



## A Study on Employees Resistance Towards Organisational Change with Special Reference to Steel Manufacturing Industries in Coimbatore

### KEYWORDS

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**ABSTRACT** *The change is one of the most critical aspects of effective management. It is the coping process of moving from the present state to a desired state that individuals, groups and organizations undertake in response to various internal and external factors that alter current realities. Survival of even the most successful organizations cannot be taken for granted. In some sectors of the economy, organizations must have the capability to adapt quickly in order to survive. When organizations fail to change, the cost of failure may be quite high. Increasingly, the organizations that emphasize bureaucratic or mechanistic systems are ineffective. The organizations with rigid hierarchies, high degree of functional specialization, narrow and limited job descriptions, inflexible rules and procedures, and impersonal management can't respond adequately to the demands for change. The organizations need designs that are flexible and adaptive. They also need systems that require both, and allow greater commitment and use of talent on the part of employees and managers.*

### INTRODUCTION

Today's business environment produces change in the workplace more suddenly and frequently than ever before. Change is concerned with making things different. Change intervention is a planned action to make things different. From birth to death change is our constant companion. Man-kind noticed the ever presence of change centuries ago. From the changes we ourselves initiate to those we don't have anything to do with, to changes that occur without a moment's notice, change is perceptual, natural and frequently a sign of life. Change can also leave us feeling lost, out of control and uptight.

### ORGANIZATIONAL CHANGE

"Change or die" is the rallying cry among today's organisations world wide. Organisational Change can be defined as concredited, planned effort to increase organizational effectiveness and health through changes in the organisation's dynamics using behavioral science knowledge.

### RESISTANCE TO CHANGE

By definition, people are affected by change. A few will comfortably accommodate any degree of change, but most people have a change journey to undertake. Many people will hide their negative feelings. It is not wise to be openly critical of your bosses and their new ideas. Some people will not even be aware of their own resistance which, nevertheless, affects their behaviour sub-consciously. Understanding their position requires more than listening to what they say. Organisational Change Management specialists use an array of diagnostic tools to uncover the true characteristics and attitudes of the target populations.

The most common response to impending change is a negative response where, initially at least, the target population sees the change as a bad or threatening thing. Psychologists have researched these "bad news" responses and found that there is a common emotional response. Resistance to change is normal. The Project Manager should expect to encounter it and deal with it. The worst time to encounter resistance is during the cutover to the new solution. Transition is usually a busy, critical, high-risk period when the last thing you need is a lack of co-operation from the target population.

### STATEMENT OF THE PROBLEM

One can try to predict the future. However, predictions produce at best a blurred picture of what might be, not a blue-

print of future events or circumstances. The effective and progressive management of change can assist in shaping a future which may better serve the enterprise's survival prospects. Change will not disappear or dissipate. Technology, civilizations and creative thought will maintain their ever accelerating drive onwards.

How can we manage change in such a fast moving environment without losing control of the organization and existing core competencies? There are no easy answers and certainly no blueprints detailing best practice. Designing, evaluating and implementing successful change strategies largely depend upon the quality of the management team, in particular the team's ability to design organizations in such a way as to facilitate the change process in a responsive and progressive manner.

### OBJECTIVES OF THE STUDY

- To assess the relationship between the superiors and peers
- To findout the effectiveness of communication based on clarity, way of communication and frequency of communication.
- To analyse the awareness based on the organizational change, understanding by the respondents, support to the superiors and comfortability based on the organizational change.

### METHODOLOGY OF RESEARCH

- Descriptive Research Design has been followed to conduct this study.
- Totally 100 samples were selected by using Stratified Random Sampling method.
- Both primary and secondary data collection have been taken for this research study.

### TOOLS FOR ANALYSIS

The statistical methods, which are used, for the study is:

- Simple Percentage Analysis
- Chi-Square Test and
- ANOVA

### DATA ANALYSIS AND INTERPRETATION

#### TABLE I :

**Respondents opinion about the relationship with their superiors**

Relationship with superiors	Frequency	Percentage
Friendly With Superiors	86	86%
Have some difference of opinion	2	2%
Occasionally talk to superior	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

The above table shows that majority (86%) of the respondents stated that they are having friendly relationship with their superiors, 12% of the respondents indicated that they occasionally talk with their superiors and the remaining 2% of the respondents reported that they have some difference of opinion with their superiors.

**TABLE II :**  
**Respondents opinion on leaders communication to team members**

Opinion	Frequency	Percentage
All the time not effective	4	4%
Always very effective	70	70%
Sometimes ineffective	26	26%
<b>Total</b>	<b>100</b>	<b>100%</b>

The above table reveals that majority (70%) of the respondents stated that the leadership team is always very effective in communicating with people involved in implementation, 26% of the respondents argued sometimes ineffective and the remaining 4% of the respondents reported that the leadership team is all the time not effective in communicating with people involved in implementation.

**TABLE III :**  
**H<sub>0</sub> : Null Hypothesis**

There is no significant relationship between age of the respondents and the awareness of the changes pertaining to them in the organisation

**H<sub>1</sub> : Alternative Hypothesis**

There is significant relationship between age of the respondents and the awareness of the changes pertaining to them in the organisation

**Age of the respondents and the awareness of the changes pertaining to them in the organisation**

Age	Opinion		Total
	Yes	No	
20-30 years	33	10	33
31-40 years	20	7	20
41-50 years	13	5	18
Above 50 years	6	6	12
<b>Total</b>	<b>72</b>	<b>28</b>	<b>100</b>

χ<sup>2</sup> Value : 3.167  
 Table Value : 7.815  
 Degree of freedom : 3  
 Result : Not Significant

The result of the chi-square test reveals that the calculated chi-square value (3.167) is less than the table chi-square value (7.815) at 5% level of significance and therefore, the relationship between Age of the respondents and the awareness of the changes pertaining to them in the organization is not significant. Thus the hypothesis is that Age of the respondents and the awareness of the changes pertaining to them in the organization does not hold good. Thus the null hypothesis is accepted.

**TABLE IV :**  
**H<sub>0</sub> : Null Hypothesis**

There is no significant relationship between nature of job / work and most effective way of receiving communication.

**H<sub>1</sub> : Alternative Hypothesis**

There is significant relationship between nature of job / work and most effective way of receiving communication.

**Nature of job / work and Most effective way of receiving communication**

Nature of job/work	Most effective way of receiving communication			Total
	Circular	Meetings	Through supervisor	
Easy to do	6	11	6	23
Interesting	10	21	29	60
Risky	5	7	5	17
<b>Total</b>	<b>21</b>	<b>39</b>	<b>40</b>	<b>100</b>

χ<sup>2</sup> Value : 4.750  
 Table Value : 9.488  
 Degree of freedom : 4  
 Result : Not Significant

The result of the chi-square test reveals that the calculated chi-square value (4.750) is less than the table chi-square value (9.488) at 5% level of significance and therefore, the relationship between nature of job / work and most effective way of receiving communication, is not significant. Thus the hypothesis is that relationship between nature of job / work and most effective way of receiving communication does not hold good. Thus the null hypothesis is accepted.

**TABLE V : Analysis of Variance between Experience and Clarity in understanding**

Experience	Clarity in Understanding about the Change in the organization		Total
	Clear	Understandable	
11-15 years	5	2	7
16-20 years	2	1	3
6-10 years	28	18	46
Less than 5 years	29	12	41
More than 20 years	2	1	3
<b>Total</b>	<b>67</b>	<b>33</b>	<b>100</b>

Source of Variation	SS	d.f.	Mean Square	F	5% Level
Between Rows	115.6	(2-1) = 1	115.60	3.84	(1,4) = 7.71
Between Columns	932	(5-1) = 4	233.00	7.74	(4,4) = 6.39
Residual of Error	120.4	1 x 4=4	30.10		
<b>Total</b>	<b>1168</b>	<b>(5x2)-1=9</b>			

The above table shows that the calculated value of F is 3.84 which is less than the table value of 7.71 at 5% with d.f. being (1,4) for between columns i.e. clarity in understanding and the calculated value of F is 7.74 which is more than the table value 6.39 between rows i.e. Experience of the respondents. the Analysis of Variance between Experience and Clarity in understanding of the respondents shows a significant variance. Therefore it is clear that there is significant variance between Experience and Clarity in understanding.

**FINDINGS**

- Majority (86%) of the respondents stated that they are having friendly relationship with their superiors
- Majority (70%) of the respondents stated that the leadership team is always very effective in communicating with people involved in implementation
- It was found that there is no significant relationship between age of the respondents and the awareness of the changes pertaining to them in the organization
- It was found that there is no significant relationship between nature of job / work and most effective way of receiving communication.
- It was found that there is significant variance between Experience and Clarity in understanding

**CONCLUSION**

The healthy environment in the organization is like work environment, co-workers co-ordination, benefits etc. having real-

ized the importance not only taken into consideration but also the empowerment, performance, The objectives were to find out the organization change, to assess the HR Practices of the organization, to find out the decision makings, implementation of suggestions, resolving the problems, superiors involvement and employee perception towards change, to ascertain the level of satisfaction of the employees towards the HR practices in the organization, to understand the level of satisfaction about the benefits of the employees based on the findings of the study.

Once this is identified the work area needs to determine whether the change will have significant effects on employees. Significant effects may be defined as organizational change that is likely to affect existing practices, working conditions or employment prospects of employees in the organization. It is concluded that majority of the employees are aware and satisfied about the existing organizational change.

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