, Privatization acceptance measuring scale, privatization support evaluation scale, change management practices in privatization,Economic Policy Change Management scale.*

I. Introduction

Change management is a popular concept in business management and widely practiced in organizations to implement change as and when necessary. Application of change management practices at macro level is less studied as limited studies are observed. Privatization is a change from Investment to Disinvestment at government level. Since last 3 decade, large numbers of countries in the world have been implementing privatization, this change from investment to disinvestment or privatization is facing resistance and challenges from many stakeholders (John Nellis, Savas et al, 2012). Privatization encompasses a variety of aspects such as ideology, politics, economics, finance and social aspects in a global context. Implementation of this economic concept has become difficult across the world due to a varied kind of opposition and challenges. In the above context, this research is investigating stakeholder responses to application of change management practices while implementing privatization policy. To understand the stakeholder response, appropriate Questionnaire is the most important and critical part in the research. This scale is the first of its kind in studying the stakeholder's opinion on application of change management practicesto complex economic policy changes.

II. Literature Review

Kurt Lewin (1951), the guru of change management has developed 3 popular models for change management. Lewin used observation method to develop his change management models. His simple and yet powerful models provide a broader guidance for change management. Edgar Schein has further improved Lewin3 stage model by specifying the psychological mechanisms involved in each stage.Lewin's Action Research and Force Field model are the other critical contribution to change management.John Kotter's (1996) eight step change management model also widely practiced and followed in academics and industry. The Large number of change management models is developed using the observation method. This Literature review noticed no suitable model for complex economic policy changes.he Extensive literature study observed some of the critical dimensions needed in complex economic policy changes. Scholars like Melkote & Steeves (2001) points for entertainment –education programs for social change at the individual level which increases the awareness, attention and behaviour.Participation is held as being necessary in order to share information, knowledge, trust, commitment, and a right attitude in development planning and implementation. Twigg, (2004:166) observed the importance of Participative change management and its role in democratic and

successful change through facilitating people in planning and decision making.Kikeri (1999) recorded the Severance and retirement incentives,role in buying labor support for privatization. Change management literature of Kirkpatrick advices three key factors for "change acceptance". These are participation, communication and empathy. Robert F Durant & Jerome S Legge (2002) identified six detrimental factors to be accountable for the success or failure of the reforms. These six factors are utilitarian concerns, economic judgments, leadership and government support, ideology, generational value orientations, and emulation. According to Ries & Trout (1992), the importance of the name is vital to products, Because Name stands in the middle (in focal point) in the cluttered marketplace. Naming Begins the Positioning Process. The better names often tell the prospect about the major benefit. This literature review gives us the importance of Communication, Awareness, Participation, Negotiation, Confidence, Incentives, Naming & Coercion components. However, there is no ready scale to investigate the stakeholder responses to change management practices for complex policy changes such as privatization.

Statement Of The Problem

Change Management has been debated extensively in the literature. The above literature indicates a gap in appropriate measurement scale to measure the stakeholder responses if change management practices are used to implement privatization programs. The above literature also indicates a gap in appropriate change management model for complex economic policy changes such as privatization. The unresolved controversy associated with the privatization is how to handle the resistance to privatization program. This research is intended to construct the measurement scale to measure the stakeholder response if change management practices are used to implement the privatization policy.

Objectives Of The Study
1. The objective of the study is to determine the underlying factors or dimensions of Change Management practices and items which can be utilized to construct the scale.
2. The main objective of the study is to develop a scale to explore the stakeholder responses on application of change management practices to implement privatization.
3. Statistically Evaluate and validate the scale using the Reliability and Factor Analysis

III. Research Methodology

The Exploratory research design has been used to get more insights and understanding about the overall economic policy change environment at macro level, various key stakeholders' behavior was observed through communication channels from long time. Several personal interviews of key stakeholder were collected from print and electronic media for thorough analysis. Personal interviews were conducted with the public sector employees and their managers in the public sector enterprises. Contacted and interviewed retired public sector employees for their opinion on privatization. These observations revealed the practical aspects of the privatization and the employee's expectation. Other stakeholders were also interviewed thoroughly to know their opinion on privatization. This also helped us to understand the gap between existing and required actions while implementing complex economic policy changes. Extensive literature reviews revealed some key variables which could be used as key indicators.It also gave me a new insight on how different stakeholder's demographics such as gender, age, qualification and work experience might influence on their economic policy change adoption decision. 200 samples were used for this study. Primary stakeholdersare selected from 3 different public sector enterprises in and around Bangalore city in Karnataka. Secondary stakeholders are selected from different geographical regions of Karnataka in India. Collected data were analyzed with factor analysis. Factor Analysis isa useful method of reducing data complexity by reducing the number of variables being studied (Nargundkar, 2008).

Questionnaire Development

The critical measurement dimensions were decided in the beginning using an extensive literature survey. Trial and error method applied to frame questionnaire items. In the initial stage two rough drafts developed and modified using selected 20 expertsand senior professors who possess enough knowledge about privatization policy. Each member of the jury made his comments independently; finally all the comments were collected and the researcher prepared a table for comparison of the jury members' responses. Then the researcher produced the final version of the questionnaire. The other important step taken to improve the reliability of the survey instruments involves *precisions* and *specificity*. The researcher develops clear and precise questions to minimize misinterpretation and provides clear and specific instructions about how to answer questions to eliminate any possible misunderstanding.

The final scale consists of 45 items associated with 8 change management dimension. Each dimension includes cause & effect items under the same section.Thequestionnaire measures the responses on cause and effect factors of change management practices. The questionnaire includes instructions on how to answer these questions. A cover letter was included to explain the purpose and importance of the study. A Questionnaire was built using a Likert scale, The responses were obtained on a 5 point continuum viz., 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with weightage of 5, 4, 3, 2 and 1 for positive and reverse scoring system was employed for negative statements.. After preparing the questions in English a method was adopted to translate them accurately into Kannada, the researcher used the services of two highly qualified translators to translate the questions from English to Kannada.

Important Points About Questionaire
1. All questionnaire items are classified among 8 change factors and called as sections
2. Each section is having cause and effect factors
3. All statements are positive statements with negative marking options
4. Single questionnaire for all stakeholders
5. Questionnaire prepared in Likert format scale
6. Questionnaire prepared in English and Kannada Language

Study Variables
Study Variables: - Variables measured in this study are related to change management practices. Existing and new change management practices are included in the study.
Independent Variables: - Demographic variables are taken as independent variables
Dependent variables: - Change management practices and its items are taken as dependent variables
Categorical variable: - Demographic variables are taken categorical variables; categories are designed among all demographic variables.
Continuousvariables: - Average of each change management factor items is taken as a continuous variable. Mean of cause and effect variables are calculated in SPSS to test,Mann – Whitney Test, Kruskal Wallis Test and correlation in SPSS.

Scale Structure
Table-: Explains, items of VG-VP change management response measurement scale

SECTION CODE	Change Management Concepts and its effect	Cause Items	Effect Items	Total Items
A	Economic Awareness	5	3	8
N	Name Of The Policy / Program	6	2	8
C	Communication About Policy	3	2	5
C1	Confident About Future	3	2	5
N	Negotiation Plan	3	2	5
P	Participation Plan	2	2	4
B	Incentives or Benefits	2	4	6
C2	Coercion	2	2	4
	Total Items	26	19	45

Demographical Details Of The Study

Sample Respondent regions			Sample Respondent gender		
	Frequency	Percent			
URBAN	113	56.5		Frequency	Percent
SEMI URBAN	41	20.5	MALE	129	64.5
RURAL	46	23	FEMALE	71	35.5
Total	200	100	Total	200	100
Sample Respondent age group			Sample Respondent education group		
	Frequency	Percent		Frequency	Percent
18 - 25	88	44	PUC -ITI	5	2.5
26 - 35	67	33.5	DIPLOMA	38	19
36 - 50	21	10.5	SSLC	18	9
ABOVE 50	24	12	BELOW SSLC	7	3.5
Total	200	100	GRADUATE	66	33
			POST GRADUATE	66	33
			Total	200	100
Sample Respondent experience			Sample Respondent's profession		
	Frequency	Percent		Frequency	Percent
0	80	40	PSU Employee	51	25.5
4-Jan	28	14	Private Employee	50	25

14-May	53	26.5	Self Employed	12	6
15-24	13	6.5	Student	78	39
25 -35 above	26	13	Home Maker	9	4.5
Total	200	100	Total	200	100

Determining The Reliability

In Research, the reliability means the prevailing level of consistency among respondents (Sekaran and Bougie, 2010). This research used 200 diversified samples from all types of stakeholders to know the scale reliability. A reliability analysis using Cronbach's α was conducted to estimate the reliabilityof the predictor variables. The generally agreed upon lower limit for Cronbach's α is 0.70 (Nunnally, 1978). Cronbach's α coefficients were calculated for each multi-item predictor variable. The statistical result of the Reliability test is mentioned below

Table: - Explains Reliability Statistics

Cronbach's Alpha	N of Items
.913	45

The Cronbach's alpha reliability coefficients for the scales is high i.e. 0.913this indicates high consistency among the respondent answers. This pilot study is presented before the guide for his comments. The guide advises are incorporated in the final questionnaire tool. In the below table, Cause and Effect items of the scale are marked with black and red color respectively, As said earlier scale contains 26 cause items and 19 effect items of the scale. All statements explained in the simple form instead of full statement. Refer annexure -1 for full statement of the scale items.

Table: - Explains Cronbach's Alpha of each scale items

Section Code-item number	Scale Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A-1	Economic Condition Awareness	0.41	0.911
A-2	PSU Performance awareness	0.294	0.913
A-3	PSU functioning style	0.288	0.913
A-4	PSU administration & issues	0.408	0.911
A-5	Political Intervention	0.278	0.913
A-6	**Financial Reason for Privatization**	**0.407**	**0.911**
A-7	**Economic Reason for Privatization**	**0.283**	**0.913**
A-8	**Disinvestment Benefit**	**0.372**	**0.912**
C-1	Communicate Objective, Process	0.319	0.912
C-2	Communicate Purpose	0.266	0.913
C-3	Communicate PSU governance	0.297	0.912
C-4	**Need of Disinvestment**	**0.329**	**0.912**
C-5	**Employee Participation in Disinvestment**	**0.477**	**0.911**
N-1	Name - don't Communicates Benefits	0.436	0.911
N-2	Name - don't Suppress fear	0.487	0.91
N-3	Name - don't Builds +ve emotions	0.502	0.91
N-4	Name - don't generate confidence	0.451	0.911
N-5	Name - don't communicate good intention	0.428	0.911
N-6	Name - don't build positive perception	0.429	0.911
N-7	**Need of right naming**	**0.498**	**0.91**
N-8	**Need of fine tuning the policy name**	**0.564**	**0.909**
C1-1	Employee Job Security	0.294	0.912
C1-2	Listed PSU Performance	0.406	0.911
C1-3	Similar work culture in listed PSU's	0.336	0.912
C1-4	**Support By employees to disinvestment**	**0.462**	**0.911**
C1-5	**Support due to employee's future**	**0.503**	**0.91**
P-1	Need of Public & Employee participation	0.433	0.911
P-2	Need of Employee involvement	0.304	0.912
P-3	**Recommending ESOPs to others**	**0.45**	**0.911**
P-4	**Support to disinvestment**	**0.445**	**0.911**
N-1	Labor Consultation	0.383	0.911
N-2	Resolve Doubts	0.412	0.911
N-3	Discuss Process	0.473	0.91
N-4	**Smooth Implementation**	**0.487**	**0.91**
N-5	**Support due Negotiation**	**0.552**	**0.91**
B-1	Benefit to Employee	0.447	0.911
B-2	Benefit to PSU	0.47	0.911
B-3	**Employees Buy ESOPs**	**0.567**	**0.909**
B-4	**People Buy shares if offers**	**0.482**	**0.91**
B-5	**Reference to Others**	**0.539**	**0.91**

B-6	Support to Disinvestment	0.588	0.909
C2-1	Follow Majority Opinion	0.325	0.912
C2-2	Embrace the Change	0.341	0.912
C2-3	**Implement if Majority supports**	**0.379**	**0.911**
C2-4	**Action on disturbing elements**	**0.349**	**0.912**

Exploratory Factor Analysis

Factor analysis was used to see if items load as predicted on the expected number of factors. Exploratory and confirmatory factor analysis was conducted on all questionnaire items to get first-hand statistical information on the construct. The role of factor analysis is to eliminate unwanted item in the questionnaire. This can be taken in two ways, either unrotated or rotated form. It's often known that unrotated solutions do not give an adequate idea of the factor structure and hence researchers have to resort to the rotated solution. The rotated solution essentially does not alter the overall factor structure, but only simplifies the interpretability of the solution (Everett(1983), Leandre R. Fabrigar et al, (1999)). Before the application of factor analysis the following below techniques were also used for the analysis of data.

(1) The correlation matrix revealed that there is a strong positive correlation between the change management factors. These statements were consideredappropriate for the factor analysis procedure.

(2) After correlation matrix, anti-correlation matrix was also constructed. This matrix shows that partial correlations among the statements are low, for example, anti- image correlation of statement 1 with respect to statements 1 to 26. Similarly, most of the off diagonal elements are small, indicating that real factors exist in the data which is necessary for factor analysis. KMO test was included while performing Exploratory factor analysis.

KMO and Bartlett's Test:

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. This index ranges from 0 to 1. High values (from 0.5 to 1.0) indicate factor analysis is appropriate (Malhotra and Dash, 2007). The value which is equal to 0.80 or above is considered as meritorious (Hair et al 2006). From below table, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.784 which isa good result of the study. The sig value is 0.000 which is significant at 95% confidence level. A statistically significant Bartlett"s test of sphericity indicates that sufficient correlations exist among the variables to proceed with factor analysis (Hair et al, 2006).

KMO and Bartlett's Test (Based on correlation)		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	1151.774
	Df	325
	Sig.	.000

Exploratory Factor Analysis is used to explore the underlying structure of observed variables (Rietveld et al, 1993). This factor analysis performed in SPSS 20. Principal Component Analysis (PCA) with Varimax rotation(Kaiser Normalization) was applied in SPSS. To ensure that factor loadings were accounted for at least 10% of the variance in the overall model, the criteria of Eigenvalue > 1 and factor loadings of $|.3|$ and greater were employed. The results are presented in table

Scale I: Scale-1 one measures opinion on Privatization Policy and the way policy needs to be implemented. All items are constructed using change management practices. The results of the factor analysis for these items reveal that the items on this scale are held together as expected. If the factor loading is above 0.6 such items is desirable, if factor loading is above 0.4 then such items is acceptable (Hair, Anderson 1998). 21 scale items of scale-1 score is higher than 0.40 factor loading and remaining 4 items are near to 0.4 and 1 item is less than 0.3, many scale items load on multiple dimensions. 9 items which had a low loading were dropped from the scale. There are several explanations for this result. One explanation is that respondents positively respond if they find it is benefitting them in a positive way. What this means is that respondents have similar opinions and attitudes towards the issues under study. In other words, individuals look it into "what is in it for me". Respondents have consistent attitudes towards the way change has to be implemented. The following set of facts makes the above explanations more plausible since extra care is given to the scale construction, wording, translation, and administration. In addition, the study' scales are developed, constructed, translated, and administrated by the same criteria and under the same procedures, and they reveal more correlation and clustering.

Factor Analysis – Independent Variable – Cause Variables

Table: - Explains Communalities for Factor Analysis

Communalities - Cause Factors	Raw		Rescaled	
	Initial	Extraction	Initial	Extraction
Economic Condition Awareness	0.924	0.707	1	0.765
PSU Performance awareness	0.909	0.711	1	0.782
PSU functioning style	1.051	0.755	1	0.719
PSU administration & issues	0.915	0.7	1	0.765
Political Intervention	0.854	0.555	1	0.65
Communicate Objective, Process	0.688	0.311	1	0.452
Communicate Purpose	0.681	0.254	1	0.374
Communicate PSU governance	0.588	0.308	1	0.524
Name – don't Communicates Benefits	0.738	0.391	1	0.53
Name – don't Suppress fear	0.822	0.412	1	0.501
Name – don't Builds +ve emotions	0.982	0.735	1	0.748
Name – don't generate confidence	0.861	0.514	1	0.597
Name – don't communicate good intention	0.822	0.441	1	0.537
Name – don't build positive perception	0.741	0.467	1	0.63
Employee Job Security	0.647	0.15	1	0.232
Listed PSU Performance	1.015	0.796	1	0.784
Similar work culture in listed PSU's	0.653	0.339	1	0.519
Need of Public & Employee participation	0.834	0.569	1	0.683
Need of Employee involvement	0.718	0.351	1	0.49
Labor Consultation	0.688	0.359	1	0.522
Resolve Doubts	0.523	0.211	1	0.403
Discuss Process	0.777	0.415	1	0.533
Benefit to Employee	0.995	0.709	1	0.713
Benefit to PSU	0.748	0.338	1	0.452
Follow Majority Opinion	0.574	0.22	1	0.383
Embrace the Change	0.552	0.206	1	0.374

Scree Test Criterion:

The scree test is derived by plotting the latent roots (eigen values) against the number of factors (component factor) in their order of extraction, and the shape of the resulting curve is used to evaluate the cutoff point. Starting with the first factor, the plot slopes steeply downward initially and then slowly become more or less like a horizontal line. The point after which the curve first begins to straighten out is considered to indicate the maximum number of factors to extract (Hair et al, 2006). In the present case, the eight factors would qualify for extraction.
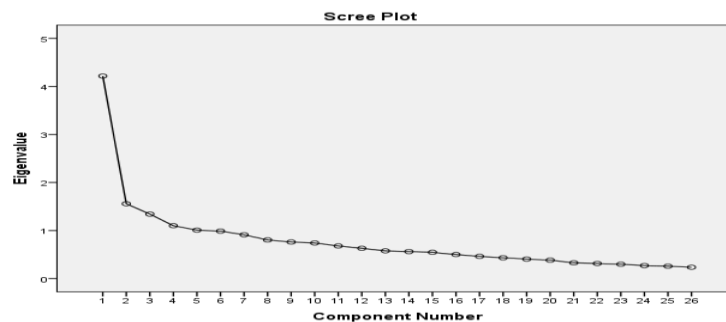
Graph: Scree Plot for Factor Analysis – Cause factors

Scale II: Scale-2, measures the responses to application of change management practices to implement privatization. The results of the factor analysis for these items reveal that the items on this scale are held together as expected. 18 scale items of the scale-2 score is higher than 0.40 factor loading and1item is near to 0.4, many scale items load on multiple dimensions. One explanation is that respondents positively respond if they find it is benefitting them in a positive way. This means, respondents have similar opinions and attitudes towards the issues under study.

KMO and Bartlett's Test:

From the below table, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.817 which is the meritorious result of the study. The sig value is 0.000 which is significant at 95% confidence level. A statistically significant Bartlett's test of sphericity indicates that sufficient correlations exist among the variables to proceed with factor analysis (Hair et al, 2006).

Table: - Explains KMO and Bartlett's Test for Factor Analysis (Effect Factors)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	1053.264
	Df	171
	Sig.	.000

Table: - Explains Communalities for Factor Analysis

Communalities				
	Raw		Rescaled	
	Initial	Extraction	Initial	Extraction
Financial Reason for Privatization	0.884	0.617	1	0.699
Economic Reason for Privatization	0.924	0.627	1	0.678
Disinvestment Benefit	0.852	0.592	1	0.695
Need of Disinvestment	0.81	0.394	1	0.486
Employee Participation	0.622	0.3	1	0.482
Need of right naming	0.678	0.355	1	0.523
Need of fine tuning the policy name	0.849	0.539	1	0.635
Support By employees	0.677	0.438	1	0.647
Support due to employee's future	1.03	0.55	1	0.534
Recommending ESOPs to others	0.746	0.352	1	0.472
Support to disinvestment	0.768	0.479	1	0.624
Smooth Implementation	0.819	0.513	1	0.626
Support due Negotiation	0.743	0.457	1	0.615
Employees Buy ESOPs	0.874	0.661	1	0.756
People Buy shares if offers	0.998	0.782	1	0.784
Reference to Others	1.154	0.884	1	0.766
Support to Disinvestment	1.064	0.767	1	0.721
Implement if Majority supports	0.772	0.317	1	0.411
Action on disturbing elements	0.538	0.169	1	0.314

Extraction Method: Principal Component Analysis.
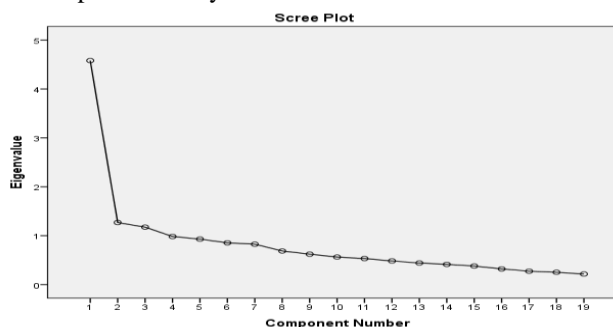
Graph: Scree Plot for Factor Analysis – Effect factors

Confirmatory Factor Analysis

Confirmatory Analysis is the method to validate the items of the study with their respective factors (Netemeyer et al, 2003), belowfigure illustrate the CFA of the Cause factors of the change management practices response measurement scale.This analysis provides the overall fitness of the theoretical model with respect to its factors.A measurement theory refers to a set of theoretical, systematic and logical assumptions that suggests a path between underlying construct and items. The construct validity is the fundamental requirement for testing the theory (Carmines, Zeller 1979). Hence CFA right tool to measure the construct validity (Bagozzi et al, 1991)There are four types of validity assessed in this study, they are content validity (measuring the scale elements significance level), Face validity (measuring the scale item construct interest), Convergent Validity (measures the item correlation) and Discriminant validity measures the constructs deviate from other operationalization's for which the construct is theoretically distinctive (Netemeyer et al, 2003). In this study, Content validity and face validity assessed by experts before the actual study, then convergent validity and discriminant validity assessed using CFA analysis in SPSS AMOS software. The results of the CFA analysis are shown in below figures and tables

Table: -Important statistical indicators of CFA Analysis – Cause Factors of VG-VP Change management practices response measurement scale

CMIN/DF	P -Value	RMR	GFI	AGFI	CFI	RMSEA	PCLOSE
3.345	0.000	0.044	0.908	0.881	0.811	0.05	0.001

CFA analysis found statistical numbers are in the acceptable range from the above table.GFI for Cause factors of the scale are 0.908 in line with expectation which makes the model plausible. P-values are found significant. RMR levels are less than 0.05. AGFI is found 0.881 for Cause components of the scale respectively. CFI has found 0.811. Overall scale meets minimum necessary requirement to proceed further. RMSEA is less than 0.1 & PCLOSE more than 0.000 is a good indicator.
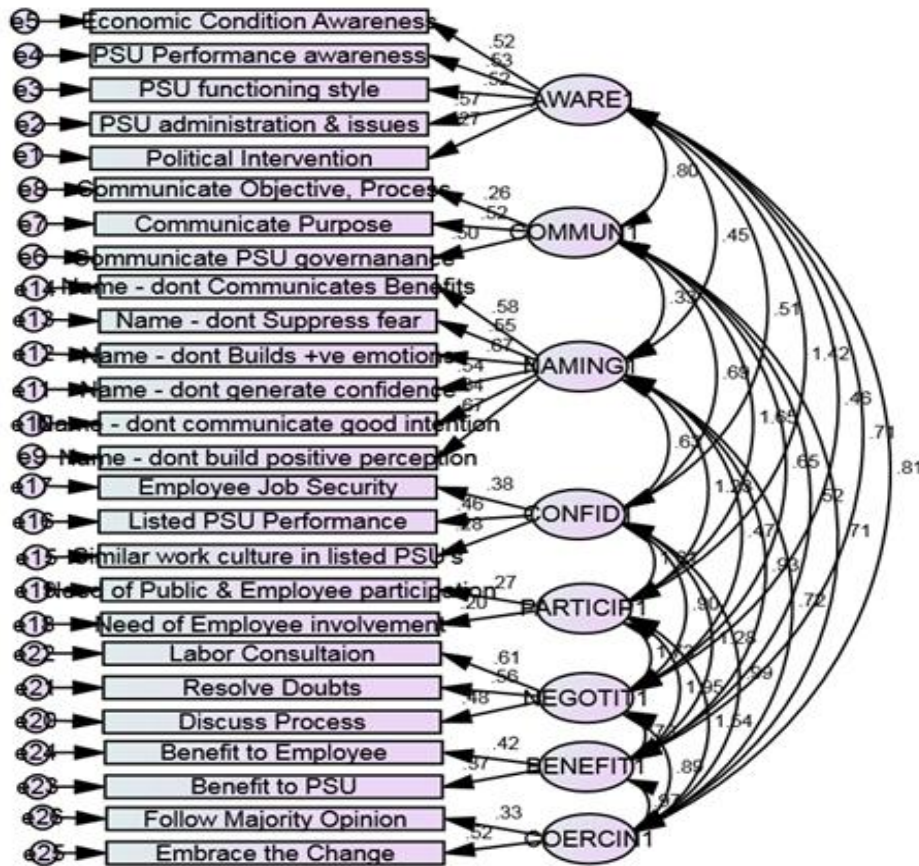

Figure: - Illustration of CFA Analysis – Cause factors of VG-VP Change management practices response measurement scale (Standardized estimate values)
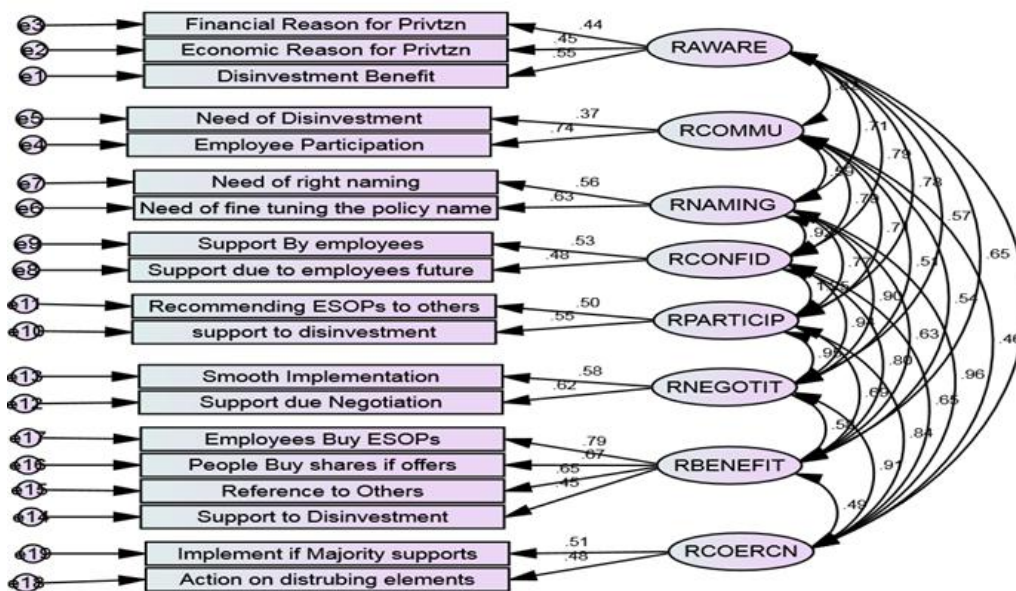

Figure: - Illustration of CFA Analysis – Effect factors of VG-VP Change management practices response measurement scale (Standardized estimate values)

Table: - Important statistical indicators of CFA Analysis – Effect Factors of VG-VP Change management practices response measurement scale

CMIN/DF	P -Value	RMR	GFI	AGFI	CFI	RMSEA	PCLOSE
4.552	0.000	0.049	0.923	0.883	0.854	0.071	0.000

The CFA analysis found statistical numbers are in the acceptable range from the above table. GFI for effect factors of the scale are 0.923 in line with expectation which makes the model plausible. P-values are found significant. RMR levels are less than 0.05. AGFI is found 0.883 for Cause components of the scale respectively. CFI is found 0.854. Overall scale meets minimum necessary requirement to proceed further. RMSEA is less than 0.1 & PCLOSE more than 0.000 is a good indicator.

IV.   Conclusion

This research article made an attempt to develop a scale to measure the stakeholder responses if change management practices are applied to implement the privatization program. Questionnaire construction is the most critical part of the research study. The most critical part of the research is achieved with several trials.The Researcher conducted the reliability and validity analysis for the 200 sample data set. For the reliability analysis, Cronbach method was implemented. The results show that all variables are significantly reliable, by the overall Cronbach's alpha = 0.913. This followed by validity analysis using Factor Analysis, The Principal component analysis employed to test validity of the questionnaire, The result of the factor analysis revealed through KMO Bartlett test for cause and effect factors of scale (0.784 & 817) is in line with expectation.CFA analysis was performed in SPSS AMOS software, GFI results are found above 0.9 and other statistical numbers are in line with expectation. Based on the statistical tests, we can claim that scale can be used for further studies.

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Annexure -1
Public Opinion on Indian Disinvestment Program
        This questionnaire has been designed by research scholar with the help of the experts, This scale intended to study the Public opinion on the Indian Disinvestment Program. Each statement has five options; Employees are requested to mark their acceptance level of the given statement by placing [tick mark] in a box. The research team is interested in finding out "**your own opinions"** on the Indian Disinvestment Program. The information you provide will remain anonymous and confidential to a research team. By completing and returning this questionnaire, you will have shown your agreement to it being used for the purpose of this survey project. Thank You.
Kindly provide below required basic information about the respondent.
Name of Respondent: _____
Name of City / Village: _____

Gender	Male	Female		
Age Category	18 - 25	26-35	36 – 50	Above 50
Education	PUC / ITI	Diploma	10th PASS	Below 10th
	Degree	Post Graduate	Doctorate	Others
AREA OF STUDY	SCIENCE	COMMERCE	ARTS	OTHERS

Profession				
PSU Employee	Private Employee	Self Employed	Student	Home Maker

Name of Organization: -_____

Designation:_____

Years of Experience:_____

Contact No :-_____(Optional)

Date:-_____   Place:-_____

Meaning of Privatization or Disinvestment: -It is the process of selling public sector enterprises either in the stock market or outside the stock market either partially or fully. It is also process of transferring ownership to private entities. Since 1990 the government has sold many public sector enterprises, for example MARUTI UDYOG LTD, ASHOKA HOTELS, BHEL, BEML…

SECTION – A

Scale Item	Scale item short form of analysis	Literature support
Due to liberalization & globalization, Indian Public Sector Enterprises are facing severe competition from domestic private sector and multinational companies	Economic condition awareness	P K jain et all (2014), Rakesh Basant et all (2012)
Many of the Indian Public Sector Enterprises are incurring losses and struggling for survival	PSU performance awareness	P K jain et all (2014)
Many Public Sector Enterprises are possessing a lack of modern technology and lack of Financial Investment for expansion & up gradation	PSU operation awareness	P K jain et all (2014), KPMG (2011)
Few Public Sector Enterprises are shut down due to mismanagement and operational issues	PSU governance and concerns awareness	Alfred G. Nhema (2015)
Unnecessary political intervention may become a major threat for Public Sector Enterprises performance and inefficiency	Political intervention awareness	Alfred G. Nhema (2015), Poole Robert (1987),
Employees and Public participation through shareholding shall raise needed finance for company and to the government	Financial reasons for PSU Disinvestment	William L Megginson and Jeffry M Netter (Aug 2000)
Due to increased competition and several challenges governments is choosing the option for disinvestment of PSU's / PSE's	Economic reason for PSU disinvestment	William L Megginson and Jeffry M Netter (Aug 2000)
The Disinvestment policy promotes employee and peoples ownership in PSU's	Disinvestment Benefit awareness	William L Megginson and Jeffry M Netter (Aug 2000)

SECTION - C

Scale item	Scale item short form of analysis	Literature Support
People & PSU employees expect proper communication on disinvestment objective, process in a transparent way to all the stakeholders	Communication on objective and process	Daniele Calabrese (2008),Steven Cohen and William Eimicke (2001)
Government need to explain the purpose and type of disinvestment and also should control false rumors on disinvestment	Communication on purpose	Daniele Checchi et al (2005), Kotter. J .P (1996)
Government needs to Communicate its plan about Public Sector Enterprises Management	Communication on PSU futue governance	Daniele Calabrese (2008),Steven Cohen and William Eimicke (2001)
Relevant, consistent and structured messages, enable people and PSU employees to understand and advocate change in public sector enterprise	realisation of disinvestment policy due to effective communication	Carlo D'Ortenzio (2012),Ingie Hovland (2005), Melkote, S. R. (1991)

management		
Governments honest and transparent communication may enable employees to participate in the disinvestment process and may buy ESOPs	Result of effective communication	Carlo D'Ortenzio (2012), Kamal S. Shehadi (2002)

SECTION - N

Scale Item	Scale item short form of analysis	Literature Support
"Disinvestment" as a name of the policy don't communicates ultimate benefits of the policy	A name that communicates policy benefits	Kim Robertson (1989), Leff Suzanne (1987)
"Disinvestment" as a Program Name don't suppress the fear of the policy	A name that suppress fear of the policy	Kim Robertson (1989),Leff Suzanne (1987)
"Disinvestment" as a program Name don't build positive emotions	A name that builds positive emotions	Kim Robertson (1989),Leff Suzanne (1987)
"Disinvestment" as a program name don't generate future confidence	A name that generates future confidence	Kim Robertson (1989), Leff Suzanne (1987),
"Disinvestment" as a program name don't communicate good intention	A name that communicates good intention	Kim Robertson (1989), Leff Suzanne (1987)
"Disinvestment" as a program name don't build positive perception	A name that builds positive perception	Kim Robertson (1989), Leff Suzanne (1987)
If the Disinvestment program is good then choosing the right name which communicates its benefits, future belief and good intention may help to implement the program.	Need of rightly Naming the policy	Kim Robertson (1989), Leff Suzanne (1987), Al Ries and Jack Trout (1992)
Program Name needs to be fine-tuned so that Name communicates the ultimate benefit of the policy	Need of fine tuning the policy name	Chai-Lee Goi et al (2011), Al Ries and Jack Trout (1992)

SECTION – C1

Scale Item	Item Name short form for analysis	Literature Support
Government should Ensure job security for all employees through binding agreements during disinvestment	Ensure Employees Job Security	Shirley and Nellis (1991)
Stock market listed public sector enterprises are performing better and providing better benefits	Listed PSU performance and benefits	Enrico C Perotti (2000)
Work practices in the partially/fully disinvested public sector enterprises have not changed much	Not big change in work culture in disinvested companies	Enrico C Perotti (2000)
Government initiatives to protect PSU employees' jobs has gained support for partial disinvestment of some PSU's	Support due to government initiatives to protect employees jobs	OECD (2005), Hey Group (1987)
If Government protects the employees' interests, then employees may support government PSU reforms decisions	Support due to protection of employees interests	Hey Group (1987), Perotti (2000)

SECTION - P

Scale Item	Item Name short form for analysis	Literature Support
Government should not disinvest any Public Sector Enterprises without employees and Public participation	Need of public & employee participation	Rainer Schliwa (1997)
Government should involve employees and unions in the decision making process with respect disinvestment	Need of employee involvement in decision process	Rainer Schliwa (1997),Lee Barbara(1991)
The Government should continue to give stock options to public sector employees where ever it is not given.	Involving the employees through stock options	Rainer Schliwa (1997), Lee Barbara (1991)
Employees and public support increase for the disinvestment if government involves them	Support due to people and employees involvement	Rainer Schliwa (1997), Lee Barbara (1991)

SECTION – N1

Scale Item	Item short form of analysis	Literature Support
Consulting the employees and unions is necessary before beginning of any type of Disinvestment	Need of union consultation	Rainer Schliwa (1997), Lee Barbara (1991)
Government must be committed to resolve doubts and keep communication channels open.	Need to resolve the doubts and keep open communication	OECD (2005), Steven Cohen and William Eimicke (2001)
Government and management should discuss with employees union regarding disinvestment process and must be receptive to ideas	Need to discuss disinvestment proces	Rainer Schliwa (1997), Kurt Lewin (1951)
Consultation with Employees and union enables smooth implementation of Disinvestment	Smooth implementation due to consultation	Rainer Schliwa (1997), Thompson L. et al (2000)
Addressing the concerns and doubts will enable employees support for disinvestment	Support due to consultation	Rainer Schliwa (1997), Atakoy (2002)

SECTION - B

Scale Item	Item short form of analysis	Literature Support
Government should provide PSU shares to all PSU employees (ESOPs) and to the interested public at discounted prices	Disinvestment Benefit to employees	Itzhak Goldberg et al (1996)
Government should provide financial and other administrative empowerment to public sector enterprises while implementing disinvestment	Benefit to PSU	David EM Sappington et al (1987)
If Government issue ESOPs at discounted prices then more employees shall buy more stock options	Employees participation due to attractive ESOPs	Steven Cohen and William Eimicke (2001),David M Binns (March 2006)
If Government issue shares at discounted prices to people, then number of people shall buy more shares	People participation due to attractive share offers	Atakoy (2002), Dawit Makonnen (1999)
I recommend others to buy PSU shares of Public Sector Enterprises if the government offers at discounted prices	Reference to others due to attractive benefits	Dermot McCarthy et al (2007)
Employee Stock options (ESOPs) and discounted shares benefits to PSU employees and to people is motivating to adopt disinvestment	Support to disinvestment due to attractive shares offers	Steven Cohen and William Eimicke (2001)

SECTION – C2

Scale Item	Item short form of analysis	Literature Support
Government needs to consider the majority opinion on disinvestment	Follow majority opinion	Haggard, S et al (1994)
Government and PSU Management is required to encourage people or employees to embrace the change in PSU reforms	Encouraging people to accept change	Steven Cohen and William Eimicke (2001),
If majority employees are supporting disinvestment then the government may implement disinvestment	Implement if the majority supports	Haggard, S et al (1994)
Government may take suitable action on such few people who disturbs the good economic policy implementation	Suitable action on disturbing elements	Dexter et al (1988)

Remarks if any: