



# The Impact of Organizational Change on the Employee’s Performance at Glass Industry of Kosamba (R.s)

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## ABSTRACT

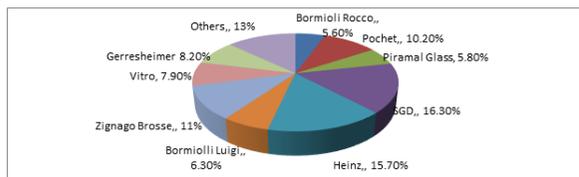
As globalization and steady innovation of technology result in a constantly evolving business environment hence one organization must learn to become contented with change as well. Organizational revolutionize directly affects all departments from the entry level employee to senior management so triumphant adaptation to change is as crucial within an organization as it is in the natural world. The purpose of this research paper is to analyze the impact of organizational change on employee performance in the glass industry kosamba. In this study Primary and secondary data collection techniques were used for obtaining data. Questionnaires were used for primary data collection and books, journals, and past reports were used for secondary data collection. The sample size for this research is (n=120). The main objectives of this research are A) To analyze the satisfaction level of employees regarding change in health, safety, welfare and working condition, B) To understand the Change element and its impact on employee performance and C) To know whether the employees participate in process of change management. The results show that organizational change has a positive significant impact on employees at glass industry of Kosamba.

## KEYWORDS :

### 1 introduction

The market research report titled Glass Market in India 2014 analyses how the glass industry in world is growing due to the dynamic effects of the real estate sector as well as the automotive sector. The glass industry can be divided into the following segments – container glass, flat glass and other types of glasses. Container glass has a higher market share compared to flat glass and other types of glass due to the high demand from the packaging sector. The flat glass market faces maximum demand from the construction sector. India is a net exporter of container glass and net importer of flat glass.

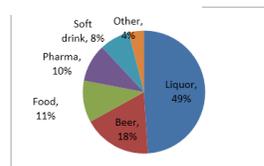
#### 1.1 Market share of glass industry (global level)



(Source: glass packaging institute, FEVE, GPCA Plastics summit market research)

#### 1.2 indian container glass industry

Indian Container Glass Industry:



Companies	TPD
HNGIL	4350
HSIL	1600
Piramal Glass	860
Haldyn Glass	296
Other	2199
Total	9305

(Source: <http://aigmf.com/Evaluation%20of%20Glass%20Trends-Market%20Summary.pdf>)

## 2 BACKGROUND OF THE STUDY

**Change management** is a structured approach to shifting/transiting individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment.

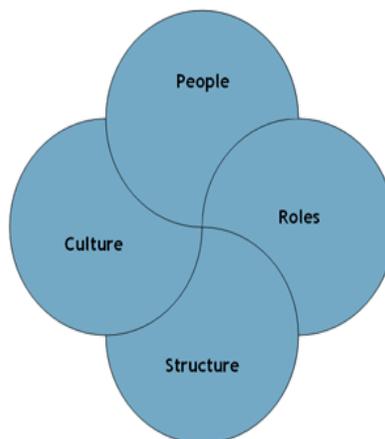
A **Change Process**, or Change Management Process, is a set of procedures that help teams to control change effectively. It's not that you have to prevent change from happening; it's how you manage change once it occurs that really matters. This is where a Change Process is invaluable. The Change Process allows you to record change requests, and review and approve those requests, before implementing

them. This Change Process makes change management easy.

### 2.1 Targets for organizational change

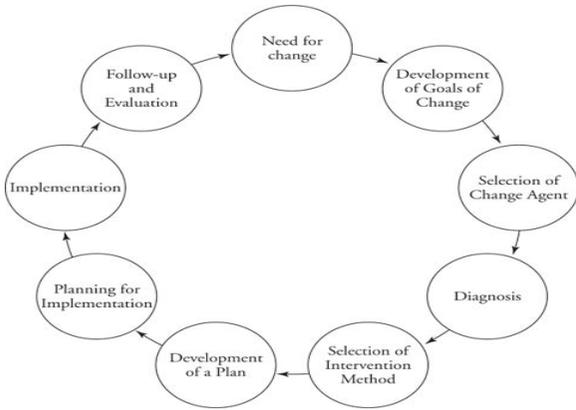
- **Strategy** – Develop new visions, missions, and strategic plans
- **Structure** – Add a new department or division, or consolidate two existing ones
- **People** – Replace a person or change knowledge, skills, attitudes, or behaviors
- **Technology** – upgrade a data processing system
- **Management** –Encourage participation by those involved in solution of problems

### 2.2 Targets of organizational change



### 1.3 Tools or components of change management include:

- Change management process
- Readiness assessments
- Communication and communication planning
- Coaching and manager training for change management
- Training and employee training development
- Sponsor activities and sponsor roadmaps
- Resistance management
- Data collection, feedback analysis and corrective action
- Celebrating and recognizing success



Source:<http://www.cliffsnotes.com/more-subjects/principles-of-management/managing-change/steps-in-planned-change>

**3. LITERATURE REVIEW**

**Kamugisha Samuel (2013)** found that the effects of change management in National University of Rwanda. This study found that there are changes in the management of faculties. There are also changes in the requirements and performance of the staff, where administrative staffs are now to have at least a bachelor’s degree in relation to the positions they occupy. Previously, there were no such restrictions and conditions to occupy such slots.

**ModiHimanshu and Mehta Mehul (2011)** studied on impact on manpower in Pharmaceutical industry at ankleshwar its purpose to analyze Impact of Change on its Man Power. This research gives suggestions on Change has an ample impact in the form of Manpower Stress, Productivity, Interpersonal & Intergroup Relation and Satisfaction.

**MashhuraSidikova (2011)** studied on the impact of change on employee’s motivation its purpose is to measure the impact of working environment change on employee motivation. This research gives suggestions on how to manage change from employee’s point of view, find possible problems and develop skills needed for a successful change implementation in the future.

**Arfan Khalid, Rana Rashid Rehman(2010)** studied that effect of organizational change on employee job involvement: Mediating role of communication, emotions and Psychological Contract. The study also found that organizational change may break the psychological contract between employee and employer which reduces the employee job involvement.

**Donald V. Gayton(2008)** studied that current and potential impact of climate change on biodiversity in British Columbia. Research suggests that whole ecosystems and bio geo climatic zones will not respond as a unit; rather, individual components of ecosystems will respond. Finally, the review summarizes research on how to mitigate climate change impacts on biodiversity. Mitigation will require implementing conservation principles, reducing non-climate stressors, providing latitudinal and elevation migration corridors, and instituting long-term monitoring to define causality between climate change and biotic responses.

**4. RESEARCH GAP**

From the above all research review all researchers are study on effects of change management in organization, impact of change on manpower in pharmaceutical industry at ankleshwar , current and potential impact of climate change on biodiversity in British Columbia, impact of change on employee’s motivation, Effect of Organizational Change on Employee Job Involvement.

None of the research is conduct at glass industry which is located in kosamba territory so researcher analyze impact of change management on employee performance in respective field like manpower, performance, profitability, health safety measures, welfare activity, working condition, productivity etc. Thus researcher selects this research work to study.

**5. PROBLEM STATEMENT**

This research aims to study the impact of Organizational change variables such as change element like (technological, behavioral, structural) and satisfaction level of employees regarding health, safety, welfare, working condition and its impact on Employees performance particularly in the glass industry of kosamba. This research study therefore helps to improve the understanding of organizational change and its possible effects especially in the glass industry of kosamba.

**6. OBJECTIVE OF RESEARCH**

- To analyze the satisfaction level of employees regarding change in health, safety, welfare and working condition.
- To understand the Change element and its impact on employee performance.
- To know whether the employees participate in process of change management.
- To identify whether organizational change is affecting the productivity, performance of employees and organizational profitability.

**7. RESEARCH METHODOLOGY**

- 7.1 Research Design: A research design specifies the methods and procedure for conducting the particular study. It is a systematic procedure to carry out the research study. Descriptive research was used by researcher.
- 7.2 Sources of Data: For collecting the primary data, questionnaire has been prepared to elicit the necessary information from the respondents.
- 7.3 Data Collection Method: The researcher was used survey method to collect the data from respondents.
- 7.4 Data Collection Instrument: Questionnaire as a tool for collecting primary data to carry out research work and the personal interview has been conducted to collect the data by close ended question and likert 5 point scale.
- 7.5 Sampling Method: Sampling methodology is the procedure by which a particular sample is chosen from a population. for the research study the researcher will use “convenience sampling method.”

7.4 Sample Size: Sample size has been selected by researcher of 120 respondents from the glass industry at kosamba.

**8 HYPOTHESIS DEVELOPMENT**

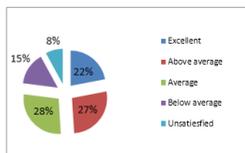
- Ho: There is no significant relationship between the participative and non participative employees in the implementing change regarding the improvement of productivity of employees.
- H1: There is significant relationship between the participative and non participative employees in the implementing change regarding the improvement of productivity of employees.

**9 DATA ANALYSIS AND INTERPRETATION**

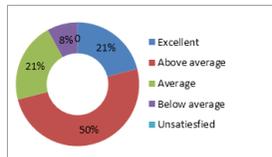
**9.1 Demographic profile:**

CRITERIA		NO. OF RESPONDENTS		PERCENTAGE OF RESPONDENTS	
SEX	MALE	114		95	
	FEMALE	6		5	
AGE		MALE	FEMALE	MALE	FEMALE
	18 TO 25 YEARS	12	1	10	0.83
	26 TO 35 YEARS	44	4	36.67	3.33
	35 TO 50 YEARS	52	1	43.33	0.83
	ABOVE 50 YEARS	6	0	5	0
		114	6	95	5
	TOTAL	120		100	
EXPERIENCE		MALE	FEMALE	MALE	FEMALE
	1 TO 5 YEARS	19	3	15.83	2.5
	6 TO 10 YEARS	43	2	35.83	1.67
	11 TO 15 YEARS	32	1	26.67	0.83
	15 TO 20 YEARS	26	0	13.33	0
	MORE THAN 20 YEARS	4	0	3.33	0
		114	6	95	5
	TOTAL	120		100	

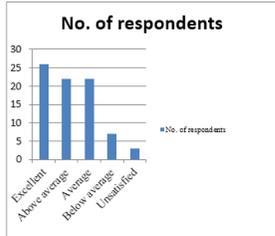
9.2 Satisfaction level of employees regarding change in the health and medical



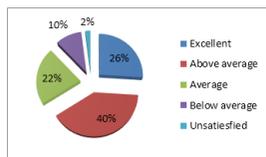
9.4 Employees are satisfied with change in the welfare facilities



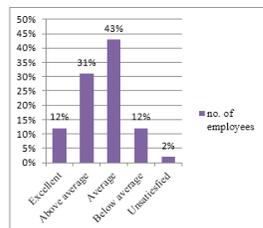
9.3 Satisfaction level of employees regarding change in safety measures



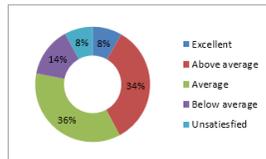
9.5 Employees are satisfied with the change in working environment at their work place



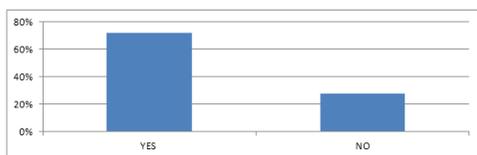
9.6 Employees are satisfied with methods of performing the task.



9.7 Employees are satisfied with change in the organizational structure



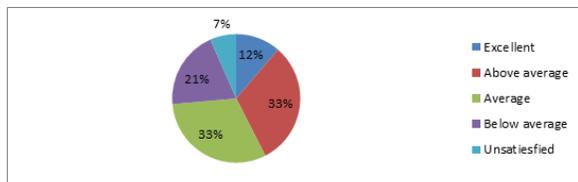
9.8 Employees are participating implementing the change.



**Interpretation:**

From the above table it can be found that majority of employees are participating in implementing change.

9.9 Productivity of employees is improving after implementing change



**10. HYPOTHESIS TESTING**

Scale: all variables  
Case variable summary

CASES	VALID	N	N
	EXCLUDEDE	0	0
	TOTAL	120	100

**RELIABILITY STTISTICS**

CRONBACH'S ALPHA	NO. OF ITEMS
.615	22

Ho: There is no significant difference between the participative and non-participative employees in the implementing change regarding the improvement of productivity of employee.

**T TEST GROUP STATISTICS**

	EMPLOYEEES ARE PARTICIPATE IN CHANGE	N	MEAN	STD. DEVI- ATION	STD. EROR MEAN
PRODUCTIVITY OF EMPLOYEEES IS IMPROVE AFTER IMPLEMENTING CHANGE	YES	86	2.77111	1.16199	.12422
	NO	34	2.9118	.99628	.17081

		LEVEN'S TEST FOR EQUALITY VARIANCE		T TEST FOR EQUALITY OF MEANS						
		F	SIG.	T	DF	SIG. (2-TAILED)	MEAN DIFFERENCE	STD ERROR DIFFERENCE	95% CONFIDENCE INTERVAL OF THE DIFFERENCE	
									LOWER	UPPER
PRODUCTIVITY OF EMPLOYEEES IN IMPROVE AFTER IMPLEMENTING CHANGE	EQUAL VARIANCES ASSUMED	2.004	0.16	-0.69	118	0.665	-0.15261	0.22428	-0.67822	0.31283
	EQUAL VARIANCES NOT ASSUMED			-0.628	69.582	5.32	-0.13262	0.2112	-0.66517	0.28868

**Interpretation:**

From Independent t-test analysis it may be inferred that there is no significant difference between the participative and non-participative employees in the implementing change regarding the improvement of productivity of employee as the significance value is greater than 0.05, the null hypothesis is not rejected.

**11. FINDINGS**

The researcher has fill up 120 questionnaires from respondents, out of whom 72% employees are participating implementing the change and 28% employees are participating implementing the change.

Most of the respondents are satisfied level of employees regarding change in health, medical, welfare safety measures.

From the statistical analysis Researcher was found that Productivity of employees is improving after implementing change where 33% of respondents are average and above average but 21 % of respondents are below average said to productivity of employee is not improving after implementing change.

Majority of respondents believes that that there is improvement in the skills of employees due to organizational change.

Researcher was found that Productivity of employees is improving after implementing change where 33% of respondents are average and above average but 21 % of respondents are below average said to productivity of employee is not improving after implementing change.

**12. CONCLUSION**

The result of this project has proven that to be interesting for all HR Managers / Change Agents in various ways. Change has good impact employee performance like improve employee skill knowledge, improve productivity, improve profitability, and reduce absenteeism, wastage and cost of production.

It can be concluded that though all glass industry players operating in the same industry but their circumstances vary during the change phase and thus HR Professionals have to design innovative strategies as recommended above to implement change. Finally to bring change, participants can be magnetized towards it with positive mind-set by providing Monetary Rewards, Empowering people by enhancing their Competence level.

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