

**A STUDY ON RESISTANCE TO ORGANISATIONAL CHANGE WITH  
SPECIFIC REFERENCE TO KAYJAY SHARP TRENDYS**

By

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**A PROJECT REPORT**

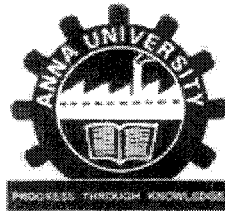
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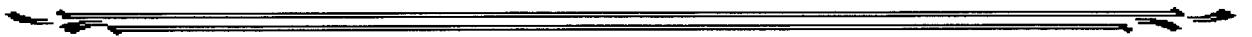
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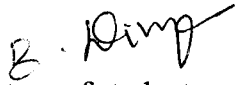
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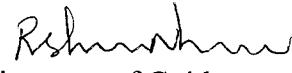


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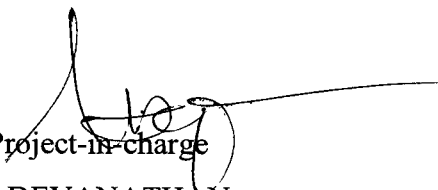
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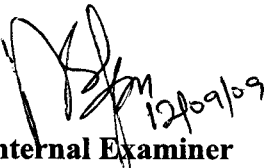
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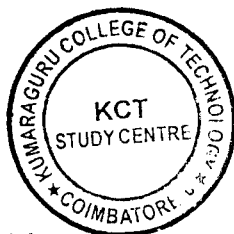
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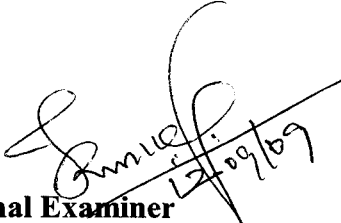
  
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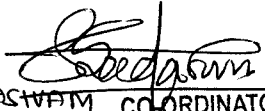
  
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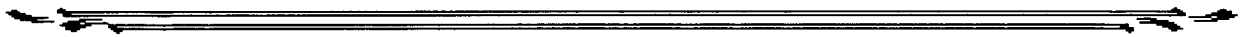
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# ***Declaration***




## DECLARATION

I hereby declare that this project report entitled as **A STUDY ON RESISTANCE TO ORGANISATIONAL CHANGE WITH SPECIFIC REFERENCE TO KAYJAY SHARP TRENDYS** done in a leading pump manufacturing company, at Coimbatore has been undertaken for academic purpose, submitted to Anna University in partial fulfillment of the requirement for the award of the degree of Master of Business Administration.

The project report is the record of the original work done by me under the guidance of Lecturer Mrs.R.HEMANALINI during the academic year 2008-2009.

I also declare hereby that the information given in this report is correct to best of my knowledge and belief.

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*Sharp*

**Trendys**

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KJST/PD/2009-2010

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## To whom so ever It may concern

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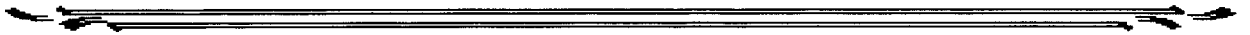
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# *Abstract*



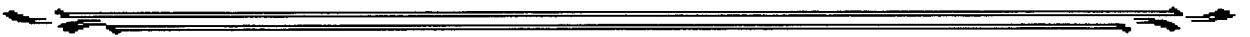
## **ABSTRACT**

Almost all people are nervous about change. Many will resist it - consciously or subconsciously. Sometimes those fears are well founded - the change really will have a negative impact for them. In many cases, however, the target population for the change will come to realise that the change was for the better.

A study was carried out to analyze resistance to organizational change with specific reference to KayJay Sharp Trendys, a leading pump manufacturing company in Coimbatore. A schedule was used to collect personal data, and level of resistance to new technology implementation, Department change/deputation in group companies, Training, Change in working hours and Extended duty hours beyond normal working hours. A Likert's five point scale, Strongly agree, agree, neither agree nor disagree, strongly disagree was used to measure the level of resistance. The data collected based on the questionnaire, were analysed using statistical tools, like percentage analysis, weighted average and chi square analysis.

The analysis showed that, maximum number of respondents were in the age group of 21 to 30 years. Maximum number of respondents were found between the 11 to 15 years of experience. The weighted average showed that, there was more resistance to change in working hours and for extended duty hours beyond normal working hours. While comparing male and female respondents, female respondents resist for extended duty hours whereas male respondents resist for department change and deputation in group companies.

# ***Acknowledgement***



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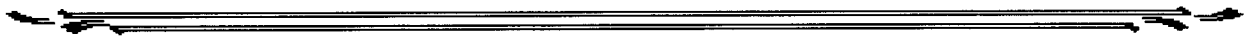
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**B. DIVYA.**

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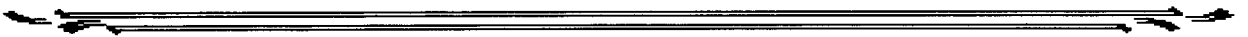


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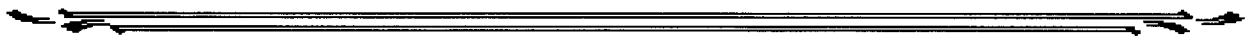


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# ***Introduction***



## CHAPTER 1 - INTRODUCTION

Most modern industrial societies value the person who is willing and able to initiate and respond positively to change, and yet, organizations that attempt to initiate such changes are often stymied by individuals or groups within the organization who resist the changes. Often the reasons for the resistance are not far to seek. The benefit to the organization are not necessarily with –and are often antithetical to the interests of the individuals being asked to make the change.

Change seems to have become one of the few stable factors in the contemporary organization. Over 50 years ago, Coach and French<sup>1</sup> (1948) already stated that changes in people's work are necessary to keep up with competitive conditions and technological development. According to Emery and Trist<sup>2</sup> (1965) the complexity of the environment of organizations increases and its predictability decreases, which makes the study of organizational change more difficult.

### 1.1 Definition - Resistance to change

In order to understand the concept of employee resistance, it is critical to define what is meant by the term *resistance*. An early researcher on the subject, defined resistance to change as "behavior which is intended to protect an individual from the effects of real or imagined change" (cited in Dent & Goldberg<sup>3</sup>, 1999, p. 34).

Resistance to change is defined as an inability, or an unwillingness, to discuss or to accept organisational changes that are perceived in some way damaging or threatening to the individual or the organisation."

In the view of Folger & Skarlicki<sup>4</sup> (1999) resistance is defined as "employee behavior that seeks to challenge, disrupt, or invert prevailing assumptions, discourses, and power relations" (p. 36)

Piderit<sup>5</sup> (2000) believes that the definition of the term resistance must incorporate a much broader scope. She states that "a review of past empirical research reveals three

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<sup>1</sup>Coch. L & French. J. R. P (1948), Overcoming resistance to change, Human Relations, 512-532

<sup>2</sup> Emery, F. E & Trist, E. L (1965), The casual texture of organizational environments, Human relations, 18, 21-32.

<sup>3</sup> Dent. E & Goldberg. S(1999, March) Challenging resistance to change. Journal of Applied Behavioural science, 25 – 41.

<sup>4</sup> Folger, R. & Skarlicki, D. (1999). Unfairness and resistance to change: hardship as mistreatment, *Journal of Organizational Change Management*, 35-50.

<sup>5</sup> Piderit, S.K. (2000, Oct). Rethinking resistance and recognizing ambivalence: a multidimensional view of attitudes toward an organizational change. *Academy of Management -794. A, 783*

different emphases in conceptualizations of resistance: as a cognitive state, as an emotional state, and as a behavior" (p. 784).

The notion that employee resistance can be overcome cognitively suggests that negative thoughts or beliefs about the change exist. Piderit cites, "Watson (1982) who suggests that what is often labeled as resistance is, in fact, only reluctance. Armenakis, Harris, and Mossholder (1993) define resistance in behavioral terms but suggest that another state precedes it: is a cognitive state they call (un)-readiness" (2000, p. 785).

Others attempt to define employee resistance based on the emotional factors exhibited as a result of organizational change. From their early study, Coch and French (1948) acknowledged aggression and frustration in employees as the emotional factors that caused undesirable behaviors and resistance to change. Argyris and Schon (1974, 1978) noted that resistance to change is a defense mechanism caused by frustration and anxiety (Piderit, 2000).

The final aspect of Piderit's conceptualization focuses on individual behavior in an attempt to define employee resistance to change. She cites Brower and Abolafia (1995) who define resistance as a particular kind of action or inaction. Ashforth and Mael (1998) define resistance as intentional acts of commission (defiance) or omission. Shapiro, Lweicki, and Devine (1995) suggest that willingness to deceive authorities constitutes resistance to change (2000).

Piderit (2000) claims that: although these conceptualizations overlap somewhat, they diverge in important ways. Finding a way to bring together these varying emphases should deepen our understanding of how employees respond to proposed organizational changes. Each of these three conceptualizations of resistance - as a behavior, an emotion, or a belief - has merit and represents an important part of our experience of response to change. Thus, any definition focusing on one view at the expense of the others seems incomplete (p. 785).

According to Dent & Goldberg (1999), individuals aren't really resisting the change, but rather they may be resisting the loss of status, loss of pay, or loss of comfort.



They claim that, "it is time that we dispense with the phrase resistance to change and find a more useful and appropriate models for describing what the phrase has come to mean - employees are not wholeheartedly embracing a change that management wants to implement" (p. 26).

Organizational change means disrupting established stability and predictability. This means disrupting individuals as well. Individuals may not always accept change regardless of whether it is imposed or desirable.

Individuals need to consider if the change will:

- alter his or her job
- involve new tasks being introduced
- mean disrupting established methods of working
- affect group relationships
- reduce his or her autonomy or authority
- lower his or her perceived status

## 1.2 Categories of Change

### 1.2.1. Change on the basis of its causes

#### **Internal and external forces:**

*External forces* are due to its general environment (international, economic, socio cultural, and political legal dimensions) and task environment (competition, customers, suppliers, regulators and strategic allies) which make change, called exogenous change. The *internal forces* are proceeding from within and derived internally (culture, organizational strategy) and are sometimes reflection of external environment. Internal forces create change which is called endogenous change.

**As measurement/solution** to complex problems in organization e.g. change for controlling high operating losses, theft, corruption, and safety threats in the working environment of organization.

## **Change on the basis of its implementation or adaptation**

### **Adaptive & proactive:**

*Adaptive change* is more directed towards changes and management on day to day organizational transactions. When an organization changes some of its core attributes to fit environmental contingency. On the other hand in *proactive change* the organization changes to secure from future threats and potential problems.

### **Planned & Unplanned:**

In *planned change*, the direction of change is controllable. It is mostly group based, consensual, and relatively slow in nature. In this change we believe we can stabilize some ways of working. *Unplanned* changes are those which occur independently of the system's intentions, but to which it has to respond (e.g. an unexpected change in demand, a machine breakdown or faulty supply)

## **1.2.2.Change on the basis of its extent, and speed i.e. time it takes to be done**

### **Incremental & Radical:**

*Incremental* change is hardly noticed and slow in nature, but can lead to transformation over a long period of time, it is also called first order change. Incremental change is geared to achieving changes in culture and behavior. *Radical* change is also called second order and transformation change. It is sometime the result of mergers, acquisitions and disposals.

### **Continuous & Episodic:**

*Continuous* changes are those changes, which are ongoing, evolving, and cumulative in nature. *Episodic changes* tend to be infrequent, discontinuous and. It occurs as organization moves away from equilibrium stage, or change as a result of misalignment or environmental encroachment

## **1.2.3.Change on the basis of its effect on different functions, units/divisions, & tasks**

### **Technological:**

Change in actions measurement, introduction of advance computer systems, machinery & tools, and improved communication system. Technology is concerned with design and layout of production facilities, type and mix of machines and equipments, product mix, flow of data and sharing of information, inventing new materials, automation, using computer software and hardware, monitoring and control of production processes, maintenance and simulation of operations and facilities and others. Technology change has been derived as a two-stage process. In the first stage, the firm is found to make a decision

to adopt a new advanced manufacturing technology. This is followed by adjustment of the labor force in the second stage. Much technical advancement has been found as labor-saving innovations enabling companies to eliminate less-skilled positions. This has also led to a shift in labor composition in favor of more highly educated workers.

**Structural:**

There are six elements of structures: work specialization, chain of command, span of control, authority and responsibility, centralization and decentralization, and departmentalization. Changing structure in a company includes alteration in any authority relationships, coordination mechanisms, degree of centralization, job design, or similar other structural variables. Process reengineering, restructuring, downsizing and empowering have resulted in more decentralization, wider spans of control, reduced work specialization, and cross functional teams. These structural components have given employees the authoritative flexibility and ease to implement process improvements. Structure is a means for attaining the objectives and goals of an organization. Any change in structure must start with objectives and strategy.

**Cultural change:**

Many companies describe structure and system change under the label of 'culture'. Organizational culture denotes a system of shared meaning within an organization that determines to a large degree, how employees behave. New systems or patterns of values, symbols, rituals, myths, belief, norms, social forms, and practices have evolved over time in the industry. Organizations around the world are experiencing changes in the culture, and the trend is towards even more changes as countries continue to undergo changes in the cultural composition of their general populations.

**Infrastructural:**

Change in the physical infrastructure of organization, e.g. relocation of departments or expansion of building,

**Strategic:**

Change that is driven by "strategy" and "environmental forces" and is tied closely to the organization ability to achieve its goal. For example, Merger, acquisition, downsizing, joint venture and to an extent the impact of environmental forces like governmental, societal, technological or political changes are decisive which an organization has to bear and incorporate in its strategic output. Also firms often change

goals and tactics, sometimes these plans are a variation on a common theme that is specified in the organizational mission statement.

### 1.3 Causes of resistance

- **Psychological:-** Employees negative perception, frustration, anxiety, preference towards status quo, cognitive comfort, fear, past failure, Cynicism or mistrust in top management/owner
- **Materialistic:-** Loss of pay, comfort, status, and threat to job security
- **Employees' constant capabilities:** - Employee's skills (existing), knowledge, & expertise getting obsolete i.e. capabilities gap, embedded routines
- **Employees concern for firm:** - Faults & weaknesses in change program i.e. change is not good for the firm or employees and management have difference/conflict of perceptions about change program and its effects.

### 1.4 Background

Organizations perceive change as very important for its survival and prosperity in today's most competitive environment and new business challenges. They make change initiative to keep up the pace with changing environment and new challenging competition. The success and performance superiority of organizations are very much dependent on its ability to align its internal arrangement with the demand of external world. While studying the change literature, the concept of change and its differentiation/types seem very ambiguous and it was very difficult to understand the overall picture of change from the scattered literature. As different authors have defined change, based on their differentiation, in different manners, e.g. Schien defined change as it can be *natural evolutionary, planned and unplanned change*, Leavitt expanded the technical-social (technical & social change) framework, by adding structural change.

Change as an important factor has been discussed by different authors as, 'change is the only constant' and very important for the firm. But managing change is very challenging & complex and great amount of care should be taken while making change. One of major problems/threats to organizational change is employees' resistance and has usually very unpleasant and negative implications for organization.

### **1.5 Need for the study**

In today's economy, change is all – pervasive in organizations. It happens continuously, and often at rapid speed. Because change has become everyday part of organizational dynamics, employees who resist change can actually cripple an organization

### **1.6 Objectives**

The objective of the proposed study is to

- To study about the resistance to change
- To study about the existing system
- To analyse the sources for resistance towards change
- To give suggestions for resistance to change

### **1.7 Expected deliverables**

- Sources or Reasons for resistance to change
- Factors contribute resistance towards change

## 1.8 About the company

**KAYJAY SHARP TRENDYS** was founded by J.Mohanasundari in 1992, after a decade of active apprenticeship with SHARP ELECTRODES PVT LTD to manufacture and market 0.37KW (0.5HP) “The Little Master” Mini monobloc Domestic water pumps. Simultaneously a Customer Oriented dealership Network was established. Encouraged by spectacular success and overwhelming customer response, with a view to produce world class products, **KAYJAY SHARP TRENDYS** established a modern state of the art manufacturing facility in a sprawling 24,000 Sq.feet premises in 1996. The Pumps received ready acceptance from customers all over India & abroad due to their excellent Quality, Superior Finish and Professional Service.

**KAYJAY SHARP TRENDYS** commitment to quality enabled it in obtaining the Licence for the use of prestigious ISI – MARK for pumps from Bureau of Indian Standards in the year 1992 and also ISO – certification from DNV in the year 2000. **KAYJAY SHARP TRENDYS** not satisfied with success at home, commenced export of pumps in the very first year of its operations and has been earning valuable foreign exchange for the country every year. Today **KAYJAY SHARP TRENDYS** products are manufactured using CNC Machines, Computer controlled Winding Machines and Fully Automated Assembly Line. The product range now consists of non self-priming, self-priming, centrifugal and Borewell & Openwell submersible pumps rating 0.18KW(0.25HP), 0.37KW(0.50HP), 0.75KW(1.0HP), 1.1KW(1.5HP) and 1.5KW(2.0HP), 60 models to cater to wide ranging customer preference in India and abroad.

### Quality policy

KayJay sharp trendys is committed to customer satisfaction by supplying and servicing pumps of reliable quality and performance continual improvement of our system and process.

### Products

- Self priming pump
- Non self priming pump
- Centrifugal Pump – Thread and Flange Type
- Horizontal Multistage Pump

- Openwell Supmersible Pump
- Deepwell Jet Pumps
- Self Priming Jet Pumps
- KayJay Sharp domestic pumps

**Contact Details**

KAYJAY SHARP TRENDYS

SHARP NAGAR

KALAPATTI

COIMBATORE - 641048

[www.sharptrendys.com](http://www.sharptrendys.com)

**1.9 Change in Policies of the firm****New technology implementation**

To improve the efficiency, productivity and quality, the pump testing machine was introduced recently. The new automation in pump testing has been introduced to check the quality of the finished goods.

**Department change / Change in group companies**

The employees may be changed to other departments depending on the requirements of the need. Some times they may be deputed to group companies. Employees resist deputation to group companies or other departments.

**Change in working hours**

The working hours were changed when there are power cuts. Either the employees have to come earlier to normal working hours or they have to work after the normal working hours based on the power cuts. This may change the normal routine of the employees.



**Extended duty hours beyond normal working hours.**

To meet the increasing demands, the employees have to work beyond the normal working hours. After the working hours, the employees have to work and they will be provided with food and transport facilities.

# *Literature Survey*



## CHAPTER 2 - REVIEW OF LITERATURE

Review of literature deals with the previous studies conducted by either researchers in the same area or related area and reveals their findings. It is guidance for the researchers who do the research in the same field. It helps the researcher to be familiar with the topic.

### Importance

Some of the important factors relating to review of literature are as follows

- The review of the related literature enables the researcher to define the limits of its field.
- It helps the researcher to delimit and define the problem.
- The knowledge of related literature brings the researcher up to date on the work which others have done and thus to state objectives clearly and concisely.
- The related literature is also to provide insight statistical methods through which validity of results is to be established.

### 2.1 Resistance to change – does age matter?

Predicting negative attitudes towards organizational change

zur Erlangung des Doktorgrades der Naturwissenschaften(2004)<sup>6</sup>

Due to their relevance to current politics and company strategies, questions like whether older employees are more resistant to organizational change than younger employees seem to be of great importance, but are yet unresolved in psychological research. Thus, the central aim of this research is to empirically scrutinize these questions and to provide an explanatory framework that accounts for potential age group differences in resistance to organizational change. For investigating age effects in resistance to change, several consecutive steps were realized:

Firstly, a questionnaire instrument was developed in order to measure resistance as a multidimensional attitude. Secondly, to identify factors that may account for potential age group differences, a comprehensive model for both explaining and predicting

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<sup>6</sup> zur Erlangung des Doktorgrades der Naturwissenschaften. des Fachbereiches I an der Universität Triervorgelegt von Tina Heinrich Predicting negative attitudes towards organizational change Inaugural-Dissertation.  
<http://inderscience.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,1,6;journal,29,32;linkingpublicationresults,1:110838,1>.

resistance to organizational change was conceptualized and tested empirically: An action-theoretical model based on generalised individual expectancies and valences, the GEV model. This model consists of domain-specific variables (including self-concept of own ability, control beliefs, level of conceptualisation, values and interests, and trust) concerning the organizational change process, which are derived from the action-theoretical model of personality (Krampen, 1987, 2000).

Structural equation modelling was applied to several samples of cross-sectional self-report questionnaire data from employees belonging to different industrial sectors. The data in great parts confirmed the adequacy of the GEV model, and additionally results revealed that the GEV model seems to have a higher explanatory value for resistance to organizational change than do alternative explanatory models, such as situational, or team climate approaches. Empirical results on age differences did not confirm prevalent hypotheses. Thus, stereotypes depicting older employees as more resistant to change than younger employees could not be supported empirically.

## **2.2 Measuring resistance to change: an instrument and its application**

Dianne Waddell and Amrik S. Sohal <sup>7</sup>

Much research has been undertaken with the assumption that resistance adversely affects a change process. Strategies devised from this perspective often approach resistance in an adversarial manner, attempting to circumvent or negate its impact. However, recent research has identified that despite this predominantly negative perception, resistance has also been used to successfully implement many changes in organizations. This paper highlights the need to identify and measure resistance prior to an organizational change effort. Resistance by nature is complex, and its potential to negatively impact change is greatly exacerbated by managers applying a simple set of assumptions when encountering it. By accurately gauging resistance in advance, implementers of change can anticipate the likely response of the organization and thus implement appropriate strategies. To this end, an instrument has been designed that identifies and measures resistance in an organization. The instrument is utilized in a manufacturing organization and the results show that it provides a valid and reliable measure of resistance and is able to accurately identify the

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<sup>7</sup> Dianne Waddell and Amrik S. Sohal "Measuring resistance to change: an instrument and its application"  
Department of Management, Monash University, Wellington Road, Clayton, VIC 3168, Department of Management, Monash University, Wellington Road, Clayton, VIC 3168, Australia

likely nature of resistance generally, as well as individual pockets that belie a peculiar stance not indicative of the organization as a whole.

### **2.3 Learning to overcome resistance to change in higher education: the role of Transformational Intelligence in the process.**

#### **At van School**

University of South Africa<sup>8</sup> :

Study about learning to overcome resistance to change in higher education: the role of Transformational Intelligence in the process. Tertiary education institutions are facing dramatic changes and resistance from organizational members can be expected. Traditional approaches to change management have emphasized a top-down, techniques influence stream, which ignores the resistance phenomenon. To overcome resistance, a systemic approach, which includes a bottom-up, social and political influence stream, should be used. This influence stream focuses on involving employees in the change event and in creating a change-facilitative environment. The process of dealing with resistance can be expedited by engaging employees, departments and organizations in the development of Transformational Intelligence. It comprises the attitudes, knowledge and skills to drive change from the bottom-up and to participate in change-facilitative rather than change-inhibiting conversations. Transformational Intelligence consists of four dimensions namely Motivational-, Process-, and Creative- and Relational-Intelligence. By engaging in the development of Transformational Intelligence, employees, departments and organizations will learn to deal meaningfully with an uncertain future. Furthermore, change initiators can ensure that the considerable resources allocated to change interventions, are utilized effectively.

### **2.4 A Different View on Resistance to Change**

Kilian M. Bennebroek Gravenhorst<sup>9</sup>

For half a century or more, organization scientists have been claiming that

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<sup>8</sup> University of South Africa : Pretoria, South Africa [vschowa@unisa.ac.za](mailto:vschowa@unisa.ac.za) "Learning to overcome resistance to change in higher education: the role of Transformational Intelligence in the process "

<sup>9</sup>. Paper for "Power Dynamics and Organizational Change IV", Symposium at the 11th EAWOP Conference in Lisbon, Portugal, 14-17 May 2003. Kilian M. Bennebroek Gravenhorst. Universiteit van Amsterdam, Faculty of Social and Behavioural Sciences. Amsterdam School of Communication Research (ASCoR), Kloveniersburgwal 48, 1012 CX Amsterdam, The Netherlands.

change has become the steady state of the contemporary organization. Organizations have to change to adapt to the new demands of their environments. At the same time, we are confronted with the widespread notion that people do not want to change. In general, psychological and management literature describe resistance as a standard or even natural psychological response to change. Resistance is supposed to result from individual and organizational forces that are directed at stability. Thus, it is explained to managers and consultants how they can deal with employees who resist change and how resistance can be overcome. In this paper, the general view on resistance is questioned. I propose an alternative view in which people want to contribute to change in their organization. This view is supported by six case studies in organizations involved in complex change processes. The first question in these studies focuses on the degree to which resistance or willingness to change is found in organizations. Resistance is commonly described as a response that has to be expected from all members of an organization. Here, I investigate how positive and negative responses to change are distributed within an organization. The second question focuses on the distribution of resistance over three different groups in organizations. The common idea is that managers want to change, and employees do not. Thus, the resistance of the latter group has to be overcome. This study compares how members of management teams, linemenagers, and employees evaluate change in their organizations and tries to understand their different views within the context of the change processes, instead of as individual psychological responses. Results show that willingness to change is the general response in the organizations. Only a very small percentage of the people resist the changes. The three groups differ in their willingness to change. Their positions and roles and the change process can explain these differences. The idea that employees are limited in their capacity to change is not supported.

### **2.5 Resistance to change: a literature review and empirical Study**

Pardo del Val, Manuela & Martínez Fuentes, Clara<sup>10</sup>

This paper examines organizational change, focusing on the distinction of changes according to their scope and presenting a typology of evolutionary and strategic changes. We also offer an in depth study of resistance to change. Through empirical research, we have analyzed the importance of the sources of resistance to change defined theoretically, also considering both types of changes. We have shown which sources of resistance differ

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10. Pardo del Val, Manuela & Martínez Fuentes, Clara, Resistance to change: a literature review and empirical study, Universitat de València, Spain, Facultad de Economía, Avda. Los Naranjos, s/n, 46022 Valencia – SPAIN. E-mail: [Manoli.Pardo@uv.es](mailto:Manoli.Pardo@uv.es);

most, according to the scope of change, offering hints about where organizations should pay special attention when initiating a change process.

## **2.6 Challenging "Resistance to Change"**

Eric B. Dent Susan Galloway Goldberg<sup>11</sup>

This article examines the origins of one of the most widely accepted mental models that drives organizational behavior: the idea that there is resistance to change and that managers must overcome it. This mental model, held by employees at all levels, interferes with successful change implementation. The authors trace the emergence of the term *resistance to change* and show how it became received truth. Kurt Lewin introduced the term as a systems concept, as a force affecting managers and employees equally. Because the terminology, but not the context, was carried forward, later uses increasingly cast the problem as a psychological concept, personalizing the issue as employees versus managers. Acceptance of this model confuses an understanding of change dynamics. Letting go of the term—and the model it has come to embody—will make way for more useful models of change dynamics. The authors conclude with a discussion of alternatives to resistance to change.

## **2.7 Predicting resistance to Innovation<sup>12</sup> –**

This study provides additional support to the concurrent validity of the Resistance to Change scale. The analyses of relationship between resistance to change subscales and professors product – adoption behaviour, confirmed that it would take those who are oriented toward the short-term inconvenience involved in change and who are more cognitively rigid longer before they would try out a new product, if they would try it at all.

## **2.8 Resistance to change – Reactions to Work place computerization**

Urs. E. Gattiker<sup>13</sup>

The primary objective of this study was to examine the acceptance, of knowledge about, computer – based technology on the part of end users. Earlier research suggests that computer acceptance and knowledge are two variables crucial in attaining desired profitability increases with such technology. However, few studies have examined how

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<sup>11</sup> [www.Opti-solutions.com](http://www.Opti-solutions.com)

<sup>12</sup> Shaul oreg, Resistance to change:Developing and individual differences measure, Cornell university, p 687-689

<sup>13</sup> Urs. E. Gattiker, Resistance to change – Reactions to Work place computerization, University of Lethbridge, Laurie Larwood, The University of Illinois at Chicago (p.2)

these variables occur in organizational settings. Based on earlier findings, it was hypothesized that an individual's degree of aspiration and motivation for career advancement as well as any perceived positive or negative impact on her/his job would predict computer knowledge and acceptance. The result obtained in this study supports these expectations. Their implications for future research and for practitioners in organizations are desired.

Abdelhamid Samara; [2009]<sup>14</sup> The purpose of this thesis is to gain better understanding of leading transformation in terms of effective change process models, transformational leaders characteristics and the impact of organization culture on change process. The thesis has a qualitative approach and the empirical data was gathered through telephone interviews and a webinar (Web-based seminar) with company's works in the field of consultancy namely EMERGE International ® and The Leadership Trust ®. The main findings from this thesis is that, the approach taken to manage change mirrors the leader mindset and his ability to lead transformation and manage resistance based on becoming more aware of the dynamics of transformation in both human and process level. The leader should ensure to design a change process that demonstrates the desired organization culture. Finally, the thesis recommended a model could be used by leaders to guide a transformation process at the organization. The methodology used is based on the scope of change and the degree of employee involvement.

A.J Schuler, Psy. D.<sup>15</sup> Study about overcoming resistance to change: Top ten reasons for change resistance. The risk of change is seen as greater than the risk of standing still. People feel connected to other people who are identified with old way. People have no role models for the new activity. People fear they lack the competence to change. People feel overloaded and overwhelmed. People have a healthy skepticism and want to be sure new ideas are sound. People fear hidden agendas among would be reformers. People feel the proposed change their notions of themselves. People anticipate a loss of status or quality of life. People genuinely believe that the proposed change is a bad idea.

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<sup>14</sup>Abdelhamid Samera (2009) University essay from Hogskolan i Kalmar /Handelshogskolan BBS "Transformational ; Leadership

<sup>15</sup> A.J .Schuler , Psy. D. " Overcoming Resistance to change : Top Ten Reasons for change Resistance



Shaul Oreg<sup>16</sup> The person who is willing and able to initiate and respond positively to Change, and yet organisations that attempt to initiate such changes are often stymied by individuals or groups within the organization who resist the changes. Individual may resist change because they feel that control over their life situation is taken away from them with changes that are imposed on them rather than being self-initiated.

Hannan & Freeman<sup>17</sup> Complement work on the institutional determinants of resistance to change and on the psychological processes underlying resistance by bringing individual differences to this important domain of organizational behaviour. Researchers interested in resistance to change and its interaction with other variables now have a tool for measuring the dispositional component of resistance.

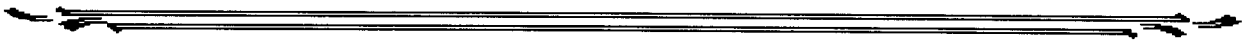
Recent studies begun to explore concepts that are related to resistance to change from an individual difference perspective. For example, self-discipline, an orientation toward creative achievement and a lack of defensive rigidity were suggested to reflect people's adaptability to change on the basis of their contribution to the maintenance of the high performance when moving from a well – defined to an ill-defined laboratory task and from high school to college

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<sup>16</sup> Shaul Oreg – Cornell University “Resistance to change: developing an individual differences measure, Department of organizational behaviour

<sup>17</sup> Hannan, M & Freeman, J (1984), Structural inertia and organizational change, *American Sociological Review*, 49, 149-164.

# *Methodology*



## **CHAPTER 3 - METHODOLOGY**

Research is an art of scientific investigations. Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations, and drawing conclusions about the research data. It is a blueprint followed to the complete study.

### **3.1 Type of project**

The project is descriptive/ exploratory type of study. The study design is census sample survey using interview schedule.

### **3.2 Scaling technique**

The scaling technique used to collect answers from the respondents was Likert's 5 point scale. Each statement has 5 points called Strongly agree, Agree, Neither agree nor disagree, Disagree and Strongly disagree. The respondent could have to select any one of the 5 points for the response.

### **3.3 Sample frame**

The target samples are the employees work in KayJay sharp trends . All the employees were included in the study.

### **3.4 Tools of data collection**

To collect information from the employees interview schedule is used.

- The first part of the interview schedule deals with the personal data of the employees such as name, gender, educational qualification, experience.
- The second part of the interview schedule consists of the questionnaire about the factors relating to resistance to organizational change.

### **3.5 Data collection**

#### **3.5.1.Primary data**

Primary data is collected by the investigator for the purpose of a specific inquiry study. Such data is original in character and is generated by surveys conducted by individuals. Here the primary data was collected from the respondents by the researcher.

#### **3.5.2.Secondary data**

When an investigator uses the data which has been collected by others such data is called secondary data. This data is primary data for the agency that collects it and becomes

secondary data. It can be journals, magazines, book references and internet references, publications of professional and research organizations and so on.

### **3.6 Tools of analysis and interpretation**

The data collected from the respondents are analysed using the various statistical tools like percentage analysis, weighted average, chi square analysis(Using SPSS Version 16) and their inference is discussed with diagrammatic representations.

### **3.7 Limitations of the study**

- The data is collected only from the employees who were in Kay Jay Sharp Trendys, Coimbatore. Hence the findings are applicable to these employees and cannot be generalized.
- As the sample size is small, it may not represent universally.
- Response cannot be fully correct or cannot be called honest answer as the mentality while answering the questionnaire by different people is different.

# ***Data Analysis and Interpretation***



## CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

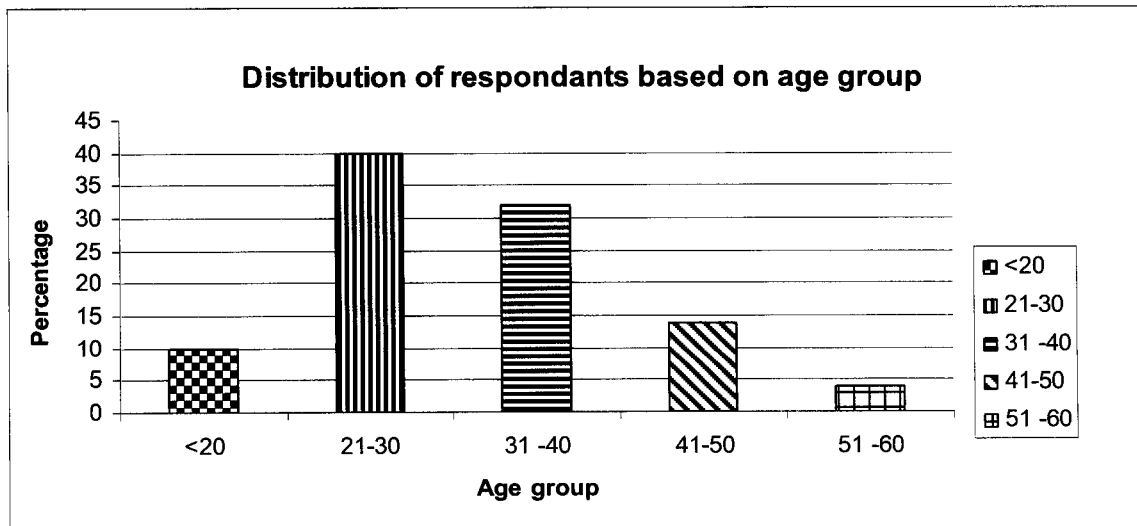
The collected data were analysed using various statistical tools like percentage analysis, weighted average and chi square (using SPSS version 16) and the interpretations are discussed below

**Table 4.1 - Distribution of respondents based on the age group**

AGE GROUP (Years)	NO OF RESPONDENTS	PERCENTAGE
<20	5	10
21-30	20	40
31 -40	16	32
41-50	7	14
51 -60	2	4
>60	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

From the table it is known that, 40% of the respondents were in the age group 21 – 30 years. 4% of the respondents were in the age group of 51 – 60 years.

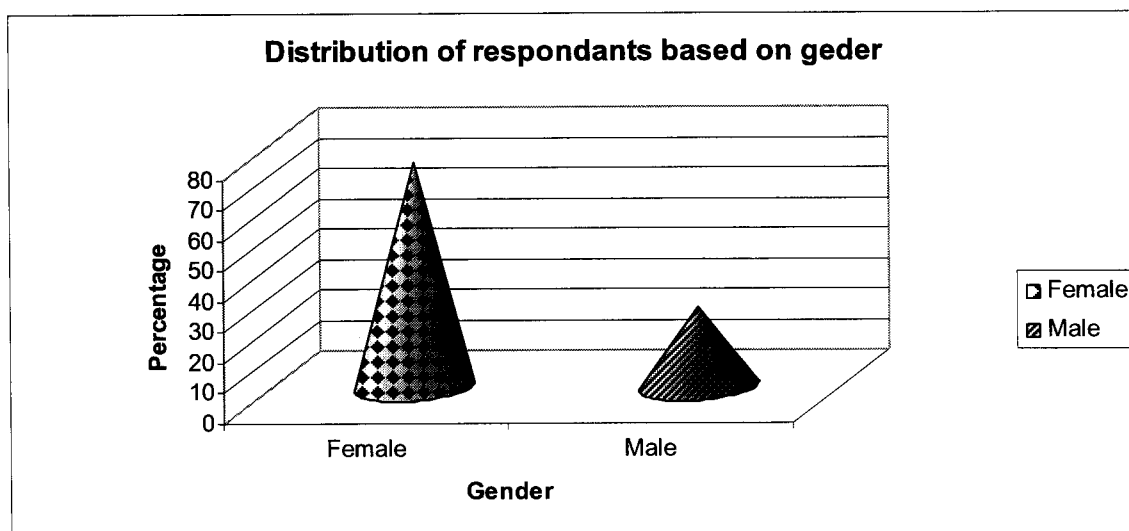
**FIGURE 4.1 - Distribution of respondents based on age group**



**Table 4.2 - Distribution of respondents based on Gender**

S.NO	GENDER	NO OF RESPONDENTS	PERCENTAGE
1	Female	37	74
2	Male	13	26
	<b>Total</b>	<b>50</b>	<b>100</b>

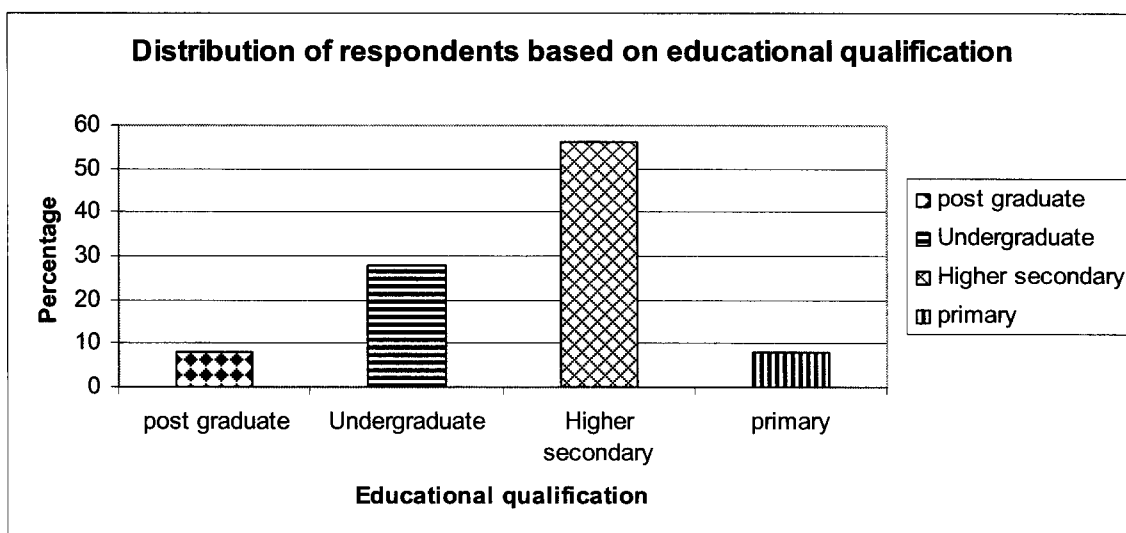
From the above table it is know that 74% of the respondents were females and only 24% of the respondents were male.

**FIGURE 4.2 - Distribution of respondents based on gender**

**Table 4.3 - Distribution of respondents based on educational qualification**

S.NO	EDUCATIONAL QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
1	post graduate	4	8
2	Undergraduate	14	28
3	Higher secondary	28	56
4	Primary	4	8
	<b>Total</b>	<b>50</b>	<b>100</b>

From the above table it is clear that 56% of the respondents had the educational qualification of Higher secondary, 8% of respondents were post graduates and 28% of the respondents were under graduates.

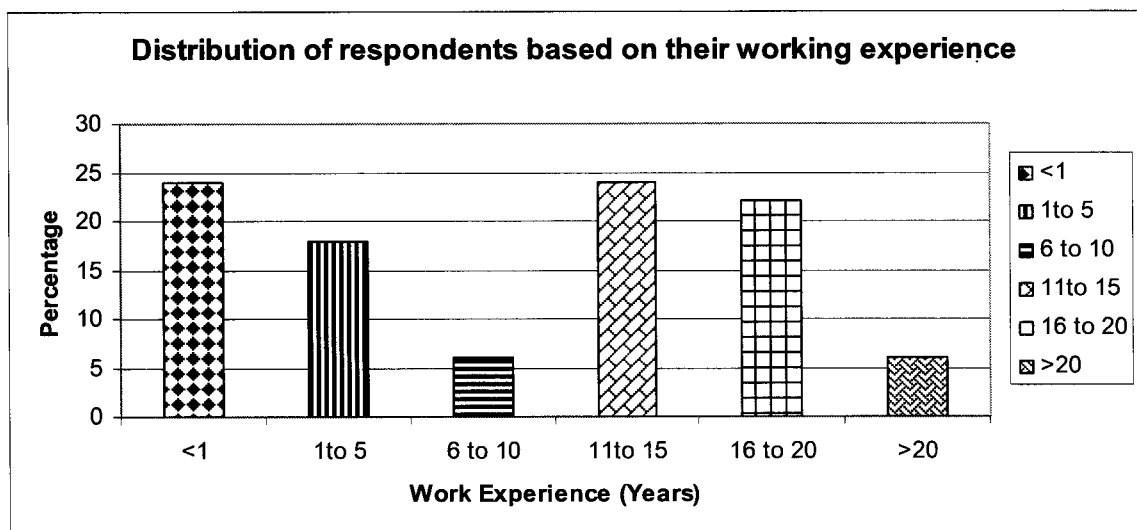
**FIGURE 4.3 - Distribution of respondents based on educational qualification**



**Table 4.4 - Distribution of respondents based on work experience**

S. NO	EXPERIENCE (YRS)	NO OF RESPONDANTS	PERCENTAGE
1	<1	12	24
2	1to 5	9	18
	6 to 10	3	6
3	11to 15	12	24
4	16 to 20	11	22
5	>20	3	6
	<b>Total</b>	<b>50</b>	<b>100</b>

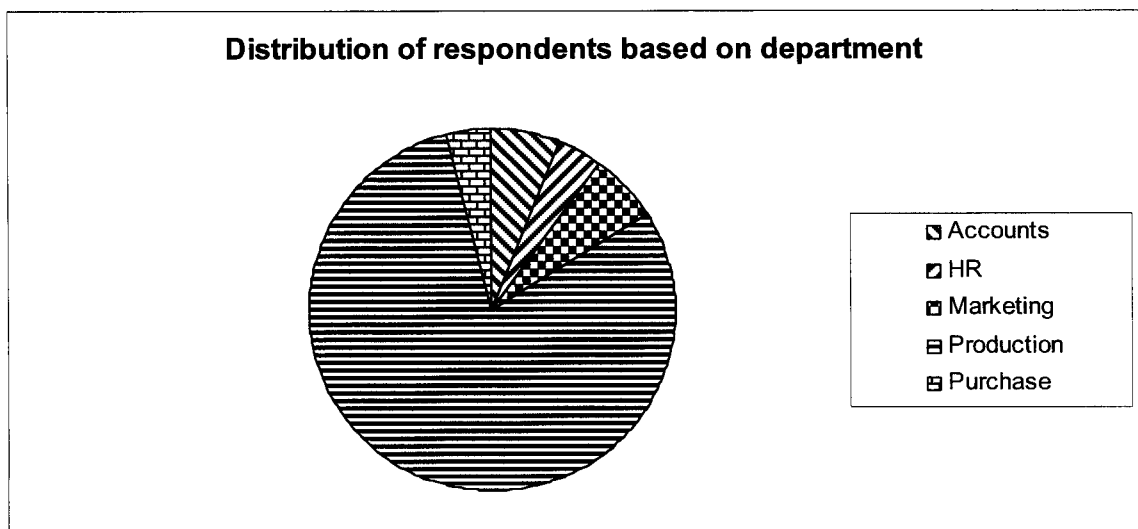
From the data of the above table it is noted that 6% of the respondents have more than 20 years of experience. Maximum number of respondents, 24 % of respondents were found between 11 – 15 years .

**FIGURE 4.4 - Distribution of respondents based on work experience**

**Table 4.5 - Distribution of respondents based on department**

<b>S.NO</b>	<b>DEPARTMENT</b>	<b>NO. OF RESPONDENT</b>	<b>PERCENTAGE</b>
1	Accounts	3	6
2	HR	2	4
3	Marketing	3	6
4	Production	40	80
5	Purchase	2	4
	<b>Total</b>	<b>50</b>	<b>100</b>

The above table shows that maximum number of respondents, 80% were in production department. 6% of respondents were in Accounts and marketing.

**FIGURE 4.5 - Distribution of respondents based on department**

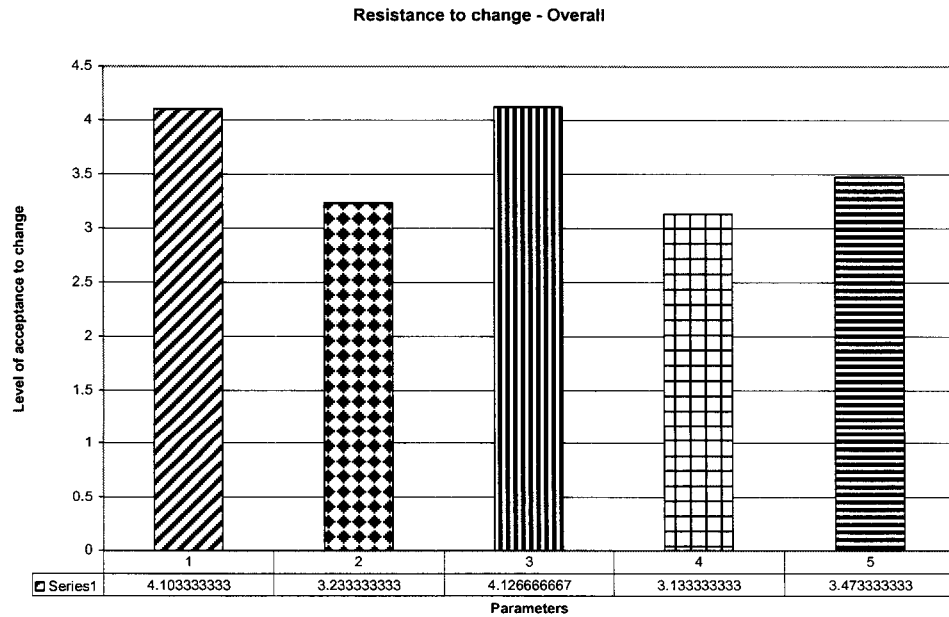
**Table 4.6 - Overall Weighted Average for Different Criteria of Resistance To Organizational Change**

S.NO	CRITERIA	WEIGHTED AVERAGE*
1	New technology implementation	4.1
2	Department change/Deputation in group companies	3.23
3	Training	4.12
4	Change in working hours	3.13
5	Extended duty hours beyond normal working hours	3.47

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

From the above table it is noted that there is resistance to change in working hours and for department change/deputation in group companies.

**FIGURE 4.6 - Overall Weighted Average for Different Criteria of Resistance To Organizational Change**



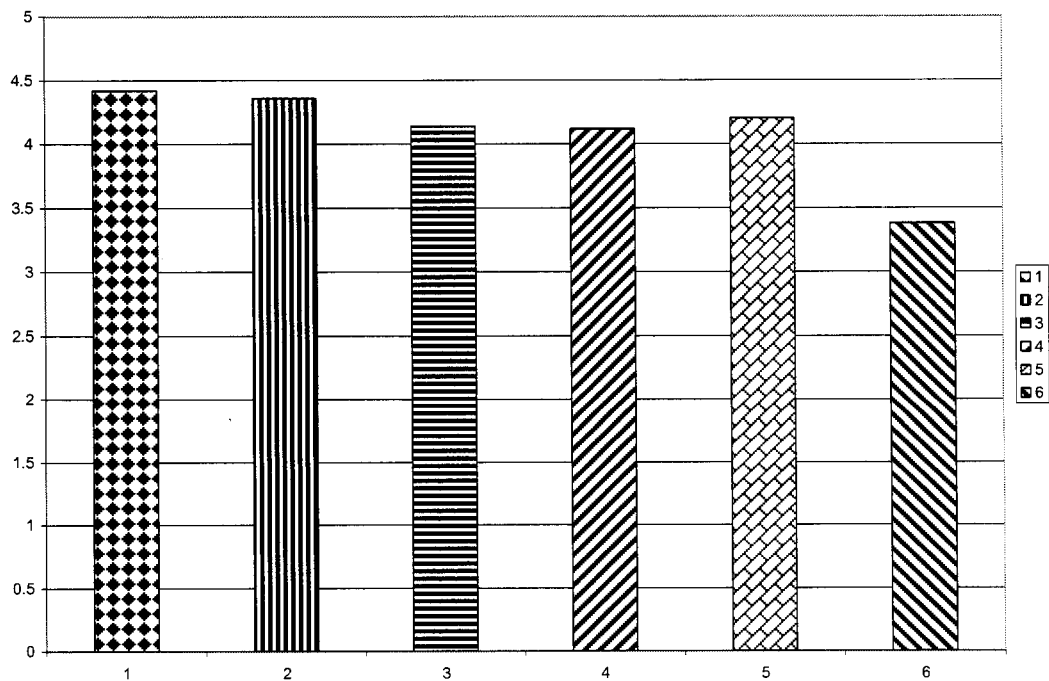
**Table 4.7 - Weighted Average for New Technology Implementation for all respondents**

<b>I</b>	<b>New technology implementation</b>	<b>Weighted Average*</b>
1	New technology is required for the growth of the organization	4.42
2	I am able to adapt with the new technology	4.36
3	Adequate time is given to learn new technology	4.14
4	Adequate training is given to learn new technology	4.12
5	I am satisfied with the new technology available	4.2
6	Insecurity of job by implementing new technology	3.38

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

The above table shows that respondents disagree only for the statement of insecurity of job by implementing the new technology.

**FIGURE 4.7 - Weighted Average for New Technology Implementation for all respondents**



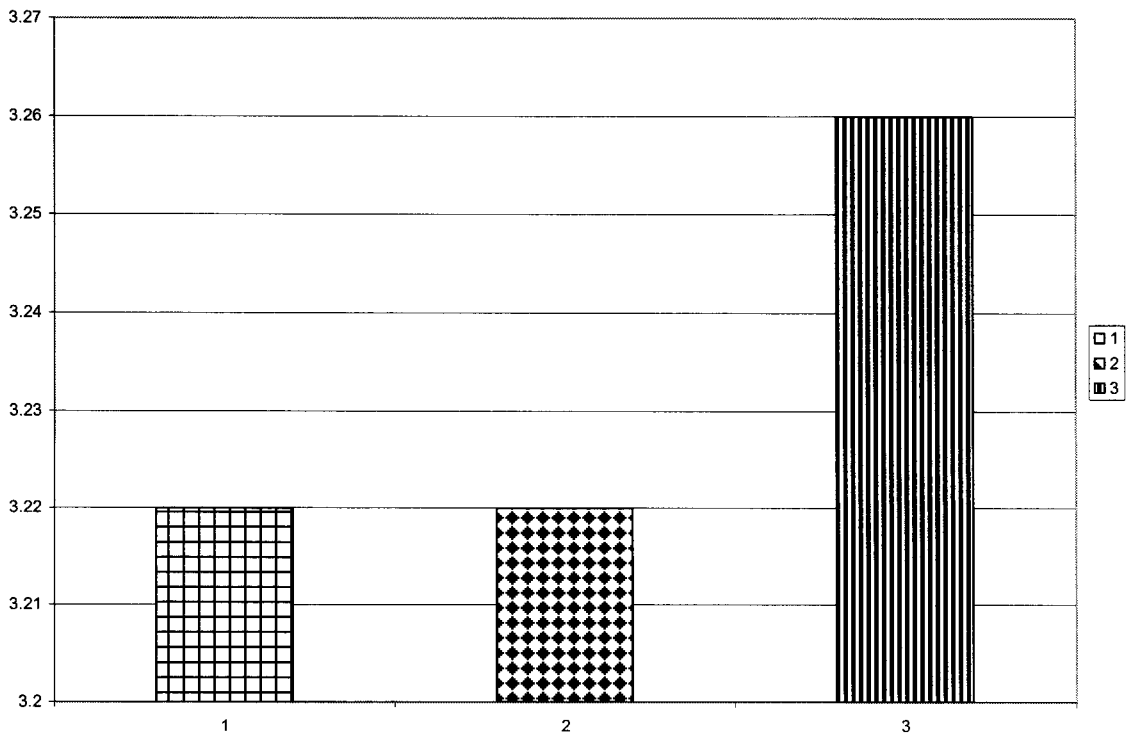
**Table 4.8 - Weighted average for Department change/Deputation in group companies**

II	Department change / Deputation in group companies	Weighted Average*
1	I willing to change other departments	3.22
2	Adequate time is given while changing department or deputation in group companies	3.22
3	Company gains value addition by deputation change	3.26

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

From the above table, it is noted that the respondents were not willing for change to other departments

**FIGURE 4.8 - Weighted average for Department change/Deputation in group companies**

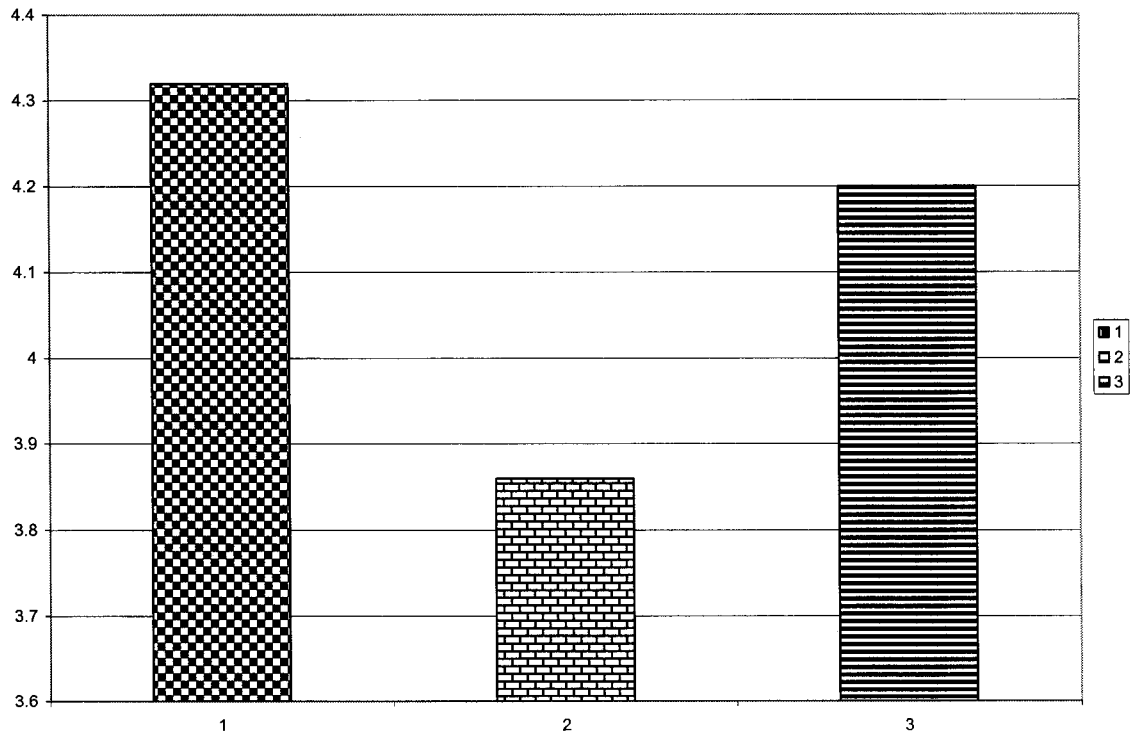


**Table 4.9 - Weighted Average for Training**

<b>III</b>	<b>Training</b>	<b>Weighted Average*</b>
1	Training is required for the career growth	4.32
2	Training given away from the office is good	3.86
3	Evaluation of the training is needed	4.2

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

The data from the above table shows that respondents resist only for the training given outside.

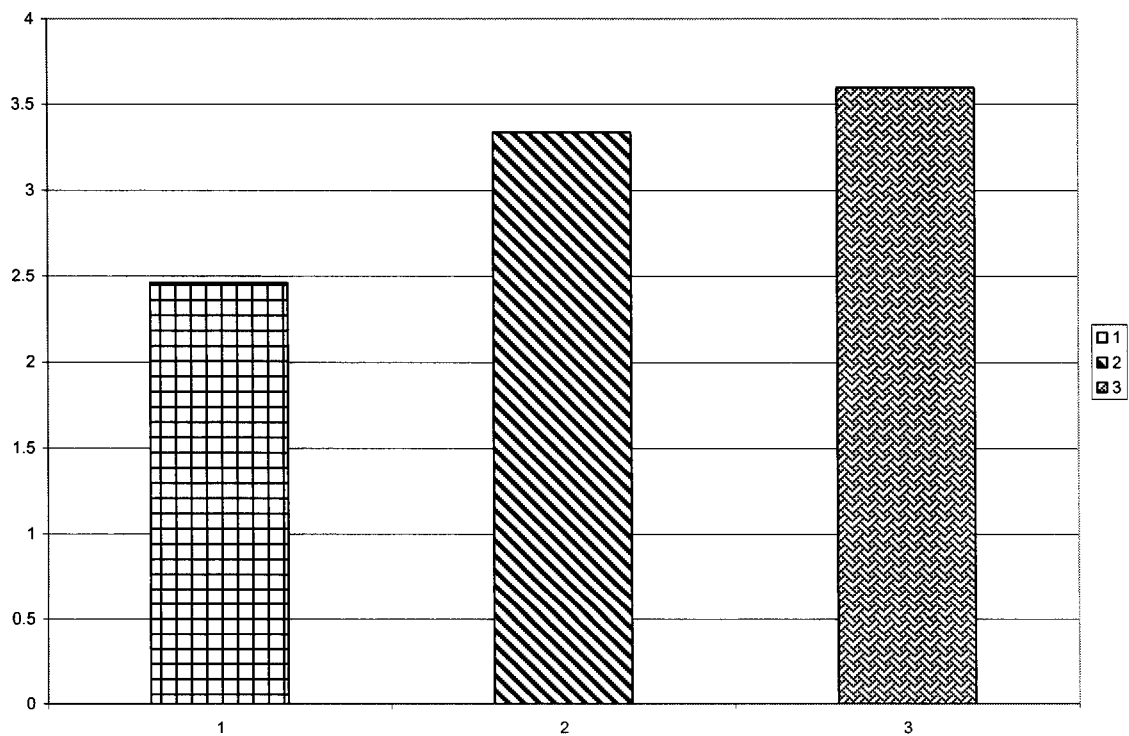
**FIGURE 4.9 - Weighted Average for Training**

**Table 4.10 - Weighted Average for change in working hours**

IV	Change in working Hours	Weighted Average*
1	There is no difficulties in change of working hours	2.46
2	I am convenient with the new working hours	3.34
3	I am able to adapt with the new working hours	3.6

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

Above data shows that respondents resist for change in working hours, as well as it is difficult to adapt with the new working hours.

**FIGURE 4.10 - Weighted Average for change in working hours**

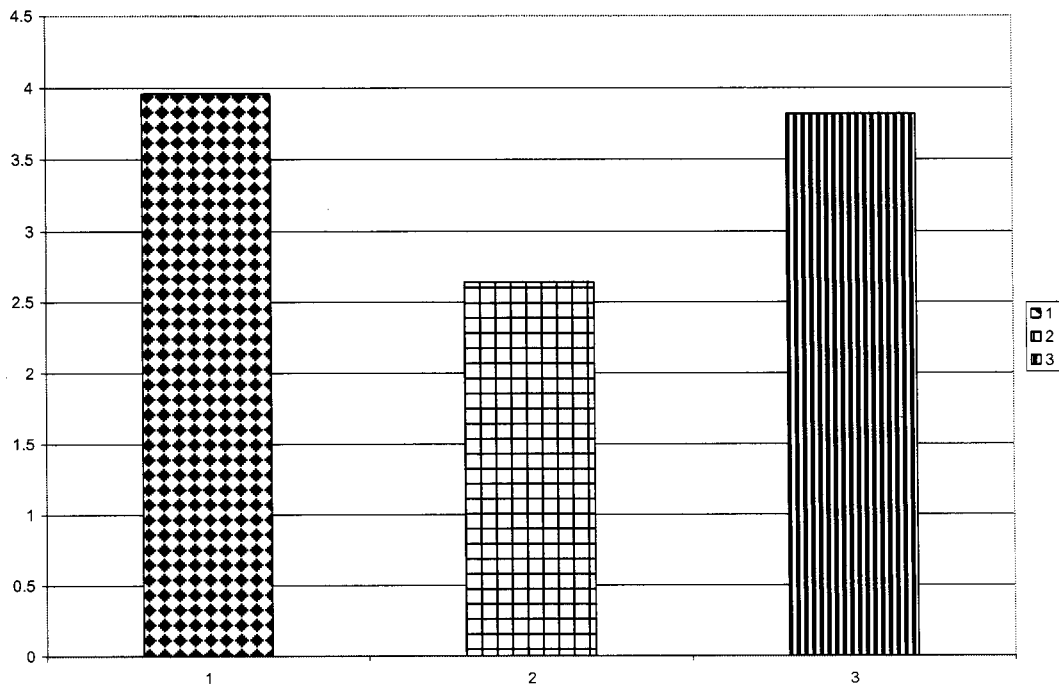
**Table 4.11 - Weighted Average for Extended duty hours beyond normal working hours**

V	Extended duty hours beyond normal working hours	Weighted Average*
1	I am willing to work beyond the normal working hours	3.96
2	There are no difficulties in doing extended working hours related to discharging the family duties and attending social obligatory works	2.64
3	Adequate provision for convenience facilities given ( like food, security, transport etc) while doing extended working hours	3.82

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

The data from the above table shows that respondents resist the statement of no difficulties in discharging the family duties and attending the social obligatory works. It shows that the respondents were not willing for change in working hours.

**FIGURE 4.11 - Weighted Average for Extended duty hours beyond normal working hours**





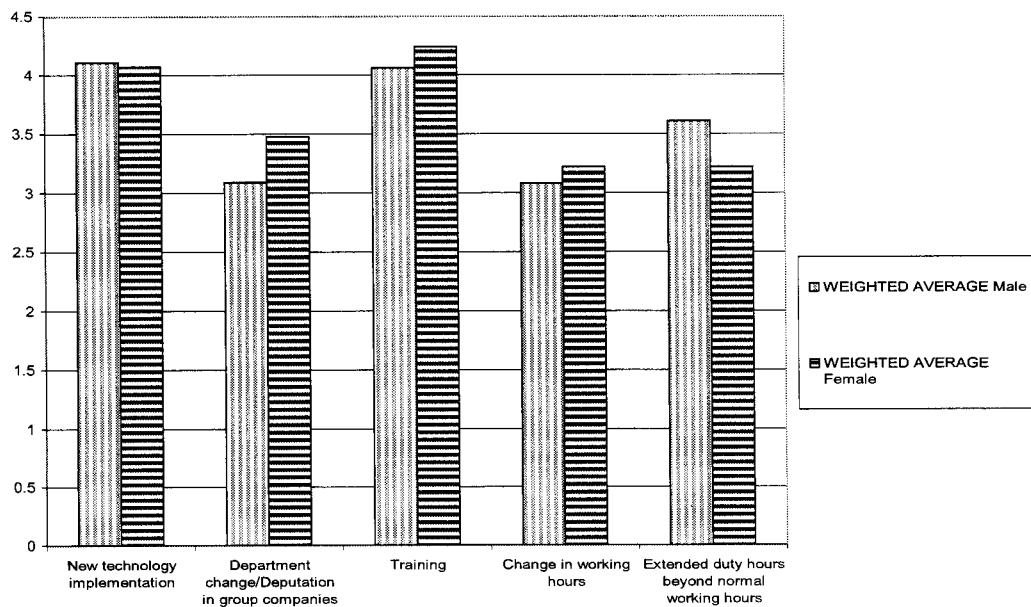
**Table 4.12 - Comparison of Overall Weighted Average for Different Criteria of Resistance To Organizational Change between males and females**

S.NO	CRITERIA	WEIGHTED AVERAGE*	
		Male	Female
1	New technology implementation	4.11	4.07
2	Department change/Deputation in group companies	3.09	3.48
3	Training	4.06	4.24
4	Change in working hours	3.08	3.22
5	Extended duty hours beyond normal working hours	3.61	3.22

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

The data shows that there is strong resistance to change in working hours for both male and female. It is noted that there is female respondent resist for extended duty hours compare to males.

**FIGURE 4.12 - Comparison of Overall Weighted Average for Different Criteria of Resistance To Organizational Change between males and females**



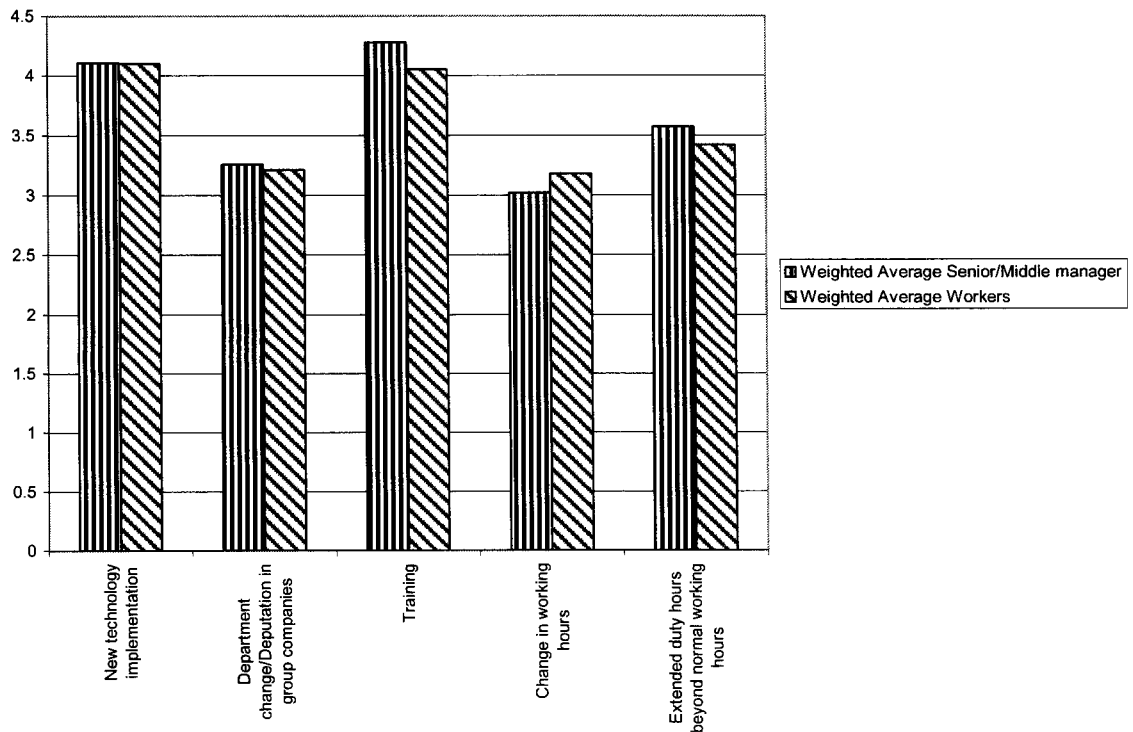
**Table 4.13 - Comparison of Overall Weighted Average for Different Criteria of Resistance To Organizational Change between senior/middle and workers**

S.NO	CRITERIA	Weighted Average*	
		Senior/Middle manager	Workers
1	New technology implementation	4.11	4.1
2	Department change/Deputation in group companies	3.26	3.21
3	Training	4.28	4.05
4	Change in working hours	3.02	3.18
5	Extended duty hours beyond normal working hours	3.57	3.42

(\* Out of Likert's 5 point scale – 5 –strongly agree, 4 – Agree, 3 – Neither agree nor Disagree, 2- Disagree, 1- Strongly Disagree)

When comparing, senior/middle manager and workers, the resistance was observed in change in working hours, department change and also in extended duty hours.

**FIGURE 4.13 - Comparison of Overall Weighted Average for Different Criteria of Resistance To Organizational Change between senior/middle and workers**



#### 4.1 New technology implementation

**Table 4.14 - Respondents opinion towards requirement of new technology for growth of the organization**

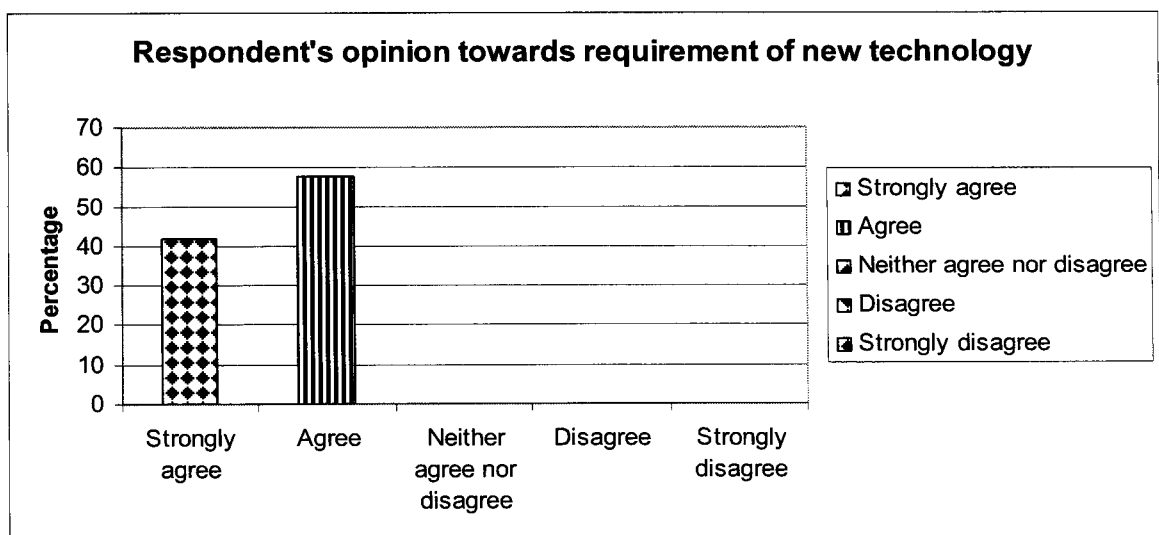
S. No	OPINION	NO. OF RESPONDENTS	PERCENTAGE	$\chi^2$
1	Strongly agree	21	42	1.280 <sup>a</sup>
2	Agree	29	58	
3	Neither agree nor disagree			
4	Disagree			Df
5	Strongly disagree			1
	<b>Total</b>	<b>50</b>	<b>100</b>	

(not significant at 1% level {  $\alpha = 2.7$  }

The table shows that all the respondents agree that new technology is required for the growth of the organization.

The value of the  $\chi^2$  test of independence to determine the association of attributes is not significant at 1 % level of significance with a computed value of 1.280 with 1 degrees of freedom.

**FIGURE 4.14 - Respondents opinion towards requirement of new technology for growth of the organization**



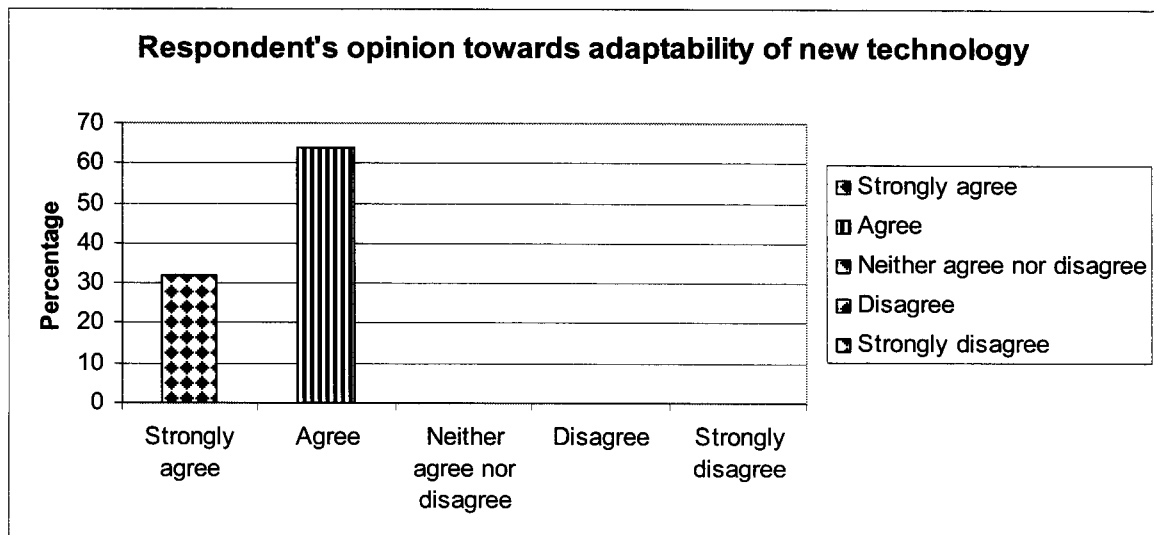
**Table 4.15 - Respondent's opinion towards adaptability to new technology**

S. No	Opinion	No. Of respondent	Percentage	$\chi^2$
1	Strongly agree	18	32	3.920a
2	Agree	32	64	
3	Neither agree nor disagree			
4	Disagree			Df
5	Strongly disagree			1
	<b>Total</b>	<b>50</b>	<b>100</b>	

(significant at 1% level {  $\alpha = 2.7$  }

The above table shows that the respondents agree the statement of adaptability to new technology.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 3.920 with 1 degree of freedom.

**FIGURE 4.15 - Respondents opinion towards adaptability to new technology**

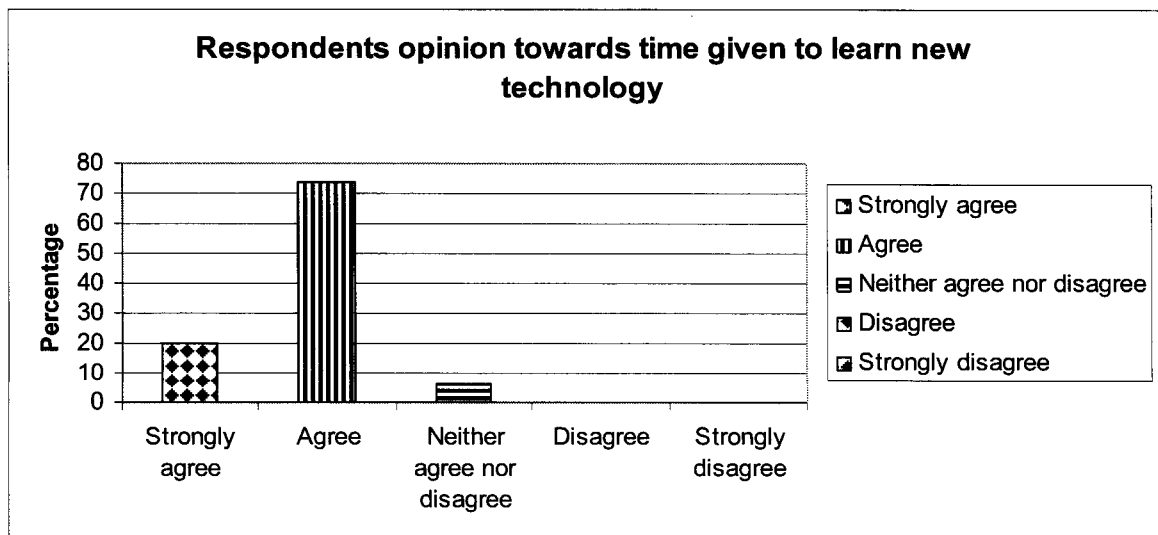
**Table 4.16 - Respondents opinion towards time given to learn new technology**

S. No	Opinion	No. Of respondent	Percentage	$\chi^2$
1	Strongly agree	10	20	38.680 <sup>a</sup>
2	Agree	37	74	
3	Neither agree nor disagree	3	6	
4	Disagree			Df
5	Strongly disagree			2
	<b>Total</b>	<b>50</b>	<b>100</b>	

- significant at 1 % {  $\alpha = 4.61$  }

The above table shows that 94% of the respondent agrees the time given for learning the new technology is adequate and 6% of the respondent, they neither agree nor disagree the above statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 38.680 with 2 degrees of freedom

**FIGURE 4.16 - Respondents opinion towards time given to learn new technology**

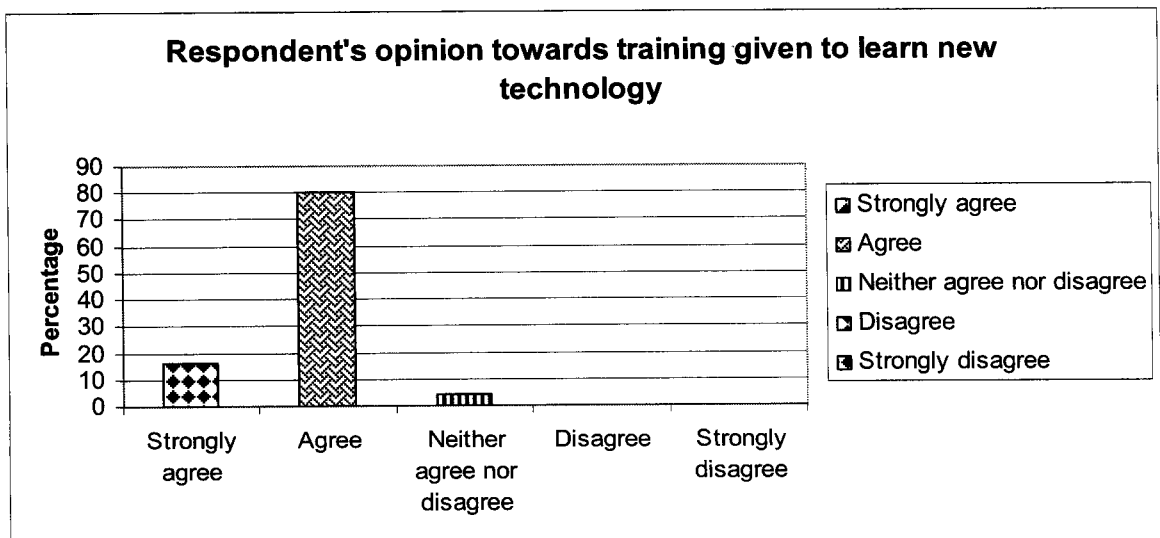
**Table 4.17 - Respondent's opinion towards training given to learn new technology**

S. No	Opinion	No. Of respondent	Percentage	$\chi^2$
1	Strongly agree	8	16	50.080 <sup>a</sup>
2	Agree	40	80	
3	Neither agree nor disagree	2	4	
4	Disagree			Df
5	Strongly disagree			2
	<b>Total</b>	<b>50</b>	<b>100</b>	

Significant at 1 % {  $\alpha = 4.61$  }

The above data shows that 96% of the respondent opine that the training given to learn the new technology was adequate.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 50.080 with 2 degrees of freedom.

**FIGURE 4.17 - Respondent's opinion towards training given to learn new technology**

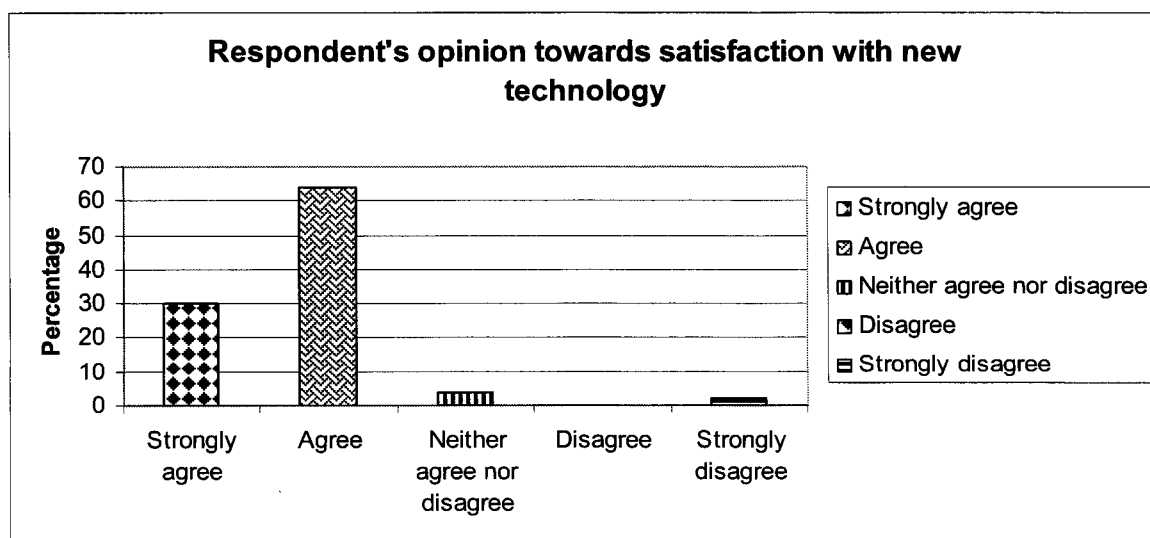
**Table 4.18 - Respondents opinion towards satisfaction with new technology**

S. No	Opinion	No. Of respondent	Percentage	$\chi^2$
1	Strongly agree	15	30	50.320 <sup>a</sup>
2	Agree	32	64	
3	Neither agree nor disagree	2	4	
4	Disagree			Df
5	Strongly disagree	1	2	3
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 6.25$  }**

The table shows that less number of respondents, 2% were not satisfied with the new technology and 94% of the respondents were satisfied with the new technology.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 50.320 with 3 degrees of freedom.

**FIGURE 4.18 - Respondents opinion towards satisfaction with new technology**

**Table 4.19 - Respondent's opinion towards no insecurity of job by implementing new technology**

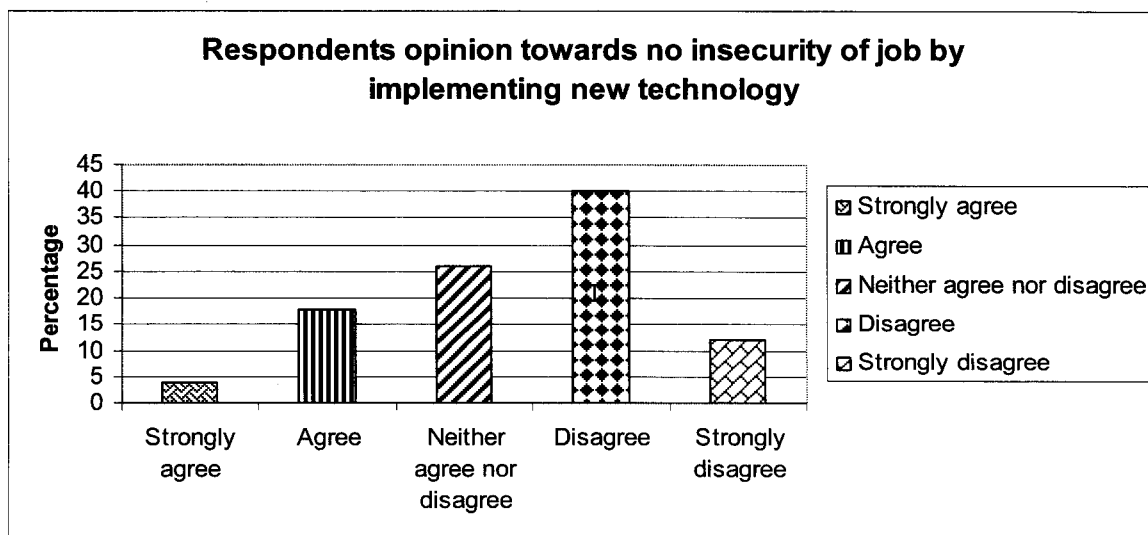
S. No	Opinion	No. Of respondent	Percentage	$\chi^2$
1	Strongly agree	2	4	19.000 <sup>a</sup>
2	Agree	9	18	
3	Neither agree nor disagree	13	26	
4	Disagree	20	40	Df
5	Strongly disagree	6	12	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 40% of the respondent opines that by implementing new technology the job security is not secured.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 19.000 with 4 degrees of freedom.

**FIGURE 4.19 - Respondent's opinion towards no insecurity of job by implementing new technology**





#### 4.2 Department change/deputation to other departments

**Table 4.20 - Respondent's opinion about the willingness to change other department**

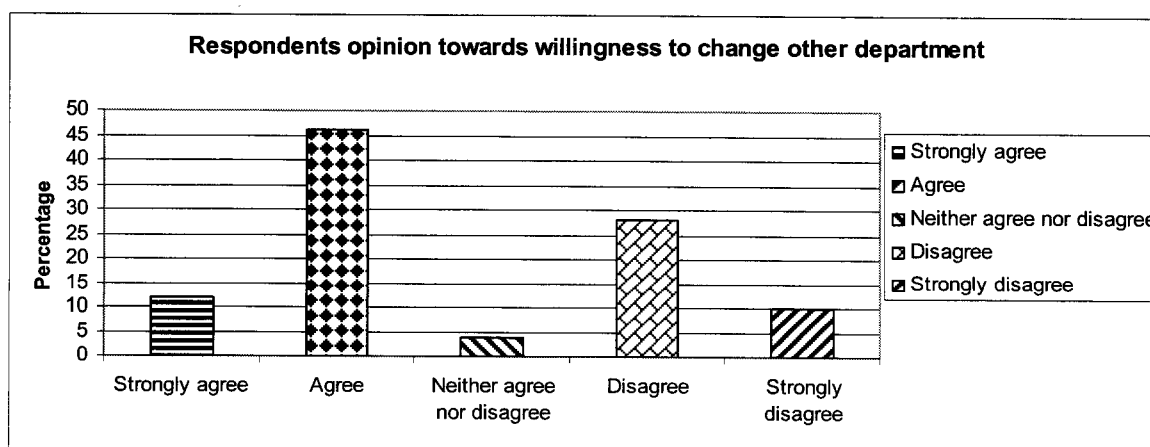
S.No	Opinion	No. of respondents	Percentage	$\chi^2$
1	Strongly agree	6	12	29.000 <sup>a</sup>
2	Agree	23	46	
3	Neither agree nor disagree	2	4	Df 4
4	Disagree	14	28	
5	Strongly disagree	5	10	
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 38% of the respondent opines they are not willing to change other department.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 29.000 with 4 degrees of freedom.

**FIGURE 4.20 - Respondent's opinion about the willingness to change other department**



**Table 4.21 - Respondent's opinion towards adequacy of time given for department change**

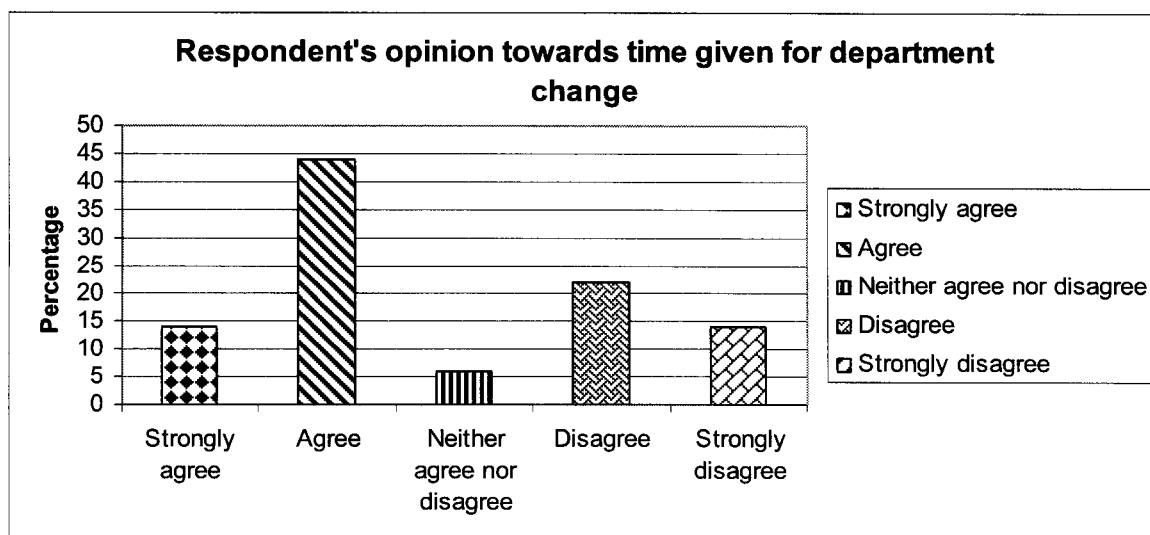
S.No	Opinion	No. of respondents	Percentage	$\chi^2$
1	Strongly agree	7	14	21.200 <sup>a</sup>
2	Agree	22	44	
3	Neither agree nor disagree	3	6	Df
4	Disagree	11	22	
5	Strongly disagree	7	14	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 58% of the respondent opines that adequate time was given to change other departments.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 21.200 with 4 degrees of freedom.

**FIGURE 4.21 - Respondent's opinion towards adequacy of time given for department change**



**Table 4.22 - Respondent's opinion towards value addition for the company by deputation to group company / department change**

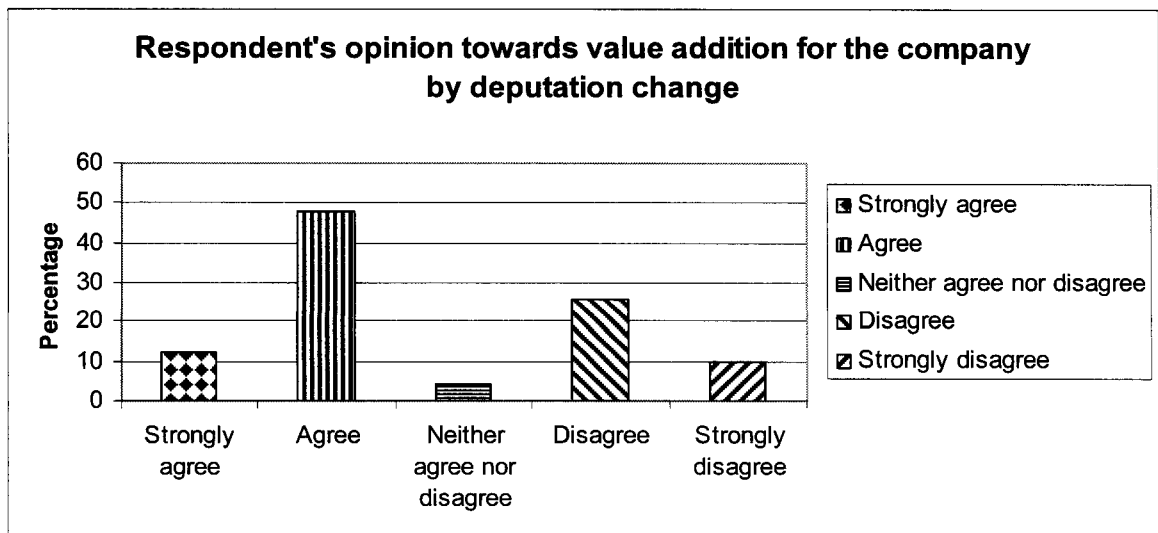
S.No	Opinion	No. of respondents	Percentage	$\chi^2$
1	Strongly agree	6	12	31.000 <sup>a</sup>
2	Agree	24	48	
3	Neither agree nor disagree	2	4	
4	Disagree	13	26	Df
5	Strongly disagree	5	10	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 60% of the respondent opines that the company gains value addition by department change/deputation to group companies.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 31.000 with 4 degrees of freedom.

**FIGURE 4.22 - Respondent's opinion towards value addition for the company by deputation to group company / department change**



### 4.3 Training

**Table 4.23 - Respondent's opinion towards requirement of training for career growth**

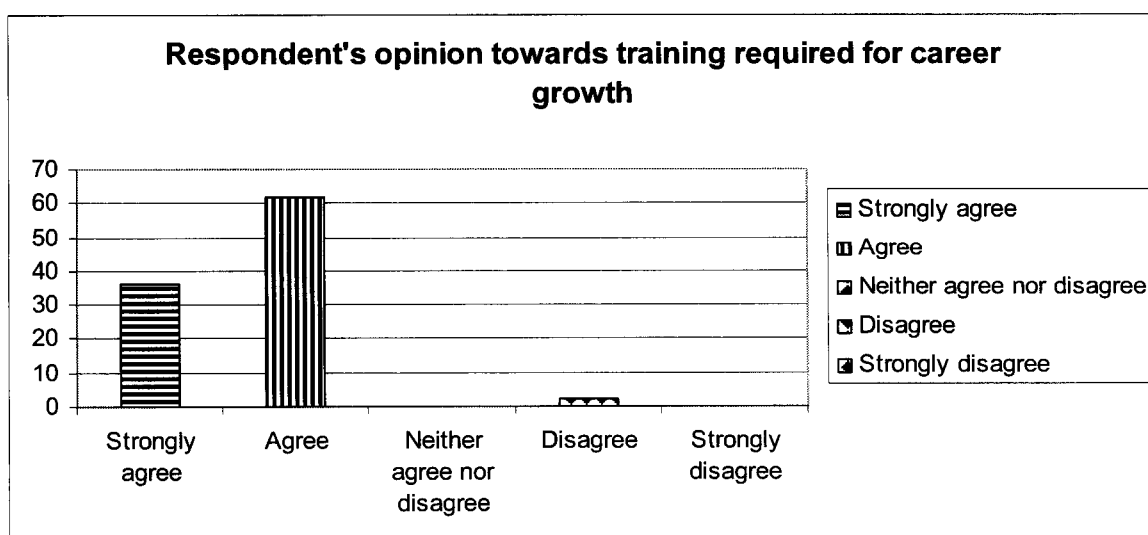
S. No	Opinion	No. of Respondent	Percentage	$\chi^2$
1	Strongly agree	18	36	27.160 <sup>a</sup>
2	Agree	31	62	
3	Neither agree nor disagree	-	-	
4	Disagree	1	2	Df
5	Strongly disagree			4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 98% of the respondent opines that training is required for career growth.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 27.160 with 4 degrees of freedom.

**FIGURE 4.23 - Respondent's opinion towards requirement of training for career growth**



**Table 4.24 - Respondent's opinion towards the training given away from the office is good**

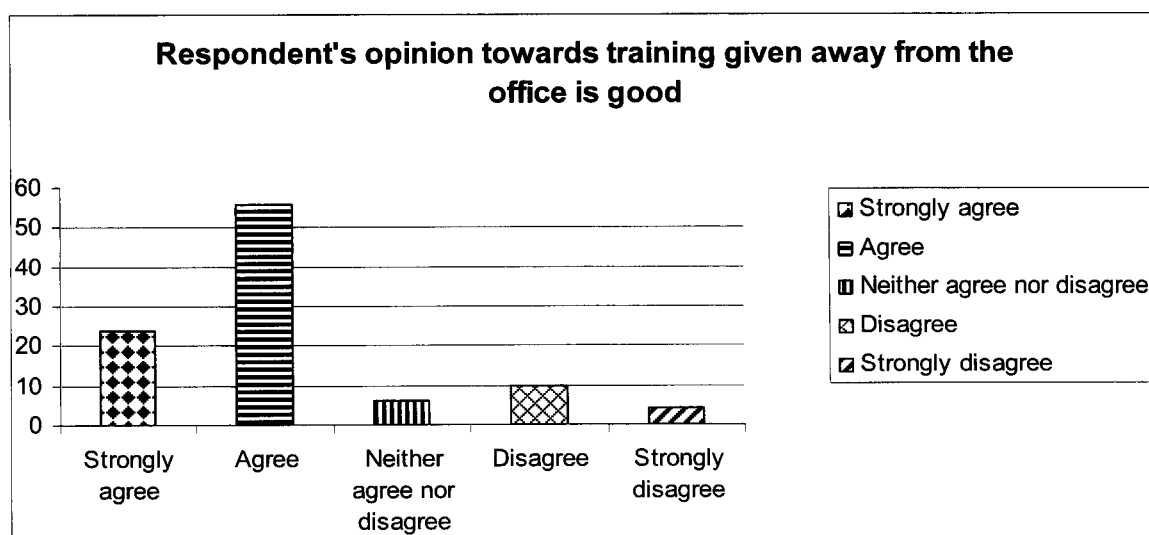
S. No	Opinion	No. of Respondent	Percentage	$\chi^2$
1	Strongly agree	12	24	46.600 <sup>a</sup>
2	Agree	28	56	
3	Neither agree nor disagree	3	6	Df
4	Disagree	5	10	
5	Strongly disagree	2	4	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 80% of the respondent opines that training is given away from the office is good and 14% of the respondent disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 46.600 with 4 degrees of freedom.

**FIGURE 4.24 - Respondent's opinion towards the training given away from the office is good**



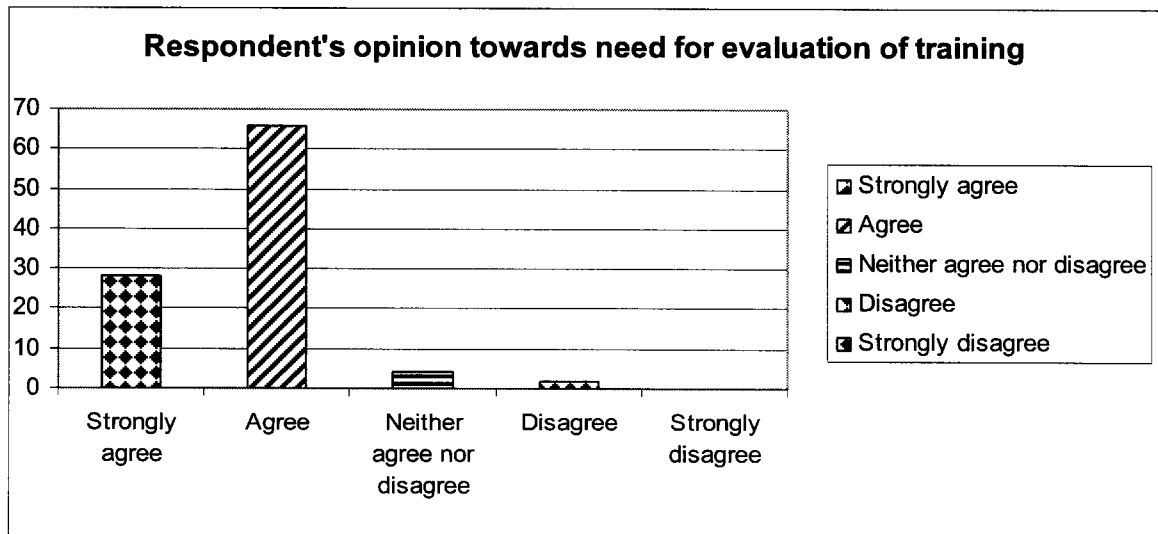
**Table 4.25 - Respondent's opinion towards the need for evaluation of training**

S. No	Opinion	No. of Respondent	Percentage	$\chi^2$
1	Strongly agree	14	28	53.200 <sup>a</sup>
2	Agree	33	66	
3	Neither agree nor disagree	2	4	Df
4	Disagree	1	2	
5	Strongly disagree			3
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 6.25$  }**

The table shows that, 94% of the respondent opines that evaluation of training is needed and only 2% of the respondent disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 53.200 with 3 degrees of freedom.

**FIGURE 4.25 - Respondent's opinion towards the need for evaluation of training**

#### 4.4 Change in working hours

**Table 4.26 - Respondent's opinion towards difficulties in changing working hours**

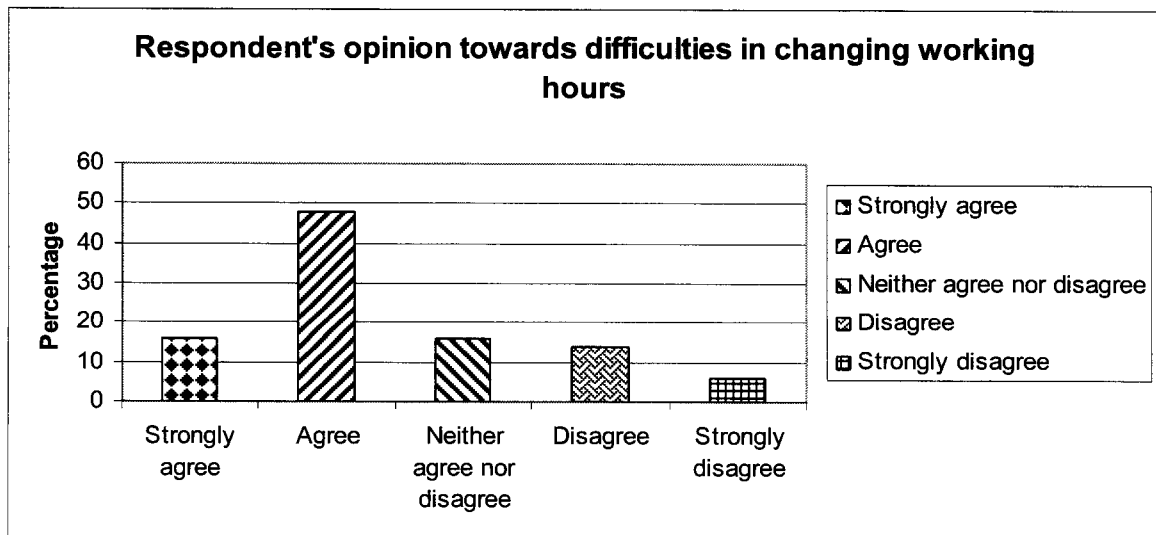
S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	8	16	26.200 <sup>a</sup>
2	Agree	24	48	
3	Neither agree nor disagree	8	16	
4	Disagree	7	14	Df
5	Strongly disagree	3	6	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 64% of the respondent opines that there are difficulties in changing in working hours and 20% of the respondents disagree the statement and 16% of the respondents neither agree nor disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 26.200 with 4 degrees of freedom.

**FIGURE 4.26 - Respondent's opinion towards difficulties in changing working hours**



**Table 4.27 - Respondent's opinion towards their inconvenience with new working hours**

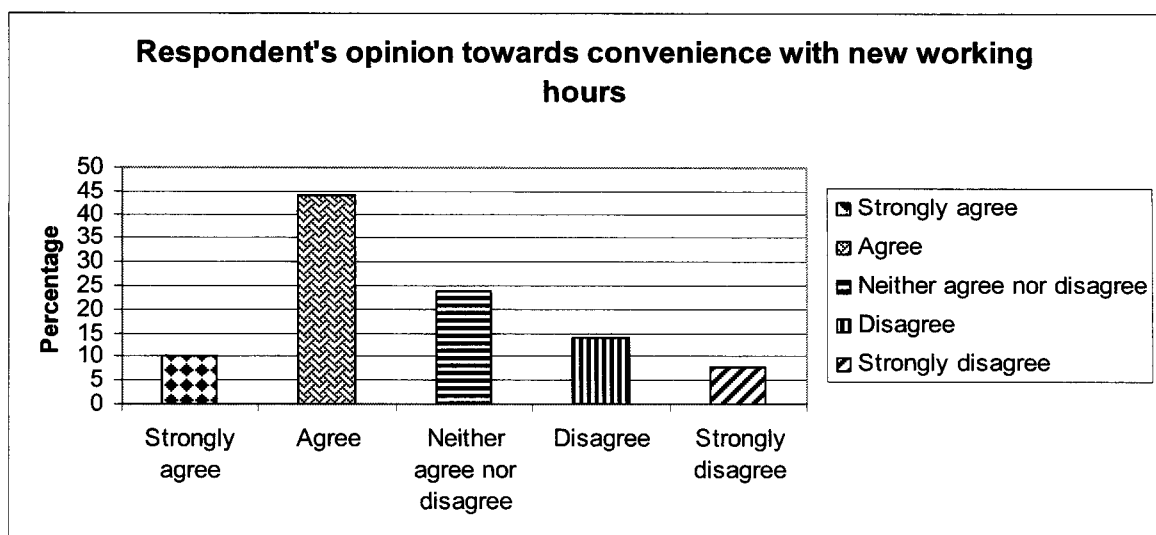
S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	5	10	21.800 <sup>a</sup>
2	Agree	22	44	
3	Neither agree nor disagree	12	24	
4	Disagree	7	14	Df
5	Strongly disagree	4	8	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 54% of the respondent opines that they are not convenient with the new working hours and 24% of the respondents neither agree nor disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 21.800 with 4 degrees of freedom.

**FIGURE 4.27 - Respondent's opinion towards their convenience with new working hours**





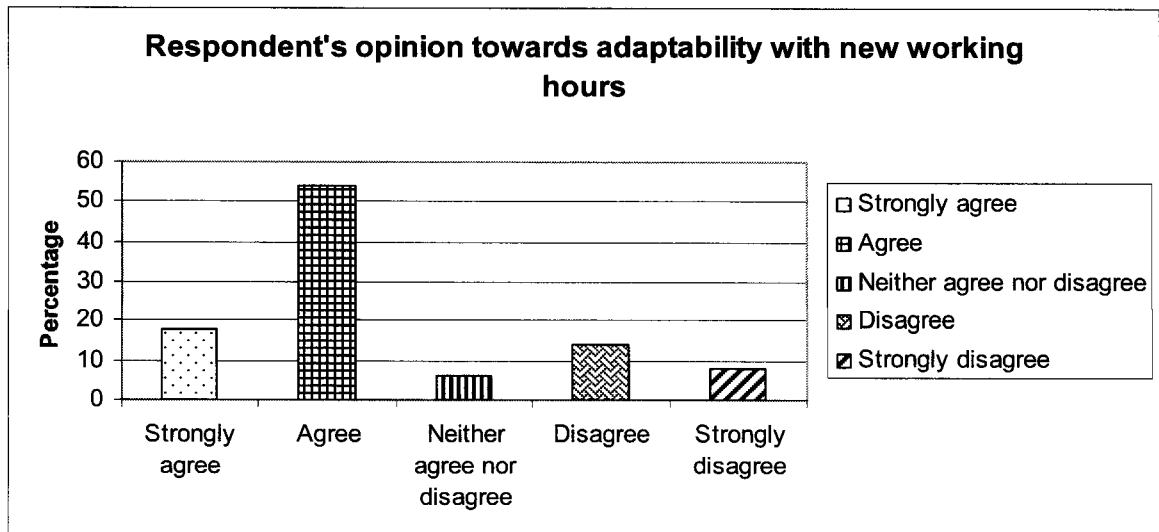
**Table 4.28 - Respondent's opinion towards adaptability with new working hours**

S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	9	18	38.400 <sup>a</sup>
2	Agree	27	54	
3	Neither agree nor disagree	3	6	
4	Disagree	7	14	Df
5	Strongly disagree	4	8	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 72% of the respondent opines that they are able to adapt with new working hours and 22% of the respondent were not able to adapt with new working hours.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 38.400 with 4 degrees of freedom.

**FIGURE 4.28 - Respondent's opinion towards adaptability with new working hours**

#### 4.5 Extended duty hours beyond normal working hours

**Table 4.29 - Respondent's opinion towards the willingness to work beyond normal working hours**

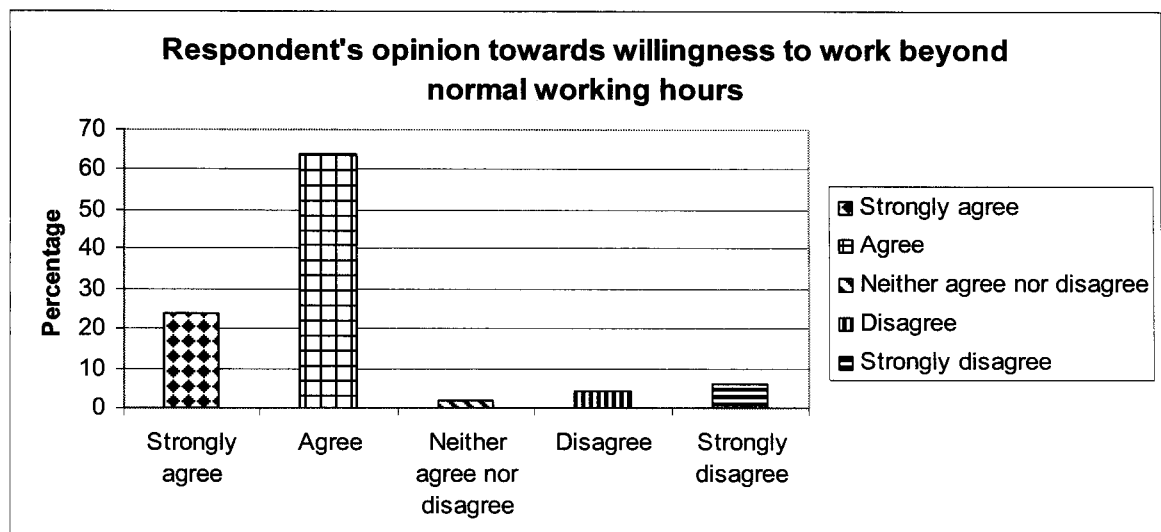
S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	12	24	68.200 <sup>a</sup>
2	Agree	32	64	
3	Neither agree nor disagree	1	2	Df
4	Disagree	2	4	
5	Strongly disagree	3	6	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 88% of the respondent opines that they are willing to work beyond the normal working hours and only 10% disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 68.200 with 4 degrees of freedom.

**FIGURE 4.29 - Respondent's opinion towards the willingness to work beyond normal working hours**



**Table 4.30 - Respondent's opinion towards difficulties in doing extended working hours**

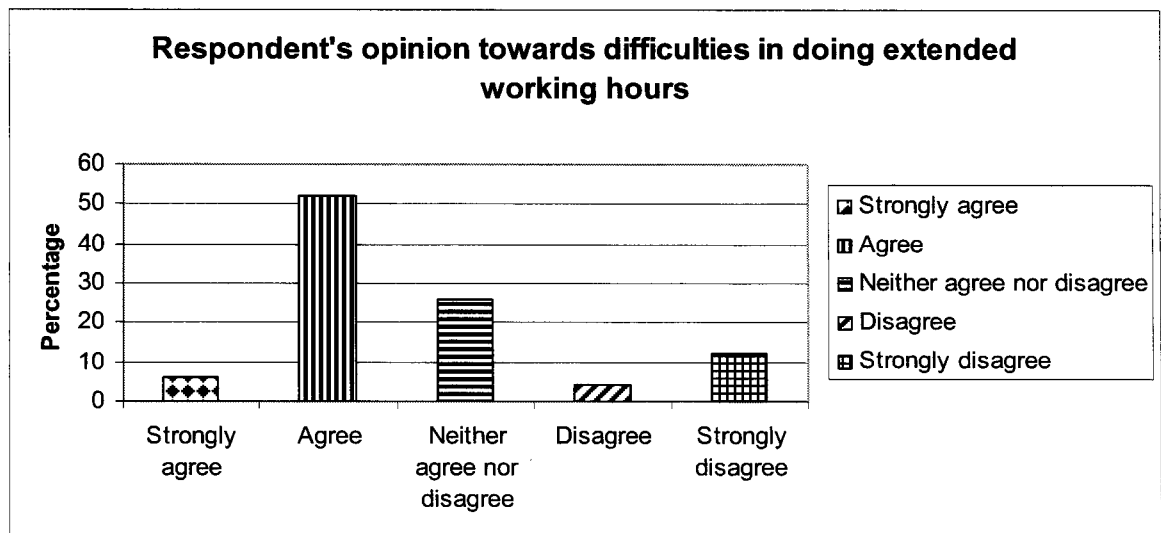
S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	3	6	39.400 <sup>a</sup>
2	Agree	26	52	
3	Neither agree nor disagree	13	26	
4	Disagree	2	4	Df
5	Strongly disagree	6	12	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 58% of the respondent opines that there are difficulties in doing extended working hours.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 39.400 with 4 degrees of freedom.

**FIGURE 4.30 - Respondent's opinion towards difficulties in doing extended working hours**



**Table 4.31 - Respondent's opinion towards provision of adequate convenience facilities**

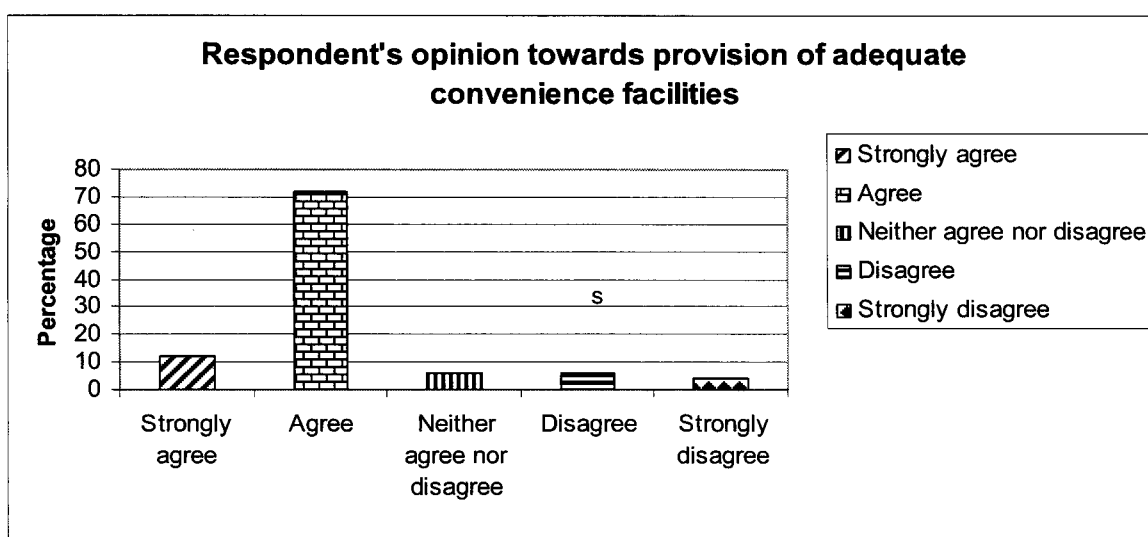
S. No	Opinion	No. of respondent	Percentage	$\chi^2$
1	Strongly agree	6	12	85.400 <sup>a</sup>
2	Agree	36	72	
3	Neither agree nor disagree	3	6	Df
4	Disagree	3	6	
5	Strongly disagree	2	4	4
	<b>Total</b>	<b>50</b>	<b>100</b>	

**Significant at 1 % {  $\alpha = 7.78$  }**

The table shows that, 84% of the respondent opines that there are adequate facilities were provided while doing extended working hours and only 10% of respondents disagree the statement.

The value of the  $\chi^2$  test of independence to determine the association of attributes is significant at 1 % level of significance with a computed value of 85.400 with 4 degrees of freedom.

**FIGURE 4.31 - Respondent's opinion towards provision of adequate convenience facilities**



## ***Findings and Conclusion***



## **CHAPTER 5 - CONCLUSION**

This study helped a lot to the researcher to get practical exposure to the industry. The researcher has got knowledge about resistance to change, categories of change, reasons to change and change management.

From the study it can be concluded that the company there is resistance to change in working hours and extended duty hours beyond normal working hours. The company can take some measures like providing adequate facilities, like transport, food etc, while changing the working hours and doing extended duty hours.

### **5.1 Summary and Findings**

From the study, the findings are listed as follows,

1. Higher percentage, about 40 % of respondents were in the age group of 21 – 30 years.
2. About 74% of the respondents were females and only 26% were males
3. All employees were literates, among them 56% of them finished higher secondary education.
4. 24% of the respondents have minimum 1 year and 11 to 15 years of work experience, and 6% of the respondents have more than 20 years of work experience.
5. Weighted average of the change criteria shows that there is much resistance to change working hours (3.13) and extended duty hours beyond normal working hours (3.47).
- 6 While comparing male and female employees, the female employees resist more for he change in working hours and male employees resist for extended duty hours beyond normal working hours.
7. While comparing senior/middle manager with workers, senior/middle manager resist for change in working hours (3.02) and workers resist for department change/deputation in group companies (3.21).
8. About 42% of the employees strongly agree that new technology is needed for the growth of the organization.
9. About 64% of the respondents agree that they can adapt with new technology.
10. 94% of the respondent's agreed that adequate time was given to learn new technology.
11. 96% of the respondent's agreed that adequate training was given to learn new technology.
12. About 94% of the respondent's were satisfied with the new technology.

13. About 22% of the respondent disagree the statement of insecurity of job by implementing new technology.

14. 58% of respondent's were willing to change the departments, whereas 38% of the respondents were not willing to change their departments.

15. About 58% of the respondents opine that adequate time was given to change the departments and 60% of the respondents agree that the company gains value addition by department change/deputation to group companies..

16. 98% of the respondent's agreed the statement of requirement of training for career growth. 14% of respondent's disagree that the training given away from the office is good and only 2% of the respondent disagree that evaluation of training is needed.

17. About 64% of the respondent's agreed that there are difficulties in changing working hours. 54% of the respondent's agree that they are inconvenient with new working hours and 22% of the respondent's were not able to adapt with new working hours.

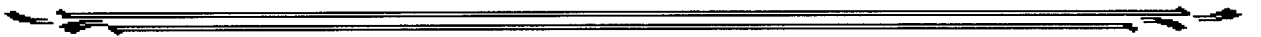
18. 10% of the respondent's were not willing to work beyond the normal duty hours. 16% of the respondent's opine that there are no difficulties in doing extended duty hours. 84% of the respondent's agreed that adequate convenience facilities were provided while doing extended duty hours.

## **5.2 SUGESSTIONS AND RECOMMENDATIONS**

The company may take some steps to avoid resistance to change by

- Providing adequate knowledge and training about new technology, more training and facilitation.
- Flexibility in new responsibilities and also in working hours.
- Adequate facilities in doing extended working hours like food, transport, etc
- Proper communication to the workers about the change and adequate time should be given to adapt with the new task.

# *Appendix*





**APPENDIX**  
**QUESTIONNAIRE**

**A STUDY ON RESISITANCE TO ORGANISATIONAL CHANGE WITH  
SPECIFIC REFERNCE TO KAYJAY SHARP TRENDYS**

**I. Personal data**

1. Name :
2. Gender : M / F
3. Age : < 20  20 – 30  31 – 40  41– 50  51 – 60  >60
4. Educational qualification:  Illiterate  Primary  Higher secondary  
 Undergraduate  Post graduate  
 Others Please specify \_\_\_\_\_
5. Department:  Production  Marketing  Accounts  HR  
 Purchase  others
6. Designation :
7. Eperience (Yrs) :  < 1  1-5  6-10  11 – 15  15 – 20  > 20
- 8 Do you think resistance to change is there in the company: Yes / No
9. Have you ever resisted a proposed organizational change? What were your reasons?
10. What type of resistance you observe in the company  
Please specify \_\_\_\_\_
11. Reasons for resistance to change (Please tick)
- Employee do not understand
- They don't have time
- Don't have the competencies
- They have their own perceptions with past experience
- Stage in life cycle (Age)
- Others \_\_\_\_\_

Please tick the appropriate column

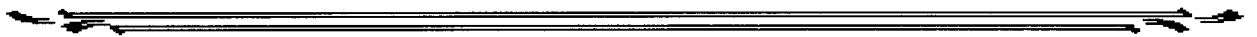
<b>I</b>	<b>New technology implementation</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
A	New technology is required for the growth of the organization					
B	I am able to adapt with the new technology					
C	Adequate time is given to learn new technology					
D	Adequate training is given to learn new technology					
E	I am satisfied with the new technology available					
F	There is no insecurity of job by implementing new technology					
<b>II</b>	<b>Department change / Deputation in group companies</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
A	I willing to change other departments					
B	Adequate time is given while changing department or deputation in group companies					
C	Company gains value addition by deputation change					
<b>III</b>	<b>Training</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
A	Training is required for the career growth					
B	Training given away from the office is good					
C	Evaluation of the training is needed					
<b>IV</b>	<b>Change in working Hours</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>

A	There are difficulties in change of working hours					
B	I am inconvenient with the new working hours					
C	I am able to adapt with the new working hours					
<b>V</b>	<b>Extended duty hours beyond normal working hours</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
A	I am willing to work beyond the normal working hours					
B	There are difficulties in doing extended working hours related to discharging the family duties and attending social obligatory works					
C	Adequate provision for convenience facilities given ( like food, security, transport etc) while doing extended working hours					

**Suggestions to overcome resistance to change:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

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