

# **CAUSES OF WORKERS RESISTANCE TO CHANGE IN AN ORGANISATION AT KELTRON**

Submitted in partial fulfillment of the requirements for the award of

**Master of Business Administration**

by

**SEETHAL ANILAN**  
**Register No. 39410190**



**SCHOOL OF BUSINESS ADMINISTRATION**

# **SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE  
Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**April - 2021**



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**SCHOOL OF BUSINESS ADMINISTRATION**

## **BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of **SEETHAL ANILAN 39410190** who have done the Project work entitled "**CAUSES OF WORKERS RESISTANCE TO CHANGE IN AN ORGANISATION AT KELTRON**" under my supervision from January 2021 to March 2021.

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(Name in Capital Letters  
with signature)

**Dr. BHUVANESWARI G.**  
**Dean – School of Business Administration**

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Submitted for Viva voce Examination held on \_\_\_\_\_.

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(Name in Capital Letters  
with signature)

## **DECLARATION**

I **SEETHAL ANILAN 39410190** hereby declare that the Project Report entitled **CAUSES OF WORKERS RESISTANCE TO CHANGE IN AN ORGANISATION AT KELTRON** done by me under the guidance of Dr.M.LAVANYA, MBA.,M.Com, M.Phil.,Ph.D. at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI and E.K.MOHANAN at KELTRON is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE:**

**PLACE:**

**SIGNATURE OF THE CANDIDATE**

## **ACKNOWLEDGEMENT**

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I convey my sincere thanks to **Dr. BHUVANESWARI G.**, Dean, School of Business Administration and **Dr. PALANI A.**, Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide for **Dr. M. LAVANYA, M.B.A. ,M.Com M.Phil., Ph.D.** her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the School of Business Administration who were helpful in many ways for the completion of the project.

**SEETHAL ANILAN**

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## **ABSTRACT:**

This study examines the causes of workers resistance to change in an organization it is the contention of this study that one of the ways people react to change is resistance to change in an organization. Such factor as fear of security uncertainty, threatened expertise, disruption in social relationship may make workers to resist change in an organization. The data of study are collected through data or questionnaire and secondary sources. However, the questionnaire forms are the major instrument of data collection. This simple random sampling method is used to select the respondents for the study. In order to make change achieve its intended objective, change should be managed there are different strategies of managing change and among such strategies are, education, communication, participation, building of climate of trust and effective leadership. The adoption of particular strategies for managing change in the organization should be contingent on the situation of change

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# CHAPTER-I

## INTRODUCTION

### 1.1 INDUSTRY PROFILE

#### **HISTORY:**

Indian Electronics industry dates back to the early 1960's. Electronics was one industry initially restricted to the development and maintenance of fundamental communication systems including radio-broadcasting, telephonic and telegraphic communication, and augmentation of defence capabilities. Until 1984, the electronics Industry was primarily government owned and then in 1980s witnessed a rapid growth of the electronics industry due to sweeping economic changes, resulting in the liberalization and globalization of the economy.

The economic transformation all over the world was motivated by two compelling factors - the determination to boost economic growth, and to accelerate the development of export-oriented industries, like the electronics industry. By 1991 in the country private investments - both foreign and domestic were encouraged. The easing of foreign investment norms, allowance of 100% foreign equity, reduction in custom tariffs, and relicensing of several consumer electronic products had attracted remarkable amount of foreign collaboration and investment.

The domestic Electronic industry also responded favourably to the policies of the government. The initiatives of the electronics field to private sector enabled entrepreneurs to establish the industries to meet demand in the market. Improvements in the Indian Electronics industry have not been limited to a particular segment, but encompass all its sectors. This pace made in the areas of commercial software, telecommunications, electronics, instrumentation, positioning and networking systems, and defence. The result therefore has been a significant trade growth that began in the late 1990's. The Indian Electronic Industry is a text for investors who consider India as a potential investment opportunity.

#### **CURRENT SCENARIO:**

In recent years the electronic industry is growing at a brisk pace. It is currently worth US\$ 32 Billion and according to industry estimates it has the potential to reach US\$ 150 billion by 2010. The largest segment is the consumer electronics segment. While is largest export segment is of components.

The electronic industry in India constitutes just 0.7 per cent of the global electronic industry. Hence it is miniscule by international comparison. However the demand in

the Indian market is growing rapidly and investments are flowing in to augment manufacturing capacity.

The output of the Electronic Hardware Industry in India is worth US\$11.6 Billion at present. India is also an exporter of a vast range of electronic components and products for the following segments:

- Display technologies
- Entertainment electronics
- Optical Storage devices
- Passive components
- Electromechanical components Telecom equipment
- Transmission & Signalling equipment
- Semiconductor designing
- Electronic Manufacturing Services (EMS)

This growth has attracted global players to India and leaders like Solectron, Flextronics, Jabil, Nokia, Elcoteq and many more have made large investments to access the Indian market. In consumer electronics Korean companies such as LG and Samsung have made commitments by establishing large manufacturing facilities and now enjoy a significant share in the growing market for products such as Televisions, CD/DVD Players, Audio equipment and other entertainment products.

The growth in telecom products demand has been breath-taking and India is adding 2 million mobile phone users every month! With telecom penetration of around 10 per cent, this growth is expected to continue at least over the next decade. Penetration levels in other high growth products are equally high and growth in demand for Computer/ IT products, auto electronics, medical, industrial, as well as consumer electronics is equally brisk. Combined with low penetration levels and the Indian economy growing at an impressive 7 per cent per annum, the projection of a US\$150 Billion+ market is quite realistic and offers an excellent opportunity to electronics players worldwide.

## **MARKET CAPITALISATION:**

The Indian electronics market was at US\$11.5 billion in 2004, and then the market grew worldwide over the next several years. Indian Electronics Industry is expected to grow at a Compound Annual Growth Rate (CAGR) of 23% by 2010 to reach US\$40 billion. Though its total output will be far behind China electronics market, worth US\$271.97 billion in 2004, India promises a better market with the bears watching. Low manufacturing costs in skilled labour and raw materials, availability of engineering skills, and opportunity to meet demand in the populous Indian market, are driving its electronics market

## **SIZE OF THE INDUSTRY:**

In the year 2005 India's electronic consumption was around 1.8 %. It is likely to touch 5.5 % in 2010. According to a study conducted by ISA and Frost Sullivan, India's semi-conductor market would grow by 2.5 times. The end-user products of semi-conductor would include mobile handsets, desktop and notebooks, PCs, etc.

## **TOTAL CONTRIBUTION TO THE ECONOMY/ SALES:**

Indian electronics industry today stands at US \$ 25 billion and is ranked 26th in the world in terms of sales and 29th in the world in terms of production. It is growing at over 25% CAGR and is expected to be worth US \$ 158 billion by 2015. Electronic industry is one of the fastest growing industries in the country and is driven by growth in key sectors such as IT, Consumer Electronics and Telecom. The demand for electronics is expected to be fuelled by the growth of:

- Telecommunications (250 million subscribers by the next few years)
- PCs and Notebooks (5 million every year)
- Broad-Band connectivity reaching rural areas

## **TOP LEADING COMPANIES:**

**Video Projectors** : Phil Systems, Keltron Projectors, Birla 3M, Samrat Video Vision

**Colour Television** : LG Electronics, Philips, Sony; Sansui, Samsung, BPL, Videocon, Onida, Aiwa, Akai, Thompson, Panasonic.

**Cameras/Camcorders** : Sony, Canon, Olympus, Fuji film, Nikon

## **EMPLOYMENT OPPORTUNITIES:**

According to a recent report presented by Ernst & Young, the Indian domestic demand for electronics products is expected to reach \$125 billion by 2014 from the current level of \$45 billion annually. The primary demand drivers for the Indian Electronic Industry are sectors like telecom, defence, IT and e-governance, automotive, consumer electronics, and energy. At these demand levels, until India creates its own electronics product industry, the imports of these products will create the single largest trade deficit item, which would even be larger than petroleum products. On the other hand, if this particular unique opportunity is utilized, it can create a large industry catering to domestic consumption, which will help achieve self-reliance in strategic sectors like telecom and defense, while leading to large exports.

## **CHALLENGES:**

Major challenges facing the Indian electronic manufacturing market are an infrastructure that needs to be improved at the earliest possibility, easing of foreign investment procedures, which is underway, and a restructured government tariff that now makes domestically manufactured goods more expensive than imported goods with zero tariff. There are also other problems, which are hampering the growth of the Indian electronics industry. Some of them are:

- Lack of World-class infrastructure.
- Lack of clear-cut government policy for the industry.
- Very little expenditure in Research and Development area.
- Power of Marketing not harnessed to the maximum

## **OPPORTUNITIES:**

While the Electronics sector in India is currently small, there are several advantages that India offers that can be effectively leveraged to achieve higher growth. These can be categorised under three heads:

- Manpower
- Market Demand
- Policy and Regulatory Support

## **LATEST DEVELOPMENTS:**

- The Indian Electronic industry constitutes less than 1% of the global market. However, demand for these products is growing rapidly and investments are flowing in to augment manufacturing capacity.
- Today India remains a major importer of electronic materials, components and finished equipment amounting worth of \$20 billion (Rs. 84,000 Cr. ) in 2007. The country imports electronic goods mainly from China
- In past four years, production of computers has grown at a compounded annual growth rate (CAGR) of 31%, which is highest among the various electronic products in India. And then the production is followed by communication and broadcast equipment (25%), strategic electronics (20%) and industrial electronics (17%).
- The consumer electronics segment has grown at a CAGR of 10% in the last five years includes a wide range of products such as DVD, VCD/MP3 players, television sets and microwave ovens.
- The growth in demand for telecom products has been high, with India adding two million mobile phone users every month, which serves as one of the main reasons for the growth in production of electronic goods. This growth is expected to continue over the next decade, too.
- India has been a great success story in the IT services industry and the next great opportunity is to create our own electronics product industry, which will help to move up the value chain and create global technology brands. Today the market

is at the threshold of a decisive phase in our growth where, if the government and entrepreneurs take concrete steps it can create a \$100 billion electronics product industry from India in the next 10 years.

- Multinational corporations provide growing electronics market to India at lower costs by manufacturing semiconductors in India. India has the potential to come up as the next electronics and hardware destination in the world. The chip design and other complex components electronic device can be acquired from the Indian companies at low cost.

India is growing up to be one of the biggest markets for electronic instrumentations. The consumption value of electronic equipment in India in 2005 is estimated as US\$ 28.2 billion. The main factor pertaining to the success of the Indian Electronics and Hardware Industry is the growth in the market demand. The growth in the manufacturing of semiconductor serves as the key driver in the emergence of India as one of the leaders. The advantages pertaining to the taxes and duties, the access to technical and engineering expertise, proper manufacturing facilities, lucrative investment offers, etc.

- Growth in demand of consumer durables such as CTVs, VCD / MP3 players and PCs directly benefits the sector. Also the demand for products such as automobiles, white goods, air-conditioners, textiles, etc, leads to growth in the electronics sector as these products contain a significant number of electronic components. At the same time, consumer demand has boosted growth in India's overall manufacturing sector as well, which, in turn, has a positive impact on industrial electronics.

On the whole the domestic market in India is very attractive from the point of view of the electronics sector, and current trends indicate high growth potential for the sector in the future.

## 1.2 COMPANY PROFILE



### **KELTRON- 41 Years of Excellence**

KELTRON is India's first and the largest electronics corporation in the State sector. It is a public sector Electronics Company located in Kerala which is head quartered at the capital city of Kerala, Thiruvananthapuram. The company is under the direct control of the state government of Kerala.

The registered name of the company is Kerala State Electronics Development Corporation Limited (KSEDC Ltd.). The name KELTRON was coined from two words, „Kerala" and „Electronics" when it was necessary to use a small word in Telegrams referring to the company. Later, the same naming convention was adopted to name two other electronic companies namely MELTRON (Maharashtra Electronics) and UPTRON (UP Electronics).

KELTRON has been a catalyst in making electronics work in almost every aspect of our daily life, since 1973. KELTRON specializes in the assimilation, adoption, and integration of technology for creating innovative solutions. Its strength lies in the stable foundation and experience built over the years, its strong human capital and its nation-wide network.

#### **HISTORY:**

KELTRON's history is a saga of innovation in electronics. From being a pioneer in 1973, to the role of a trend-setter today, KELTRON has been the catalysis for the development of electronic industry in Kerala.

Within five years of its inception, KELTRON had set up a production centre in every district of the State. More than 5,000 people were engaged directly or indirectly by KELTRON for manufacturing electronic goods. The model of a State-owned electronics corporation was so successful that several other States in India followed suit-launching their own electronics corporations.

A quarter century later, KELTRON after having contributed substantially to the industrialization of the State, set about transforming Trivandrum, the capital city of Kerala, into one of the major electronics hub of the country.

Today, the city is home to Technopark, the internationally known technology park where thousands of talented young men and women participate in the development of a burgeoning information technology industry. Thus, KELTRON has in effect triggered a revolution that still keeps churning out its benefits to individuals and institutions in different parts of the world, continuing in its quest to innovate products and processes that would add further value to life and to the industry.

## **FOUNDER:**



**Kunnath Puthiyaveetil Padmanabhan Nmbiar**

M.Sc. (Lond), D.I.C. (Lond), F.I.I.E (Lond), Senior Life Member, I.E.E.E (USA),

**C. Engg (Lond) - Distinguished Fellow of I.E.T.E and F.I.E (Ind)**

In 1973, Mr.Nambiar joined Kerala State Electronics Development Corporation Limited (KELTRON) as its first Chairman and Managing Director and its first employee. KELTRON, the brand name Mr. Nambiar gave to the company, was the first autonomous Corporation in the State sector in India and this example was emulated by several State Governments in the country.

He remained in that position till 1983 when he was made the Executive chairman till his retirement in 1985. In 1985, Nambiar was appointed as the chairman and managing director of Indian Telephone Industries Limited, the largest Public Sector Company in Telecommunication in India and retired from Government service in 1989.

Kerala Government, in 1989, appointed him as the Honorary Special Advisor and that was when he drew up the blue print for Techno Park in Thiruvananthapuram. The Park came into existence on 31 March 31, 1991.

While acting as the Special Advisor, Nambiar set up a private company in Bangalore, Namtech Electronic Devices Limited, for the manufacture of Fail Safe Gas Discharge Tubes used as Surge Arresters in Electronic and Telecommunication equipment. Namtech is also involved in the manufacture of quartz crystals, crystal oscillators, light emitting diodes (LEDs) and LED Displays

Since 2000, Nambiar has been diagnosed with Parkinson's disease and has remained bed-ridden in his home in Bangalore.

## **VISION:**

- ❖ To be a world class, growth oriented Electronics Corporation specialized in providing quality, market focused products, services and cost effective system solutions to a large clientele.
- ❖ To attain leadership position in the knowledge industry by training and utilizing the rich knowledge capital available in Kerala, and creating a wide technology horizon for development of knowledge wares intelligent system.

## **MISSION:**

The mission of KELTRON is to transform itself to one of the Navaratna Corporations of the country.

To achieve this mission, the organization has set a clearly defined strategy in motion encompassing its core strengths; experience human resources, robust infrastructure for high quality manufacture, commitment to quality and continuous research and development.

## **QUALITY POLICY:**

Quality policy of KELTRON is to achieve total customer satisfaction through continual improvement and effective quality management.

## **ACCOLADES:**

- ISO 9001:2000 for Design, Manufacture and Supply of Aluminium Electrolytic Capacitors.
- ISO 9001:2000 for Manufacture and Supply of Electro Assy. Modules.
- ISO 9001:2000 for Assembly and Testing of Computer System
- National and State Awards for Productivity.

## **GROUP OF COMPANIES:**

1. Keltron Equipment Complex (KEC), Karakulam, Thiruvananthapuram
2. IT Business Group, Vellayambalam, Thiruvananthapuram
3. Keltron Controls, Aroor, Alapuzha
4. Keltron Electro Ceramics Ltd. (KECL), Malappuram
5. Keltron Lighting Division (KLD), Moodadi, Kozhikode
6. Keltron Component Complex (KCC), Kannur

Keltron Component Complex and Keltron Electro Ceramics Ltd. are KETRON Subsidiary Companies.

## **BRANCHES:**

1. Chennai
2. Bangalore
3. Hyderabad
4. Kolkata
5. Mumbai
6. New Delhi
7. Ahmedabad
8. Kochi
9. Kozhikode

## **KELTRON EQUIPMENT COMPLEX (KEC)**

The equipment complex at Karakulam is the first major manufacturing unit of KELTRON. The unit has a workforce of over 600, employed in four manufacturing divisions, namely, Space Electronics Group, Special Products Group, Power Electronics Group and Security and Surveillance Group. It caters to the demand from the country's defence units, space program, ship building companies and power electronics businesses.

Currently, major products of the company include mines for Indian navy and various parts of rockets for Indian space research organisation ISRO. The company also produces basic electronic components such as capacitors, transistors, resistors, diodes, PCBs on a large scale for the Indian market. It also provides services in the field of information technology, animation and web designing. It has recently established a division for geo-informatics services.

## **FACT SHEET**

Year of Establishment	1973
Nature of Business	: Manufacturer
Legal Status	: Professional association
Number of Employees	: More than
1000 India MART Member since 201	

## **DIVISIONS:**

Keltron Equipment Complex (KEC), Karakulam has four Production departments and two Service departments. They are:

1. Power Electronics Group (PEG)
2. **Space Electronics Group (SEG)**
3. **Security and Surveillance Group (SSG)**
4. **Special Products Group (SPG)**
5. **Data Entry and Information Technology (DEIT) and,**
6. **Identity Card Processing (IDCP)**

The main products supplied by the complex include, Eco sounders, Underwater telephones, Transmission units and Ground mines for the Indian Navy, Search and Rescue Beacons developed by ISRO to help standard fishermen, Battery chargers and rectifiers for industrial units and Security equipment and Attendance management solutions for business houses.

The functional department of KEC includes:

1. Planning Dpt.
2. Finance Dpt.
3. Human Resource (HR) Dpt.
4. Production Dpt.
5. Purchase Dpt.
6. Stores Dpt.
7. Maintenance Dpt.
8. Quality Assurance Dpt.
9. Marketing Dpt.
10. Management Information System (MIS)
11. Enterprise Resource Planning (ERP)
12. Intelligent Tracking & Communication Project (iTAC)

HR, Purchase, Finance, Maintenance, MIS, Central Despatch and ERP Departments are common for the four main production departments –PEG, SPG, SSG, and SEG.

### 1.2.1. PRODUCT PROFILE

## 1. POWER ELECTRONICS GROUP (PEG)

Division established for the Design, Manufacture and supply of Power Electronic Equipments.

- First in the country to design and develop 90KVA UPS to RRC Kalppakam in the late seventies.
- First in the country to design and develop 500 KVA &600 KVA UPS qualifying seismic parameters for NPC at KAIGA, MAPP & RAPS.
- High capacity UPS system for C&I systems at more than 70 installations of NTPC, DVC, State Electricity Board and Process industries.
- UPS for the instrumentation loads of Oil & Pipeline project of Gas Authority of India Ltd.
- Preferred vendor of Nuclear Power Corporation of India Ltd.

### MAJOR PRODUCTS:

- GBT based uninterruptible Power Supply System (UPS up to 1000 KVA)
- High Frequency IGBT Converters
- Rectifiers
- Industrial Battery Charge
- High Capacity Voltage Stabilisers
- AC & DC Distribution Boards
- Static Compensators
- AC & DC Drivers



100A UPS



600 KVA UPS

## **SPECIAL PRODUCTS GROUP (PEG)**

- Manufacture of Processor Based Ground Mines for Navy for the first time in the country with the technology from NSTL. 150 nos. are supplied to Navy.
- Manufacture of Steering Gear Control System with technology from Brown Brothers UK, for Delhi and Kora class ships of Indian Navy.
- Design, development and manufacture of Echo sounder, EMLog, RTU etc. for Naval ships. More than 40 sets are supplied to Navy.
- Engineering and manufacture of Under Water Telephone with the technology from NPOL.

### **MAJOR PRODUCTS:**

- Products for the Defence Sector
- Search & Rescue Beacons
- Echo Sounder
- EM Log Under
- Water Telephone System
- XBT Probe
- Steering Gear Control System
- Retransmission Unit
- Angle Position Indicator
- Power Supply for Autopilot



**UNDER WATER TELEPHONE SYSTEM**



**ECHO SOUNDER**

## 1.2.2.SECURITY AND SURVEILLANCE GROUP (SSG)

### MAJOR ACTIVITIES:

- Intelligent Video Surveillance & Security System
- Access Control System
- Attendance data Management System
- Information display & security systems
- Vehicle Tracking & Navigation System

### IMPLEMENTATIONS:

- Automatic Fair Collection & Passenger Control System for Kolkata Metro Railway project.
- Attendance Data Management System at major Industrial Establishments
- CCTV & Surveillance System in Parliament House & PM's residence, Vizag Steel Plants & Sterilities industries etc.



## **KNOWLEDGE SERVICES:**

An organization's future and its ability to compete in the global market depend greatly on how it generates new ideas and innovates in science and technology. Keltron has initiated steps to create a Knowledge Centre that would catalyse the process of knowledge assimilation as well its dispensation.

Keltron Knowledge Services include three vital focus areas:

- Knowledge Capital Development: To build and enhance skill and develop human resources capital in the burgeoning technology space. Technical skills in areas such as networking, database management, embedded systems, mobile technology, advanced web technologies, multimedia and animation techniques; management skills relevant to technology driven enterprises; and, soft skills for the development of the individual.
- Knowledge Management services: To be a part of the Knowledge Network proposed by the National Knowledge Commission for the acquisition and dispensation of knowledge across the country.
- Research and Development Centre: To create a state-of-the-art Research and Development Centre that would facilitate widening the horizon for innovation and technology.

## **CONSULTING SERVICE:**

Building upon its vast resource of high quality trained human resource capital, rich experience of over half a century of executing technology intensive projects, and an untainted reputation for delivering quality, KELTRON has formed a Consulting Services Group in 2008 to make its expertise available for larger audience. In a short period, KELTRON has carved a niche in this segment and have successfully implemented an integrated, GIS based Traffic Management Solution for Kolkata Police; Intelligent Transportation System for Pune Municipality; several projects for Kerala IT Mission and for Indian Space Research Organisation (ISRO).

## **1.3 NEED OF THE STUDY:**

1. The necessity for the study ascertains the level of resistance to change by the employees.
2. This study reveals the major reasons behind the employee resistance.
3. This study helps to understand the impact of resistance on organizational performance.
4. This study analyses the effectiveness of human resource department of the organization in managing the resistance.
5. This study suggests effective measures to overcome the problem of employee resistance.
6. This study helps the organization to find out the further areas of research in connection with resistance to change.

## **1.4 SCOPE OF THE STUDY:**

An organization often has to deal with resistance to change by the employees. It is a major problem in new implementations and changes, which will affect the performance of an organisation. There may be several reasons for resisting. If these reasons are understood, effective steps can be taken to reduce resistance.

Resistance to change is not always bad or harmful. In some cases, resistance is positive also.

## **1.5 OBJECTIVES OF THE STUDY:**

Primary objective:

To study about the Employee Resistance and its impact on Organizational Performance.

Secondary objectives:

1. To find out the major reasons for employee resistance.
2. To understand the Impact of employee resistance on organizational performance.
3. To analyze the effectiveness of Human Resource Department in managing the resistance to change.

## **1.6 LIMITATIONS OF THE STUDY:**

1. The term „Resistance to Change“ is an advanced term, in the field of HRM, which was difficult to convey its real meaning to the employees.
2. The non- availability of relevant, past records (or) literatures for the purpose of reference.
3. Due to the span of time it was difficult to undertake detailed study.
4. The sample size is limited, so the results may be inaccurate.
5. The workers hesitated to disclose the true facts.
6. There is no measure to check out whether the information provided by the respondents is correct or not.

## CHAPTER-2 REVIEW OF LITERATURE

### Resistance to Change

Resistance to change involves employees' behaviour designed to discredit, delay or prevent the changes introduced for the development of an organization. They resist because they are afraid of their job security, working conditions, status, regression and other factors. They perceived threat may be real or imaginary. They complain about the ineffectiveness of changes which may harm them more than benefiting the organization. The resistance is overcome by persuasion and by providing them with job security. The employees are given an assurance of rewards and better working conditions. It is clear that all employees do not resist the changes because they are benefited by such changes. Such persons are used as initiators.

Changes are made by an initiator or change agent. If the benefits of change are accepted at one point, its impact on other areas is easily visible. It creates an impact on the total organization. Change chain is introduced to make changes more effective. The benefits of change are circulated to other areas. But, if the change is opposed by some persons, its impact spreads to other areas too. A chain reaction effect takes place in the organization. If employees are poorly educated, they resist change more than some other employees.

Educated employees understand the benefits of changes. The important point of change is that the employees must be taken into confidence. They should be consulted and they must cooperate with the change ideas.

### Resistance Defined:

According to Zaltman and Duncan, "Resistance to change be defined as, any conduct that serves to maintain the status quo in the face of pressure to alter the status quo".

According to Ansoff, "Resistance to change is multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of strategic change".

According to Lines, "Resistance to change can be defined as behaviours that are acted out by change recipients in order to slow down or terminate an intended organizational change".

### **Types of Resistance to Change:**

Resistance to changes takes place different forms which are explained below:

1. **Psychological resistance:** Many resistances are psychological, that is, sentimental, perceptual, and emotional. The employees are directed by their feelings and self-esteem, the resistance are not real but employees feel them to be very real and important. The fear of termination, fear of loss of pay and loss in status are important causes of psychological resistance.
2. **Sociological resistance:**  
A group believes changes to be non-essential. The society is also not in favour of changes. They find that changes are against the group interests, norms and values. Social values must be considered a powerful force against changes. Society feels them to be useless and against the established norms of the social system.
3. **Logical resistance:** Resistance is considered logically opposed to the existing technique. Changes are not desirable at present. They may be beneficial in the future. The technical feasibility of changes is not possible. Changes involve a high cost and less benefit. The management should evolve the costs and benefits of changes. If the costs are higher than the benefits, the change is avoided. Similarly, if benefits are not more the costs, changes are accepted. The costs and benefits are calculated for a longer period. All type of costs and all type of benefits are calculated for the purpose.

### **Levels of Resistance to Change:**

Resistance to change in organisations is found at three levels as shown in figure below:

1. **Individual Resistance:** Individual sources of resistance to change reside in basic human characteristics such as perceptions, personalities, and needs. The following summaries five reasons why individuals may resist change:
  - i. **Habit:** Human beings are creatures of habit. Life is complex enough; we don't need to consider the full range of options for the hundreds of decisions we have to make every day. To do so, we develop habit which is nothing but programmed responses. So wherever we are confronted with change this tendency to respond in our accustomed ways becomes a source of resistance. For example, day-shift working.
  - ii. **Security:** People with a high need for security are likely to resist change because it threatens their feelings of safety.

- iii. **Economic Factors:** Another source of individual resistance is concern that changes will lower one's income. Changes in job tasks or established work routines also can arouse economic fears if people are concerned that they won't be able to perform the new tasks, so they stuck to new routines of their previous standards, especially when pay is closely tied to productivity.
  - iv. **Fear of the Unknown:** Changes substitute ambiguity and uncertainty for the known. The transition from the school to college is typically such an experience.
  - v. **Selective Information Processing:** Individuals shape their world through their perceptions. Once they have created this world, it resists change. So individuals are guilty of selectively processing information in order to keep their perceptions intact. We hear what we want to hear. We ignore information that challenges the world we have created.
2. **Group Resistance:** People may perceive the likely impact of a change individually but they express it in the form of group response. Therefore, their evaluation is subjected to the modification by group behaviour. Thus, group itself becomes a source of resistance. Groups perform much of an organization's work, and several group characteristics can produce resistance to change. Thus, the effect of group as a source of resistance may be analysed in terms of nature of group dynamics and vested interests.:
- i. **Group Norms:** Many groups develop strong informal norms that specify appropriate and inappropriate behaviours and govern the interactions between group members. Often, change alters task and role relationships in a group; and when it does, it disrupts group norms and the informal expectations that members have on one another. As a result, members of a group may resist change because a whole new set of norms may have to be developed to meet the needs of the new situation.
  - ii. **Group Cohesiveness:** Group cohesiveness, or the attractiveness of a group to its members, affects group performance. Although some level of cohesiveness promotes group performance, too much cohesiveness can actually reduce performance because it stifles opportunities for the group to change and adapt. A highly cohesive group may resist attempts by management to change. Group members may unite to preserve the status quo and to protect their interests at the expense of other groups.
  - iii. **Groupthink and Escalation of Commitment:** Groupthink is a pattern of faulty decision making but occurs in cohesive groups when members discount negative information in order to agree with each other. Escalation of commitment worsens this situation. This occurs when members realise that their course of action is wrong, but continues to pursue it regardless. Groupthink and escalation can make changing a group's behaviour very difficult.

**3.Organisation Resistance:** Many forces inside an organization make it difficult for the organisation to change in response to changing conditions in its environment. The most powerful organization-level impediments to change include the following:

- iv. **Power and Politics:** Change usually benefit some people, functions or divisions at the expense of others. When change causes power struggles and organizational conflict, an organization is likely to resist it.  
Suppose that a change in purchasing practices will help the materials management group in an organization in achieving its goal of reducing input costs but that it will harm manufacturing's ability to reduce manufacturing costs. Materials management will push for the change, but that it will harm manufacturing's ability to reduce manufacturing costs. Materials management will push for the change, but manufacturing will resist it. The conflicts between the two functions will show- down the process of change and perhaps prevent it from occurring at all.
- v. **Differences in Functional Orientation:** Differences in functional orientation are another major impediment to change and source of organizational inertia. Different functions and divisions often see the source of a problem or issue differently as a result of their own view points. This "tunnel vision" increases organizational inertia because organization must spend time and effort to secure agreement about source of a problem before it can even consider how the organization needs to respond to the problem.
- vi. **Mechanistic Structure:** Tall hierarchies, centralised decision-making and the standardisation of behaviour through rules and procedures characterise mechanistic structures. Mechanistic structures are more resistant to change. People who work within a mechanistic structure are expected to act in certain ways and do not develop the initiative to adjust their behaviour to changing conditions. The extensive use of mutual adjustment and decentralised authority in an organic structure, on the other hand, fosters the development of skills that enable employees to be creative, responsive, and find solutions to new problems. A mechanistic structure typically develops as an organization grows and is a principal source of inertia, especially in large organisations.
- vii. **Organizational Culture:** The values and norms in an organization's culture can be another source of resistance to change. Just as role relationships result in a series of stable expectations between people, so values and norms cause people to behave in predictable ways. If organizational change disrupts taken-for granted values and norms and forces people to change what they do and how they do it, resistance is likely to ensue. Many organizations develop conservative values that support the status quo and make managers reluctant to search for new ways to complete. As a result, if the environment changes and a company has nothing to fall back on; failure is therefore likely

## **Reasons for Employee Resistance to Change:**

In practice, there are **12 common reasons why people resist change in the workplace:**

### **1. Loss of Job:**

This is a major reason why employees resist change. In an organizational setting, any process, technological advancement, systems, or product change will include streamlining, working smarter, cost reduction, efficiency, faster turn-around times. All these means staff and managers will resist the changes that result in their roles being eliminated or reduced. From their perspective, your change is harmful to their position in the organization! The satisfaction that employees have with their job determines a portion of their reactions during times of change.

Employees who experience a high degree of job satisfaction are better able to weather periods of change. They are more positive in their approach to their work and can see change as an organizational necessity. Unhappy employees, on the other hand, view change as just another annoyance in a long list of complaints. Chances are, whatever the change, any disgruntled employees will view it as having a negative impact on both the organization and them personally.

### **2. Bad Communication Strategy:**

This is another crucial reason why employees resist change. The way in which any change process is communicated to employees within the organization is a critical factor in determining their reactions. If you can't communicate what, why, how, when, who and what success will look like or how success is going to be measured, then, expect resistance!

If employees do not understand the need for change, why ask for a buy in the first place? Especially from those who strongly believe the current way of doing things works well...and has done for the past twenty-five years! When upper management plans and communicates early and effectively with all employees and explains the reasoning behind the change, employees are much more likely to buy into it.

Changes that are mandated with little or no communication, on the other hand, are often poorly received, since employees may feel that the change is being shoved down their throats. When it comes to change management there's no such thing as too much communication. If there is no immediate information to communicate during change, telling employees that there is no update regarding the ongoing change is communication! Don't just keep quiet; this is also the time to maintain an open door policy regardless of where you are placed in the organisation.

Be present and available for questioning. Miscommunication is if you communicate insignificant or insensitive information. You can't communicate too much significant, substantial information.

### **3. Shock and Fear of the Unknown:**

This is another important reason why employees resist change. Employees' responses to organizational change can range from fear and panic to enthusiastic support. During periods of change, some employees may feel the need to cling to the past because it was a more secure, predictable time. If what they did in the past worked well for them, they may resist changing their behaviour out of fear that they will not achieve as much in the future. The less the organization knows about the change and its impact on them, the more fearful they become.

Leading change also requires not springing surprises on people! The organization needs to be prepared for the change. In the absence of continuing a two-way communication with leadership, grapevine rumors will fill the void and sabotage any change effort.

### **4. Loss of Control:**

This is another key reason why employees resist change. Familiar routines help employees develop a sense of control over their work environment. Being asked to change the way they operate may make employees feel powerless and confused. People are more likely to understand and implement changes when they feel they have some form of control.

Keeping the doors of communication open and soliciting input, support and help from employees lets them know that their contributions matter. Involve them, elicit their feedback, let them volunteer for participatory roles in the change and all of these in turn, will help give them a sense of control during periods of change.

### **5. Lack of Competence:**

This is a fear that is difficult for employees to admit openly. But sometimes, change in organizations necessitates changes in skills, and some people will feel that they won't be able to make the transition well. Therefore, the only way for them to try and survive is to kick against the change.

Some employees are just hesitant to try new routines, so they express an unwillingness to learn anything new. They say things like, "I already know all that I need to know to do the job," or "I am good at what I do why rock the boat." Resisting employees who have already made up their minds that the change won't work or who are reluctant to learn something new will impede the organization's growth and adaptation to change. Frankly, they also hinder their own personal growth and development.

## 6. Poor Timing:

Change must be introduced when there are no other major initiatives going on. Sometimes it is not what a leader does, but it is how, when and why she or he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

For any significant organizational change effort to be effective, organizational leadership must come out of their mahogany paneled air conditioned offices, roll up their sleeves, and prepare a comprehensive change strategy from the onset to address barriers. If they can't do it, then, they should delegate or hire a change management agent to design an effective change management strategy with the help of some of the organizations managers.

## 7. Lack of Reward:

There is a common business saying that managers get what they reward. Organizational employees will resist change when they do not see anything in it for them in terms of rewards. Without „WIIFM“ or a reward, there is no motivation to support the change over the long run. This often means that organizational reward systems must be altered to support the change that management wants to implement. The reward does not have to always be major or costly.

## 8. Office Politics:

Every organisation has its own share of in-house politics. So, some employees resist change as a political strategy to “show or prove” that the change decision is wrong. They may also resist showing that the person leading the change is not up to the task. These employees are committed to seeing the change effort fail.

## 9. Loss of Support System:

Employees already in their comfort zones, working with the managers they get along with, and who are operating within predictable routines know their support system will back them up during challenging times. Changing the organizational structures may shake their confidence in their support system. They may worry about working for a new supervisor, in a new team, or on unfamiliar projects because they fear that if they try and fail, there will be no one there to support them.

## 10. Former Change Experience:

Our attitudes about change are partly determined by the way we have experienced change in the past. For instance, if in your organisation, you have handled change badly in the past, the employees will have good reasons for rebelling. Again, in personal lives, how employee's families reacted to change during their early years is going to affect the way they view change.

Employees, who live in the same house, shop at the same stores, visit the same social club, and drive the same routes daily throughout their formative years may have more difficulty dealing with change than people who grew up in several different neighbourhoods. In the same way, those who become accustomed to associating with people who have the same values and ethics may find it more difficult to appreciate the diversity of today's work force.

An employee who was raised in a family that viewed change as a challenge to be tackled will probably have a more optimistic outlook about change than a person who was raised in a home that considered change an unwanted experience that upset the predictable family routine.

#### 11. Empathy and Peer Pressure:

Whether we are introverted or extroverted, we are still social creatures. Organizational stakeholders will resist change to protect the interests of a group, team friends, and colleagues. It is normal for employees to resist change to protect their co-workers. This could be purely because they sympathize with their friends because of the change that has been thrusts at them. Managers too will resist change to protect their work groups or friends. All these behaviors can sabotage the success of any change.

#### 12. Lack of trust and support:

Successful organizational change does not occur in a climate of mistrust. Trust, involves faith in the intentions and behaviour of others. In organizations where there is a high degree of trust and each individual employee is treated with respect and dignity, there is less resistance to change.

Mutual mistrust will be the bane of an otherwise well planned change initiative. If an organization is seen as being untrustworthy as demonstrated sometime in the past, so why would any employee trust such an organization? Any sweeping changes on the job can cause employees to fear for their roles in the organization. For this reason, a well-planned outplacement support should be in place to manage and assist employees. Employees resist change because they are worried that they may not find another job easily and quickly.

### **Symptoms of Resistance:**

How does resistance to change manifest itself? There are several ways. But it does not mean that these symptoms always indicate resistance. Sometimes they may be indicators of other difficulties in the organisation.

- i. Hostility or aggression is the immediate reaction of an individual to change. The hostility may only be expressed verbally, in the way the individual strikes at the boss, a fellow workers, or even at subordinates, but hostility and aggression can also take physical forms where the striking out is of a more intense character.
- ii. The individual may develop apathy towards his work. He loses interest in his work. There is more spoilage of materials, excessive idling of time, and decline in performance.
- iii. Absenteeism and tardiness are often signs of resistance. Perhaps these are forms of apathy or attempts on the part of the individual to escape his work environment. Separation, for example, may be an extreme illustration of this attempt to escape.
- iv. The development of anxiety and tension is a sure sign that resistance exists. The individual finds him-self uncomfortable, shaky, and tensed up on his job.
- v. At the group level additional signs of resistance are exhibited. Slow-downs and strikes are the usual symptoms of group resistance. Another strategy adopted by a group to resist change is "restriction of output". Often great care is exercised in timing operations, setting standards, and otherwise working out details of a wage incentive system, and yet at least part of the work group forms into an informal group, under a leader of its own choice. This group decides what a fair days work is and develops methods of keeping the non-conformist in line. The individual who starts to respond to the incentive is held in a check by sanctions which the informal group is able to bring to bear against him.

### **Dealing with Resistance to Change:**

There are many ways that can be adopted by the organization to avoid the resistance to change. Changes that are brought in by the organization may get resistance at all levels. A manager should always be ready to face such changes. The resistance faced can be removed by following some methods. Some of the specific measures employed to manage the resistance are as follows:

1. **Participation and Involvement:** Individuals will find it difficult to resist the change, which they participated. Prior to making a change, all those persons who are going to be affected by the change, can be brought into the decision making process. Their doubts and objectives should be removed to win their cooperation. This involvement of the workers can overcome resistance, obtain personal commitment and increase quality of change decisions.

2. **Communication and Education:** If the employees do not have adequate information or if the information that they have is inaccurate, then it is necessary to educate them about the change, when is it to be introduced, why is the change needed, how will it be implemented, its process and its working.
3. **Leadership:** The greater the prestige and credibility of the manager, who is acting as a change agent, the greater will be the influence upon the employees who will be involved in the change process.
4. **Negotiation and Agreement:** Negotiation and agreement technique is used when costs and benefits must be balanced for the welfare of all concerned parties. This is often used in bargaining with labour unions.
5. **Willingness for the Sake of the Group:** Some individuals may be willing to accept the change. This is especially true about the individuals who have a continuous psychological relationship with the group so that there is group „cohesiveness' or group togetherness.
6. **Timing of Change:** Timing of introduction of of change can have a considerable impact on the resistance. There is always a right time and a wrong time for introducing something new. The right time, obviously will meet less resistance. Therefore, management must be very careful in choosing the time when the organizational climate is highly favourable to change.
7. **Building Support and Commitment:** Change agents can offer a range of supportive efforts to reduce resistance. When employees' fear and anxiety is high, employee counselling and therapy, new-skills training or short period leave of absence may facilitate adjustment. Research on middle managers has shown that, when managers or employees have low emotional commitment to change, they favour that status quo and resist it. So firing up employees can also help them emotionally commit to the change rather than embrace the status quo.
8. **Manipulation and Co-optation:** Manipulation refers to covert influence attempts. Twisting and distorting facts to make them appear more attractive, withholding undesirable information and creating false rumours to get employees to accept a change are all examples of manipulation. If corporate management threatens to close down a particular manufacturing plant if that plant's employees fail to accept an across-the-board pay cut and if the threat is actually untrue, management is using manipulation.  
Co-optation, on the other hand, is a form of both manipulation and participation. It seeks to “buy off” the leaders of resistance group by giving them a key role in the change decision. The leaders' advice is sought, not to seek a better decision, but to get their endorsement.

Both manipulation and co-optation are relatively inexpensive and easy ways to gain the support of adversaries, but the tactics can backfire if the targets become aware that they are being tricked or used. Once discovered, the change agent's credibility may drop to zero.

9. **Selecting People who Accept Change:** Research suggests that the ability to easily accept and adapt to change is related to personality. It appears that people who adjust best to change are those who are open to experience, take a positive attitude towards change, are willing to take risks and are flexible in their behaviour.
10. **Coercion:** Last on the list of tactics is coercion, i.e., the application of direct threats or force on the resisters. If the corporate management really is determined to close a manufacturing plant if the employees do not agree to pay cut, then coercion would be the label attached to its change tactic. Other examples of coercion are threats of transfer, loss of promotions, negative performance evaluations and a poor letter of recommendation.

### **Benefits of Resistance to Change:**

Resistance is not at all bad. It can bring a broad range of benefits which are as follows:

1. **Re-Examination of Change Process:** Resistance may encourage management to re-examine its change proposals, thus making sure they are appropriate. In this way employees operate as part of a system of checks and balances that ensures that management properly plans and implements change. If reasonable employee resistance causes management to screen its proposed changes more carefully, then employees have discouraged careless management decisions.
2. **Identification of Problem Areas:** Resistance also can help identify specific problem areas where a change is likely to cause difficulties, so that management can take corrective action before serious problems develop. At the same time, management may be encouraged to do a better job of communicating the change, an approach that in the long run should lead to better acceptance.
3. **Provides Information:** Resistance also gives management about the intensity of employee emotions on an issue, provides emotional release for pent-up employee feelings, and may encourage employees to think and talk more about a change so that they understand it better.

## CHAPTER-III

### RESEARCH METHODOLOGY

#### 3.1. SAMPLING DESIGN:

Sample design is definite plan for obtaining a sample from a given population. It refers to the technique or procedure the researcher would adopt in selecting items from the sample.

#### 3.2 Sampling technique:

The selection of employees was done on the basis of Random Sampling. For the purpose of this study, I found that **Proportionate Stratified Random Sampling** could well suit, as it enhances the effectiveness of the sample by giving proper representation to all sub-groups in the population and it gives higher statistical efficiency than that given by simple random sampling.

#### 3.3. STATEMENT OF THE PROBLEM:

This study is conducted to find out the level of Employee Resistance and its impact on the Organizational Performance at KEC, Karakulam.

Resistance to change is generally found among the workers. But it is increasingly observed that the rate of resistance among public sector employees is comparatively higher than that of the private sector employees. KEC is a public sector organization having almost 41 years of excellence, recently showing a decline in its organizational performance. This study is conducted specifically to find out the major reasons for which the employees resist in KEC, to check whether there is any impact of resistance on organizational performance of KEC, and also to analyse how effective the human resource department of KEC in managing employee resistance

### 3.4 Sampling Size:

A total sample of **150** was drawn from each stratum in proportion to the department's share in the total population.

Department	No. of Employees	Proportion	Sample Size
CDS/EXCISE	14	0.0197	3
CGM'S OFFICE	2	-	-
DEIT	9	0.0127	2
ERP	5	0.007	1
FINANCE	28	0.0395	6
HRD	30	0.0424	6
IDCP	54	0.0763	11
MIS	2	-	-
P&S	17	0.024	4
PEG	196	0.2768	42
PURCHASE	25	0.0353	5
SEG	61	0.0862	13
SPG	145	0.2048	31
SSG	107	0.1511	23
TDC & CTC	13	0.0184	3
<b>TOTAL</b>	<b>708</b>	<b>1.0</b>	<b>150</b>

### 3.5 Sampling Area:

The sampling area of my study is **Keltron Equipment Complex (KEC)**, Karakulam, which is the largest manufacturing unit of Kerala State Electronics Development Corporation (KSEDC) having more than 800 employees.

### 3.6. FRAME WORK OF QUESTIONNAIRE:

#### **Pre-test:**

A pre-test was conducted to ensure the validity and suitability of the questionnaire. After drafting the questionnaire it was distributed to the selected minimum number of respondents and changes are made wherever required. Final questionnaire was prepared based on the feedback received from these respondents.

### 3.7 METHOD OF DATA COLLECTION:

#### **7. Pilot Study:**

A pilot study was conducted to ensure the feasibility and applicability of study in the area of Employee Resistance. The methods used in pilot study are observation, discussion and case studies.

#### **8. Primary Data:**

Primary data were collected through Structured, Direct Interview through properly arranged questionnaire.

#### **9. Secondary Data:**

Data from secondary sources like company website, text books, magazines, various reports of the company are collected.

### 3.6.1.TOOLS FOR DATA ANALYSIS:

The following quantitative tools are applied for data analysis.

#### **1. Percentage Method:**

It is the most common method which helps others to make comparison between two or more series of data.

$$\% \text{ of respondents} = ( \text{Number of respondents} / \text{Total number of respondents} ) * 100$$

## 2. Statistical tools:

### i. ANOVA

In two way classification of analysis of variance we consider one classification along column wise and row wise.

### ii. Chi- Square

$$\text{Chi- Square} = \sum (O_i - E_i)^2 / E_i$$

# CHAPTER-IV

## DATA ANALYSIS AND INTERPRETATION

**Table 1.1 Gender of the respondents**

<b>Gender</b>	<b>No of respondents</b>	<b>Percentage</b>
Male	120	80
Female	30	20
<b>Total</b>	<b>150</b>	<b>100</b>

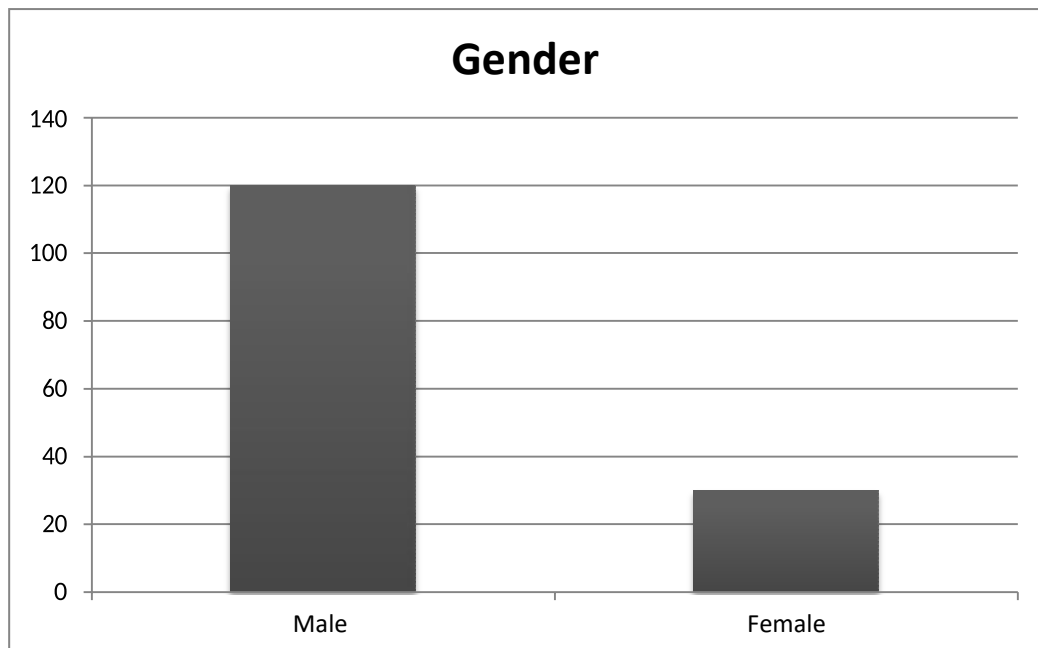
### **Interpretation**

The table shows that 80% of the respondents are male and 20% are females.

### **Inference**

Majority of the respondents belong to male gender.

**Figure 1.1**



**Table 1.2 Age of the respondents**

<b>Age</b>	<b>No of respondents</b>	<b>Percentage</b>
Below 25 years	53	35.33
25-35 years	61	40.67
36-45 years	16	10.67
Above 45 years	20	13.33
<b>Total</b>	<b>150</b>	<b>100</b>

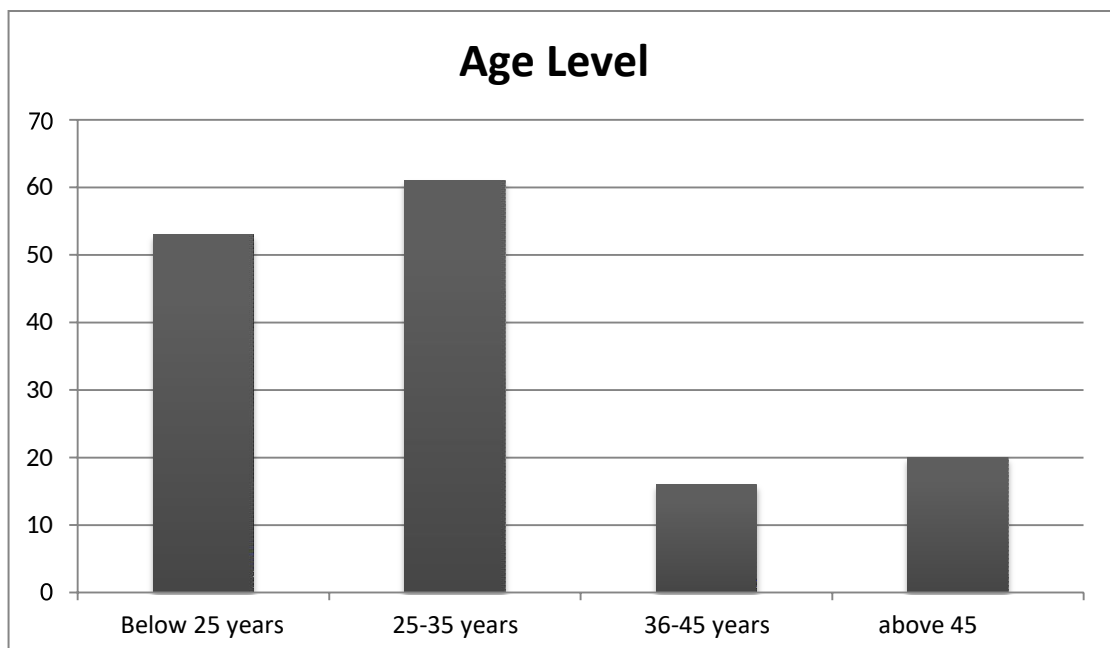
**Interpretation**

Among the respondents, 40.67% are in the age group of 25 to 35 years, 35.33% are under 25 years, 13.33% are above 45 years and only 10.67% are in the age group of 36 to 45 years.

**Inference**

The major portion of the population belongs to the age category of 25 to 35 years and below 25 years.

**Figure 1.2**



**Table 1.3 Marital status of the respondents**

<b>Marital status</b>	<b>No of respondents</b>	<b>Percentage</b>
Married	54	36
Unmarried	96	64
<b>Total</b>	<b>150</b>	<b>100</b>

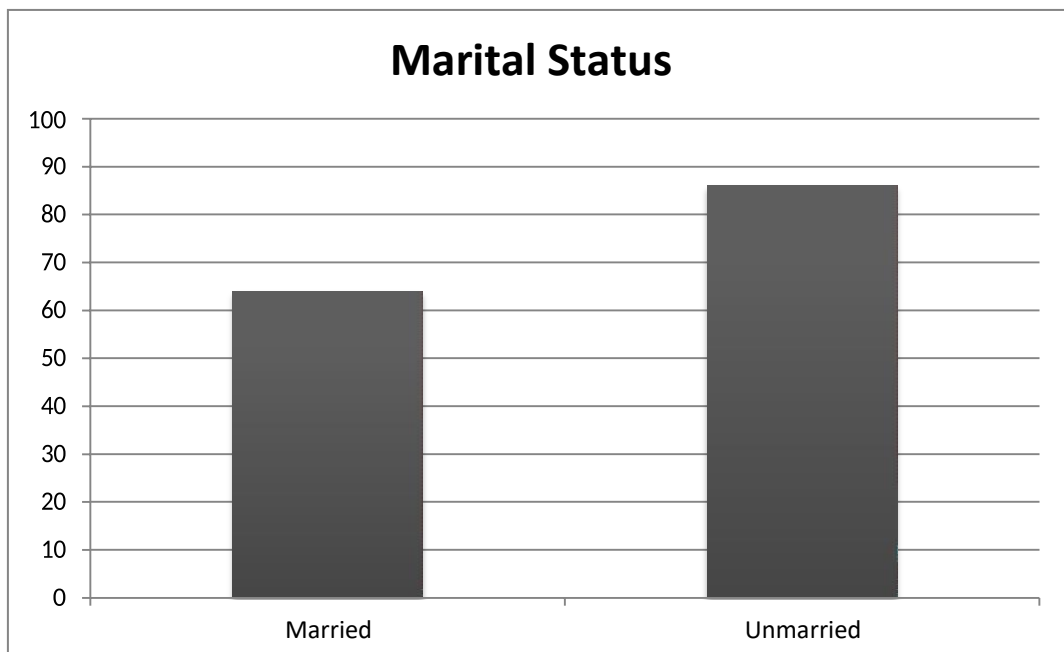
**Interpretation**

The table shows that 64% of the respondents are unmarried and 36% are married.

**Inference**

It can be inferred that majority of population are unmarried.

**Figure 1.3**



**Table 1.4 Designation of the respondents**

<b>Designation</b>	<b>No of respondents</b>	<b>Percentage</b>
Executive	15	10
Supervisor	20	13.33
Workman	115	76.67
<b>Total</b>	<b>150</b>	<b>100</b>

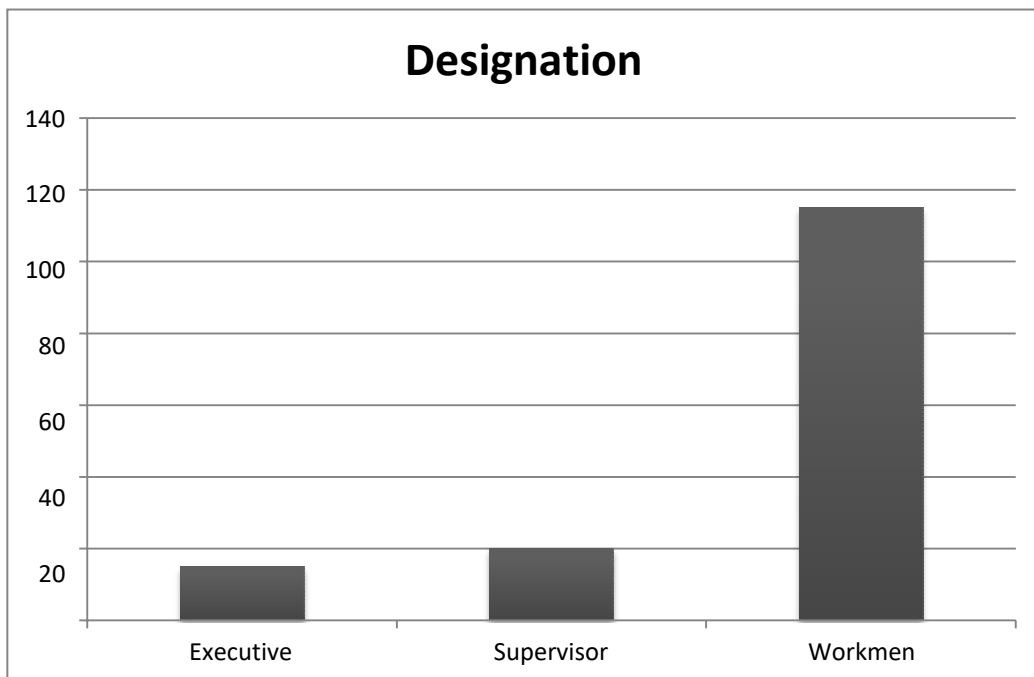
**Interpretation**

From this table it is clear that 76.67% of the respondents are workmen, 13.33% are supervisors and 10% are executives.

**Inference**

The highest percentage of the population is workmen category.

**Figure 1.4**



**Table 1.5 Educational Qualification of the respondents**

<b>Qualification</b>	<b>No of respondents</b>	<b>Percentage</b>
ITI/Diploma	95	63.33
UG	39	26
PG	16	10.67
<b>Total</b>	<b>150</b>	<b>100</b>

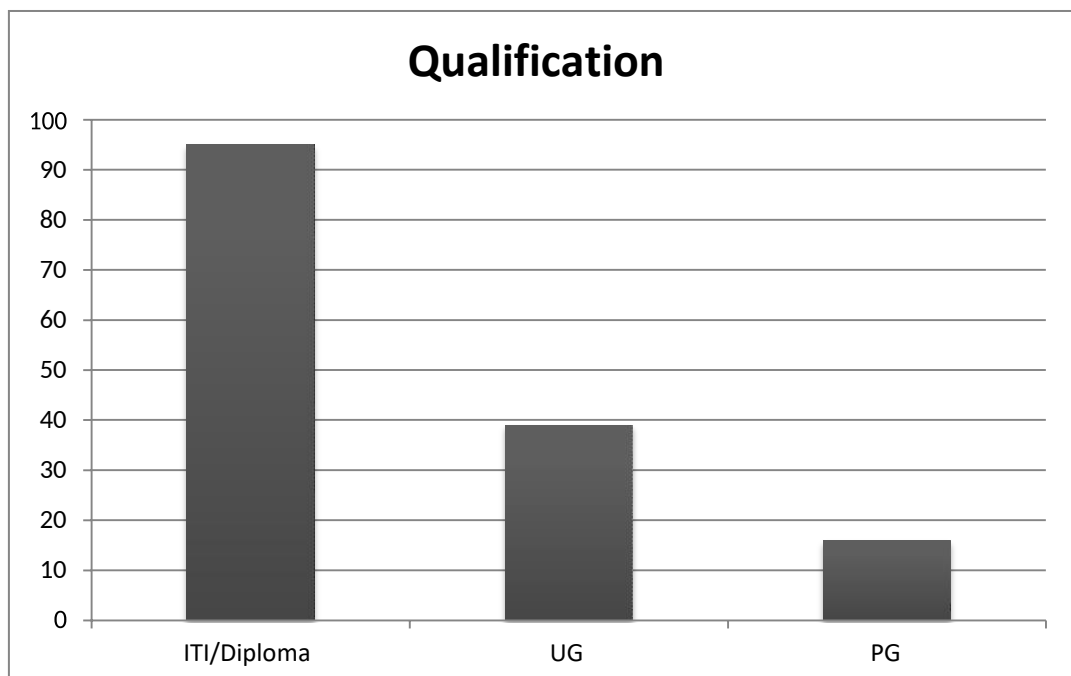
**Interpretation**

Among the respondents, 63.33% are Diploma holders, 26% are Under Graduated and only 10.67% are Post Graduated.

Inference

Majority of the workforce are Diploma holders.

**Figure 1.5**



**Table 1.6 Job status of the respondents**

<b>Job status</b>	<b>No of respondents</b>	<b>Percentage</b>
Permanent	27	18
Temporary	34	22.67
Contract	89	59.33
Total	150	100

**Interpretation**

The table shows that 59.33% of the respondents are contract labours, 22.67% are temporary workers and only 18% are permanent staffs.

**Inference**

There are few workers who are permanent at KEC and majority are contract labours and temporary workers.

**Figure 1.6**



**Table 1.7 Experience of the respondents**

<b>Experience</b>	<b>No of respondents</b>	<b>Percentage</b>
Below 5 years	76	50.67
5-10 years	37	24.67
11-15 years	23	15.33
Above 15 years	14	9.33
<b>Total</b>	<b>150</b>	<b>100</b>

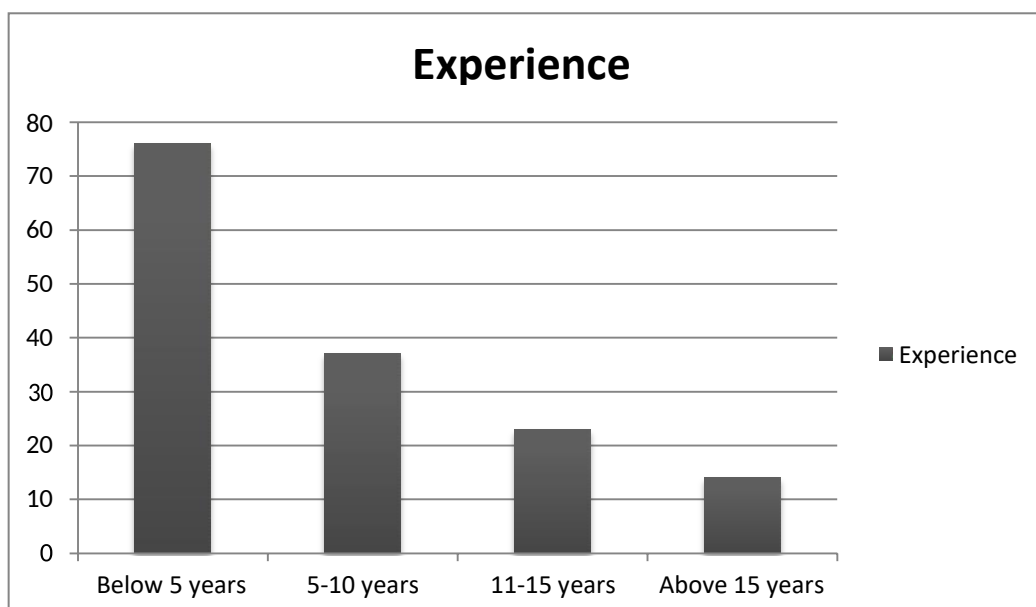
**Interpretation**

It is clear from the table that 50.67% of the respondents have an experience of less than 5 years in the organization, 24.67% have 5 to 10 years' experience, 15.33% have 11 to 15 years' experience and only 9.33% have more than 15 years' experience.

**Inference**

There are less workers who have long experience with the organization and most of the employees have experience less than 5 years.

**Figure 1.7**



**Table 1.8 Always looking for better ways to do work**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	13	0.09
Agree	17	11.33
Neutral	84	56
Disagree	24	16
Strongly Disagree	12	8
<b>Total</b>	<b>150</b>	<b>100</b>

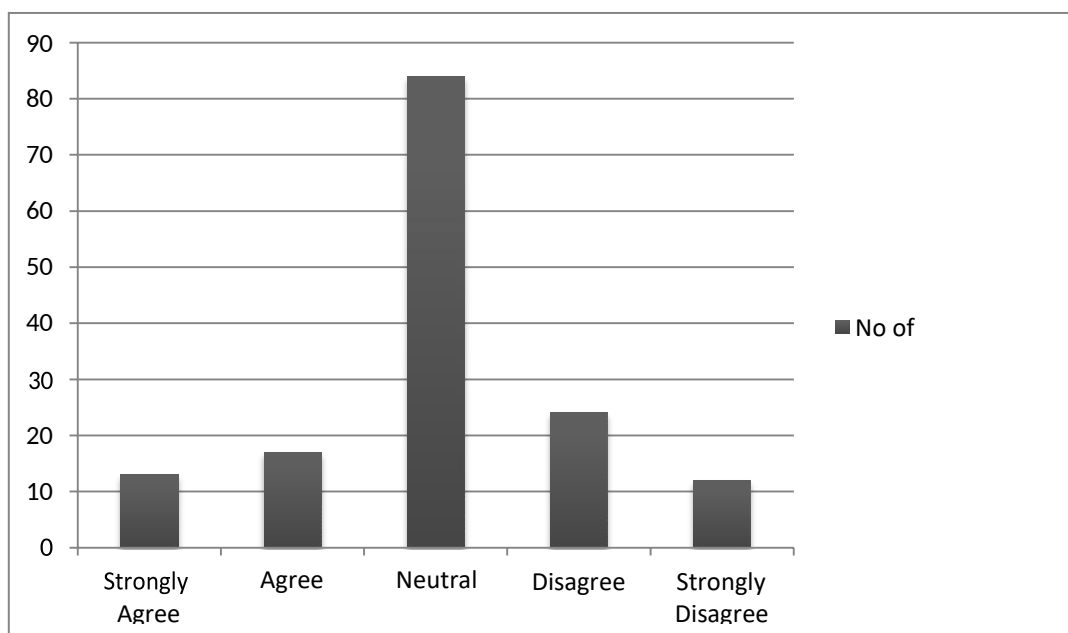
**Interpretation**

56% of the respondents neutrally agreed with the statement that they are always looking for better ways to do their work, 16% disagreed and 8% strongly disagreed with that but 11.33% agreed with the statement.

**Inference**

Most of the employees showed a neutral agreement with the statement which shows their lack of interest in doing new things into their work.

**Figure 1.8**



**Table 1.9 Ready to accept new implementation**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	28	18.67
Agree	24	16
Neutral	51	34
Disagree	33	22
Strongly Disagree	14	9.33
<b>Total</b>	<b>150</b>	<b>100</b>

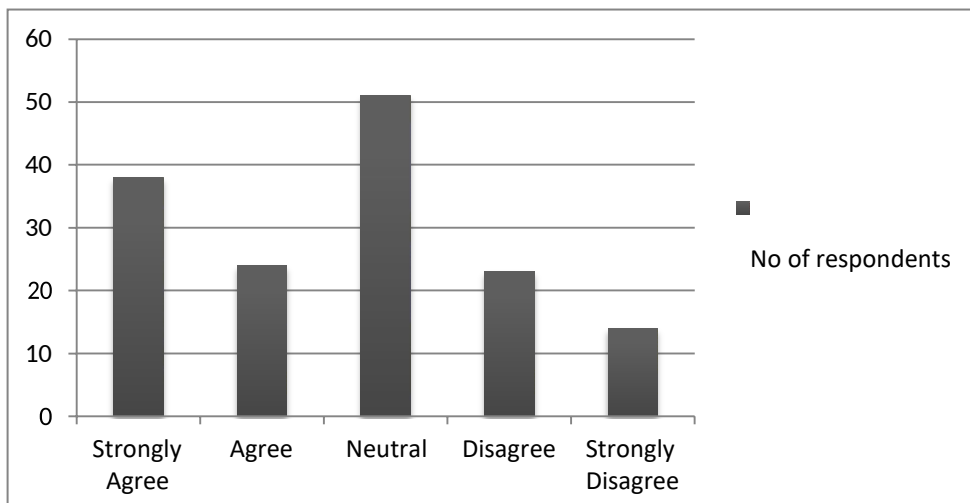
**Interpretation**

34% of the respondents neutrally agree with the statement that they are ready to accept new implementations and policies at their work, 22% of them disagree with that and 9.33% showed a strong disagreement with the statement. But 18.67% of the respondents strongly agreed and 16% agreed with this statement.

**Inference**

It can be understood that the employees of KEC is not very much interested to accept new implementations and policies at their work

**Figure 1.9**



**Table 1.10 Expecting the company to adapt more changes**

Level of Agreement	No of respondents	Percentage
Strongly Agree	3	2
Agree	17	11.33
Neutral	93	62
Disagree	31	20.67
Strongly Disagree	6	4
<b>Total</b>	<b>150</b>	<b>100</b>

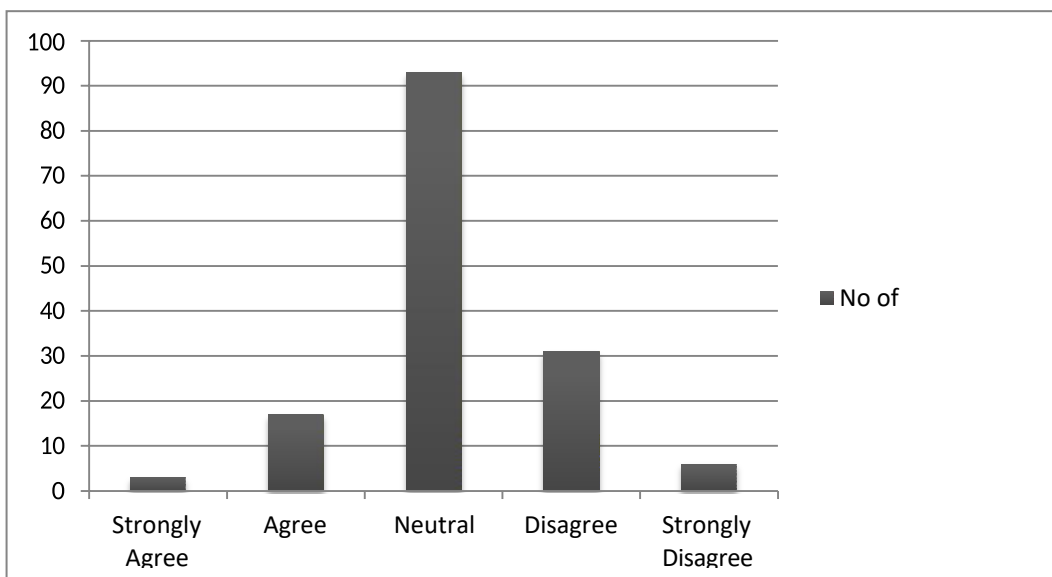
**Interpretation**

60% of the respondents are showing a neutral level of agreement for the statement that they are expecting their company to adapt more changes, 20.67% disagree and 4% strongly disagree with this. Only 11.33% agree and 2% strongly agree this statement.

**Inference**

Majority of the employees are not expecting any changes. They want things to go as they are.

**Figure 1.10**



**Table 1.11 Like changes from routine job**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	7	4.67
Agree	21	14
Neutral	33	22
Disagree	70	46.67
Strongly Disagree	19	12.67
<b>Total</b>	<b>150</b>	<b>100</b>

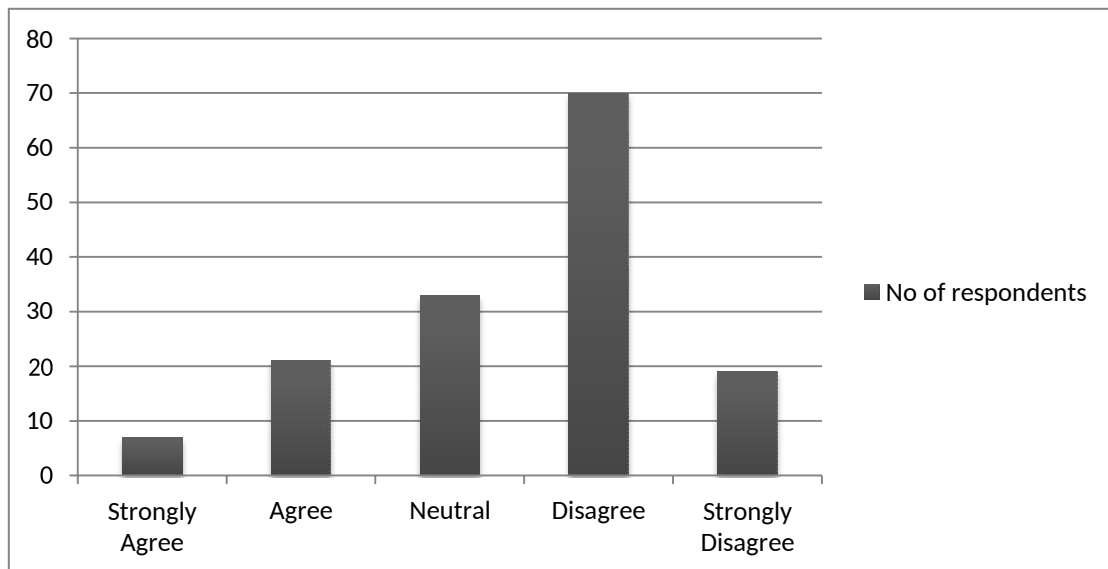
**Interpretation**

46.67% of the respondents disagree that they like changes from their routine job, 12.67% strongly disagree and 22% partially disagree this. Only 14% agree and 4.67% agree with this.

**Inference**

Most of the employees at KEC do not like changes from their routine job. They like their job to be continued as the same

**Figure 1.11**



**Table 1.12 Resistance is a major problem at KEC**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	27	18
Agree	75	50
Neutral	13	8.67
Disagree	24	16
Strongly Disagree	11	7.33
<b>Total</b>	<b>150</b>	<b>100</b>

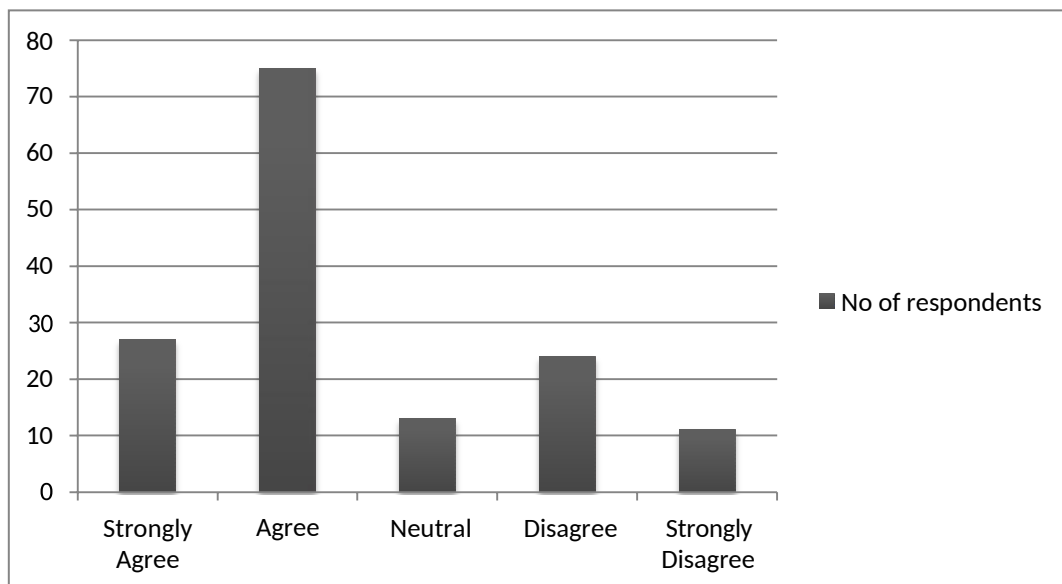
**Interpretation**

50% of the respondents agreed and 18% strongly agreed that resistance is a major problem at KEC, but 16% disagreed and 7.33% of them strongly disagreed with this. 8.86% showed a neutral agreement with this statement.

**Inference**

Majority of the respondents agreed that resistance is a major problem at KEC.

**Figure 1.12**



**Table 1.13 Resistance at KEC threatens its success rate**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	17	11.33
Agree	83	55.33
Neutral	23	15.33
Disagree	20	13.33
Strongly Disagree	7	4.67
<b>Total</b>	<b>150</b>	<b>100</b>

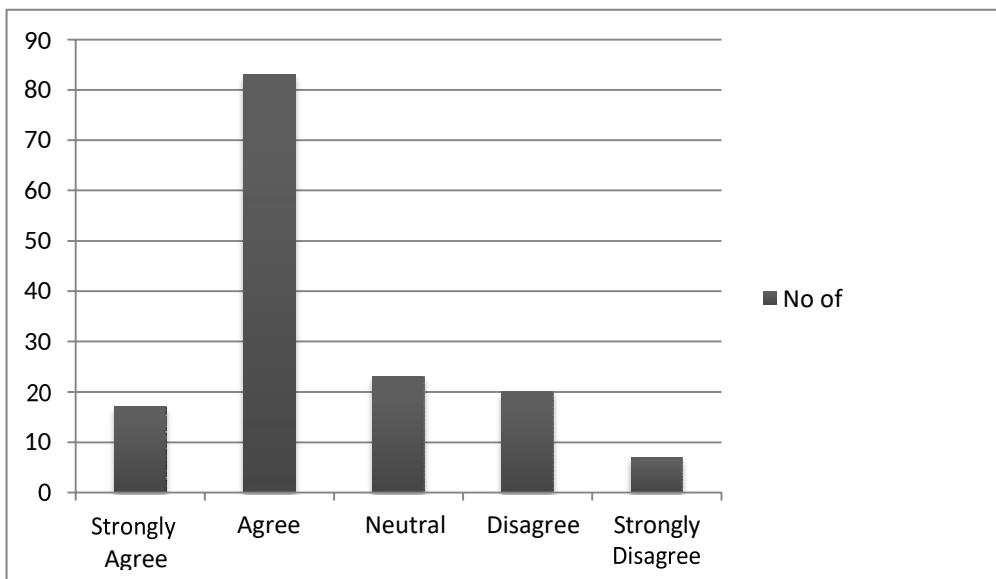
**Interpretation**

55.33% of the respondents agreed and 11.33% strongly agreed that resistance at KEC threatens its success rate, while 13.33% disagree and 4.67% strongly disagree this statement.

**Inference**

It is clear that the success rate of KEC is threatened by employee resistance.

**Figure 1.13**



**Table 1.14 Resistance affects the speed of innovation**

Level of Agreement	No of respondents	Percentage
Strongly Agree	13	8.67
Agree	67	44.67
Neutral	50	33.33
Disagree	11	7.33
Strongly Disagree	9	6
<b>Total</b>	<b>150</b>	<b>100</b>

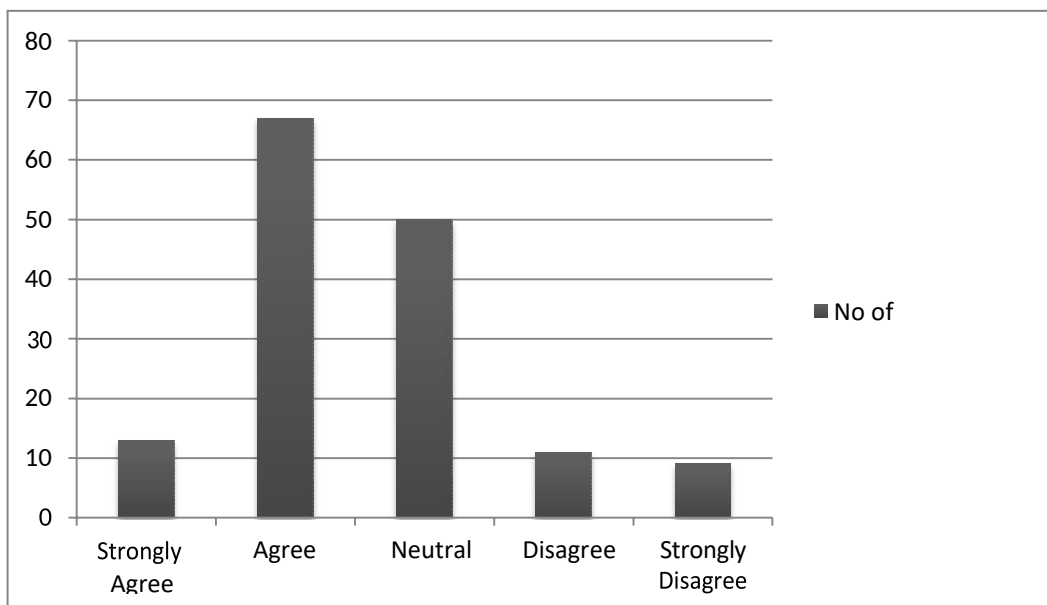
**Interpretation**

44.67% agreed and 8.67% of the respondents strongly agreed that resistance affects the speed of innovation, 33.33% neutrally agreed this. While 7.33 % disagreed and 6% strongly disagreed with this.

**Inference**

Majority of the employees opined that the speed of innovation at KEC is affected by resistance.

**Figure 1.14**



**Table 1.15 Resistance leads to poor industrial relation**

Level of Agreement	No of respondents	Percentage
Strongly Agree	21	14
Agree	59	39.33
Neutral	45	30
Disagree	13	8.67
Strongly Disagree	12	8
<b>Total</b>	<b>150</b>	<b>100</b>

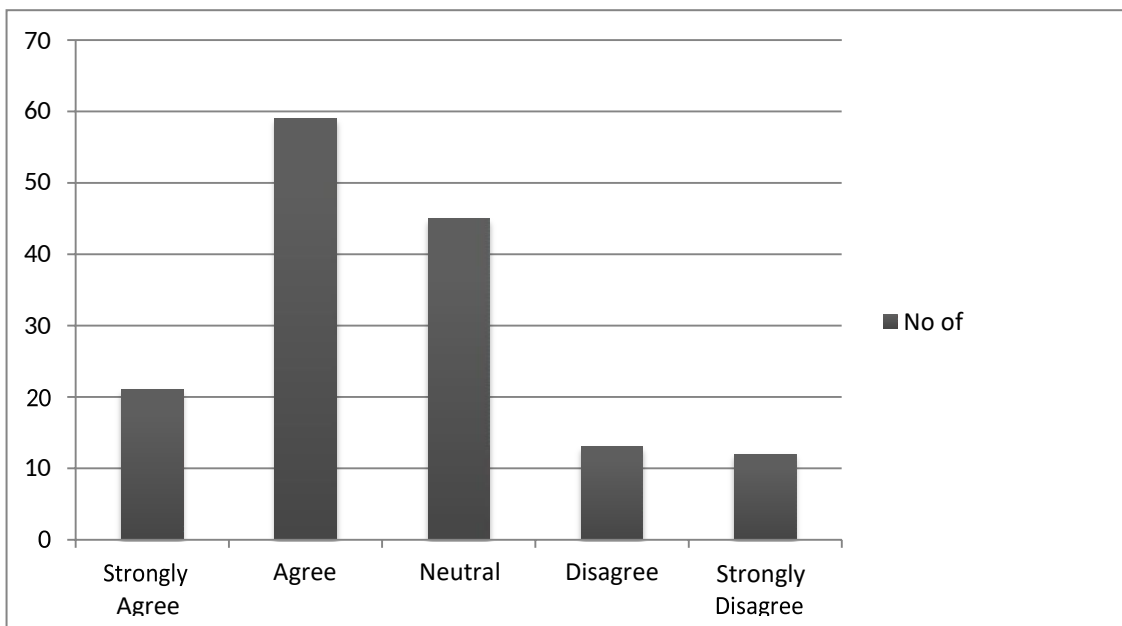
**Interpretation**

39.33% of the respondents agreed and 14% strongly agreed that employee resistance leads to poor industrial relations at KEC, 30% of them partially agreed whereas, 8.67% disagreed and 8% strongly disagreed with this.

**Inference**

Employee resistance at KEC leads to poor industrial relations at KEC.

**Figure 1.15**



**Table 1.16 Growth of KEC is threatened by resistance**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	13	8.67
Agree	60	40
Neutral	37	24.67
Disagree	29	19.33
Strongly Disagree	11	7.33
<b>Total</b>	<b>150</b>	<b>100</b>

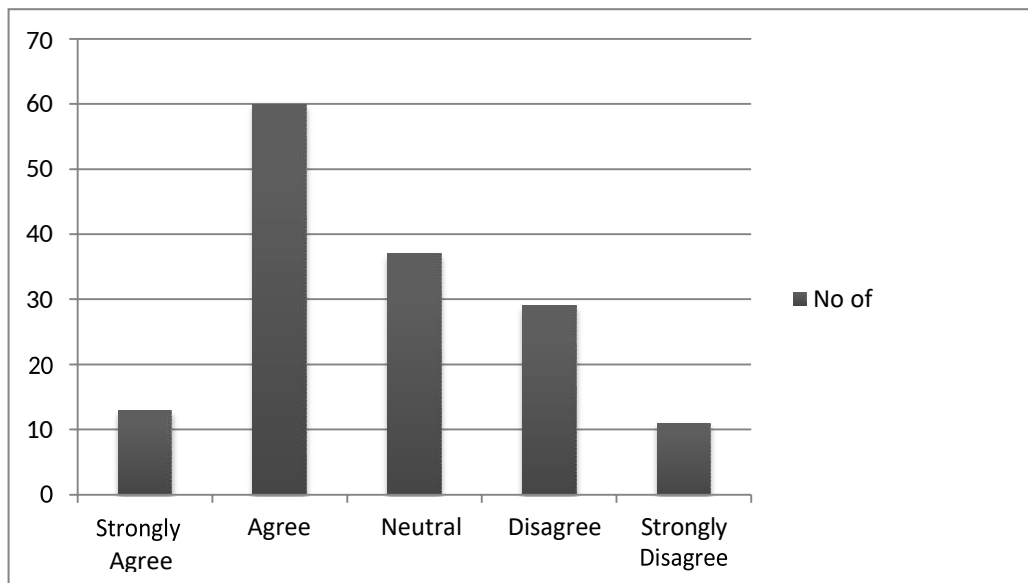
**Interpretation**

40% of the respondents agreed and 8.67% strongly agreed that the growth of KEC is threatened by resistance, 24.67% showed a neutral agreement with this statement. But 19.33% disagreed and 7.33% strongly disagreed with this.

**Inference**

The growth rate of the organization is affected by the employee resistance.

**Figure 1.16**



**Table 1.17 Overall organizational performance of KEC is affected by resistance**

Level of Agreement	No of respondents	Percentage
Strongly Agree	29	19.33
Agree	61	40.67
Neutral	32	21.33
Disagree	18	12
Strongly Disagree	10	6.67
<b>Total</b>	<b>150</b>	<b>100</b>

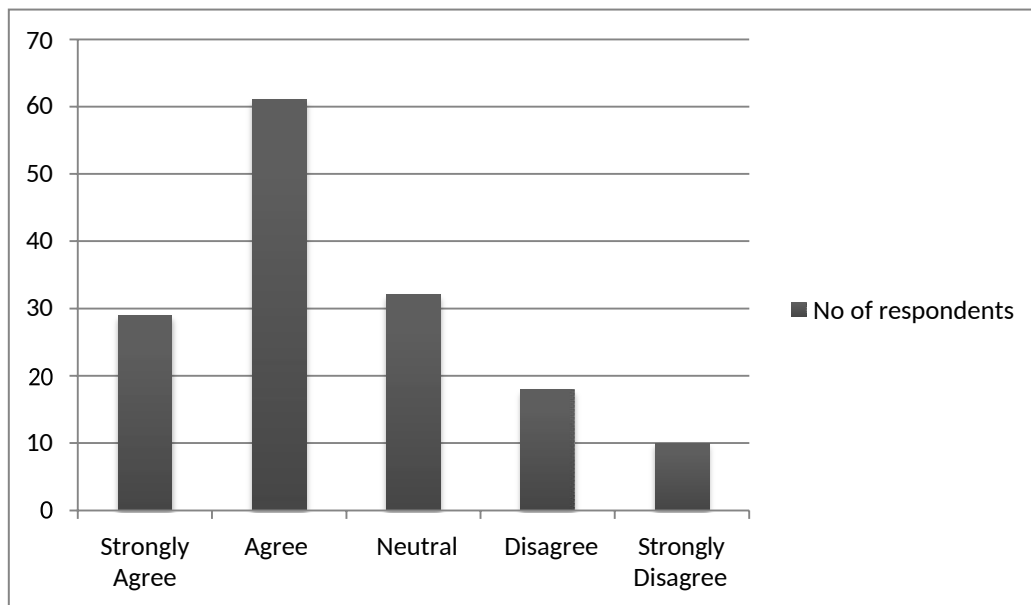
**Interpretation**

40.67% of the respondents agreed and 19.33% strongly agreed that totally the organizational performance is affected by the resistance among the employees. Still 21.33% showed a neutral agreement and 12% disagreed and 6.67% strongly disagreed with this statement.

**Inference**

It is inferred that the overall organizational performance of KEC is affected by the resistance among employees.

**Figure 1.17**



**Table 1.18 Difficulty to change routine job**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	21	14
Agree	67	44.67
Neutral	30	20
Disagree	21	14
Strongly Disagree	11	7.33
<b>Total</b>	<b>150</b>	<b>100</b>

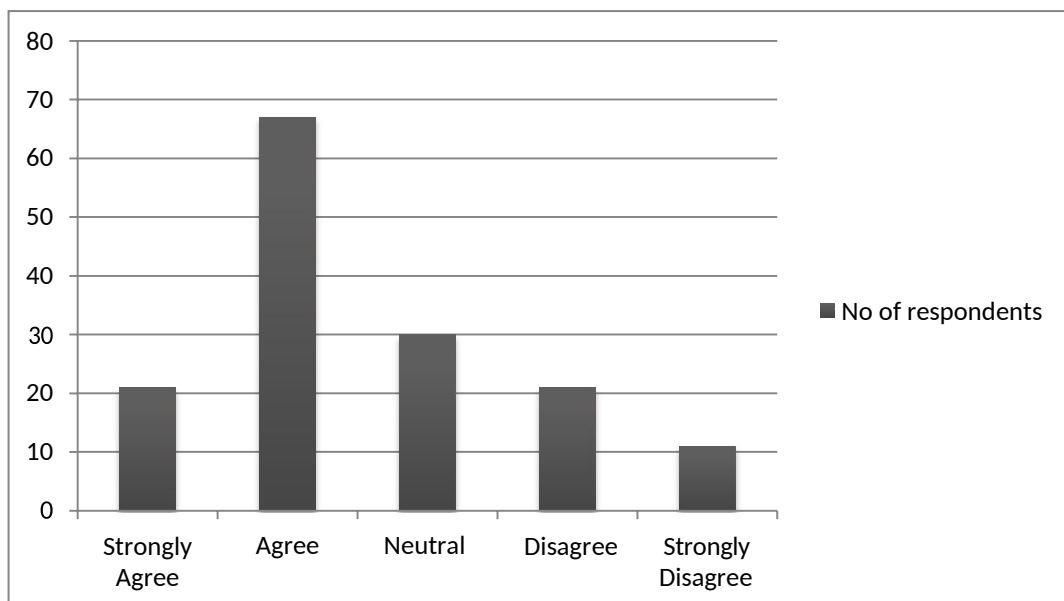
**Interpretation**

44.67% of the respondents agreed and 14% strongly agreed that it is difficult for them to change their routine job, 20% partially agreed this, whereas, 14% of them disagreed and 7.33% strongly disagreed with this.

**Inference**

Most of the employees like routine job and they do not like changes from it.

**Figure 1.18**



**Table 1.19 Following the opinion of Trade union in accepting or rejecting things**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	18	12
Agree	75	50
Neutral	22	14.67
Disagree	23	15.33
Strongly Disagree	12	8
<b>Total</b>	<b>150</b>	<b>100</b>

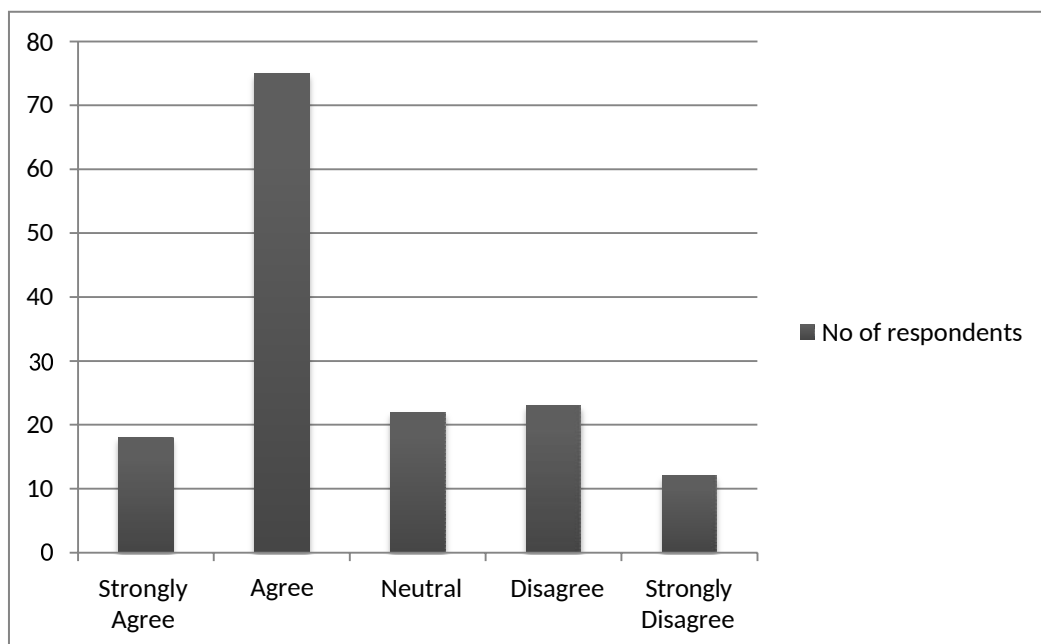
**Interpretation**

50% of the respondents agreed and 12% strongly agreed that they are following the opinion of trade union in accepting or rejecting things, 14.67% partially agreed this. But 15.33% of them disagreed and 8% strongly disagreed with this.

Inference

Most of the employees blindly follow the opinion of trade union in accepting or rejecting things

**Figure 1.19**



**Table 1.20 Inter union rivalry is a reason for resistance at KEC**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	13	8.67
Agree	84	56
Neutral	21	14
Disagree	22	14.67
Strongly Disagree	10	6.67
<b>Total</b>	<b>150</b>	<b>100</b>

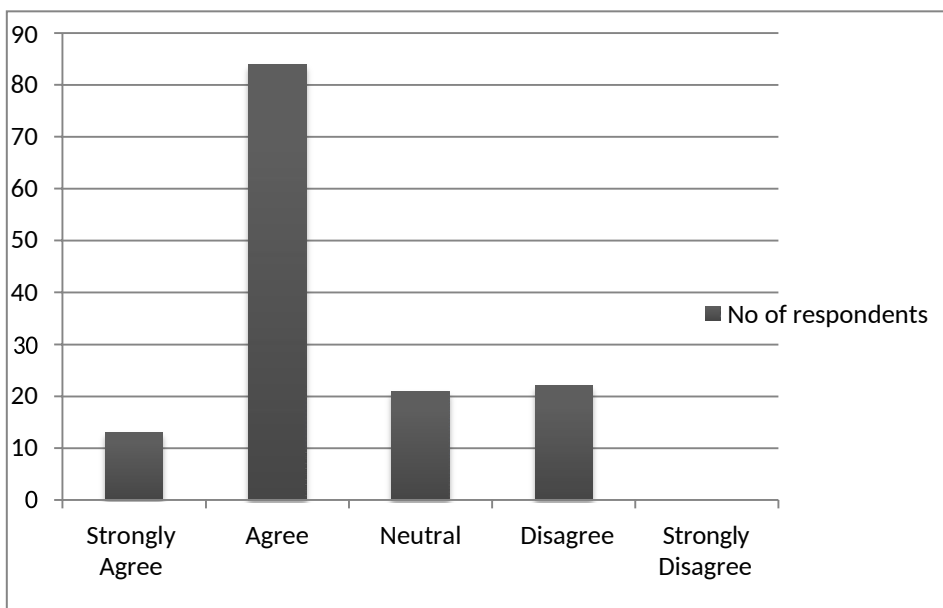
**Interpretation**

56% of the respondents agreed and 8.67% strongly agreed that inter union rivalry is a major problem that leads to resistance at KEC, 14% partially agreed this and 14.67% disagreed and 6.67% strongly disagreed with this.

**Inference**

Inter union rivalry is a major reason that leads to resistance at KEC.

**Figure 1.20**



**Table 1.21 Internal politics is a major reason that opposes changes.**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	23	15.33
Agree	78	52
Neutral	30	20
Disagree	10	6.67
Strongly Disagree	9	6
<b>Total</b>	<b>150</b>	<b>100</b>

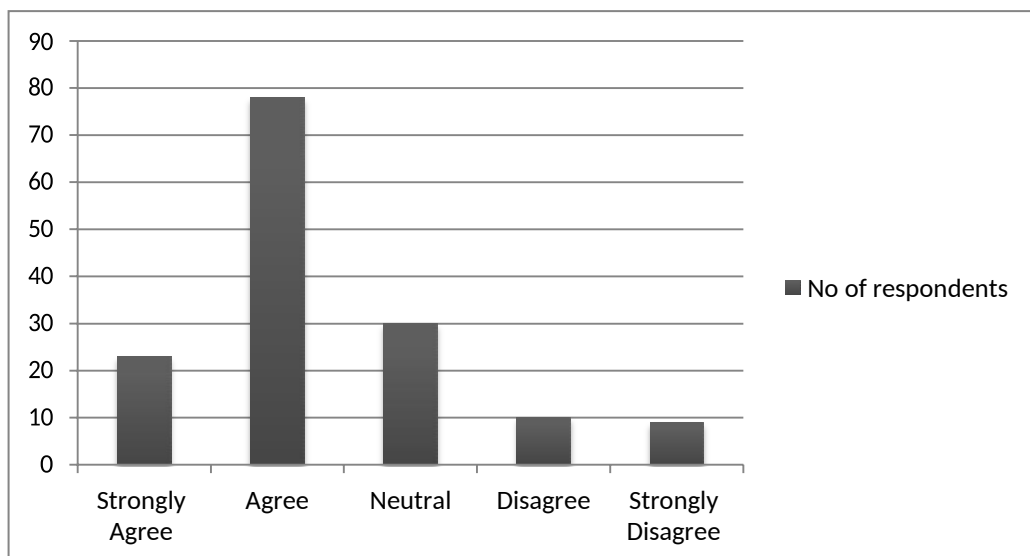
**Interpretation**

52% of the respondents agreed and 14% strongly agreed that internal politics is a major reason that opposes changes at KEC, and 20% partially agreed this. Only 6.67 % disagreed this and 6% strongly disagreed with this.

**Inference**

One of the major reason for resistance at KEC is internal politics.

**Figure 1.21**



**Table 1.22 Poor Industrial relations at KEC is a major problem that leads to resistance**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	11	7.33
Agree	43	28.67
Neutral	66	44
Disagree	20	13.33
Strongly Disagree	10	6.67
<b>Total</b>	<b>150</b>	<b>100</b>

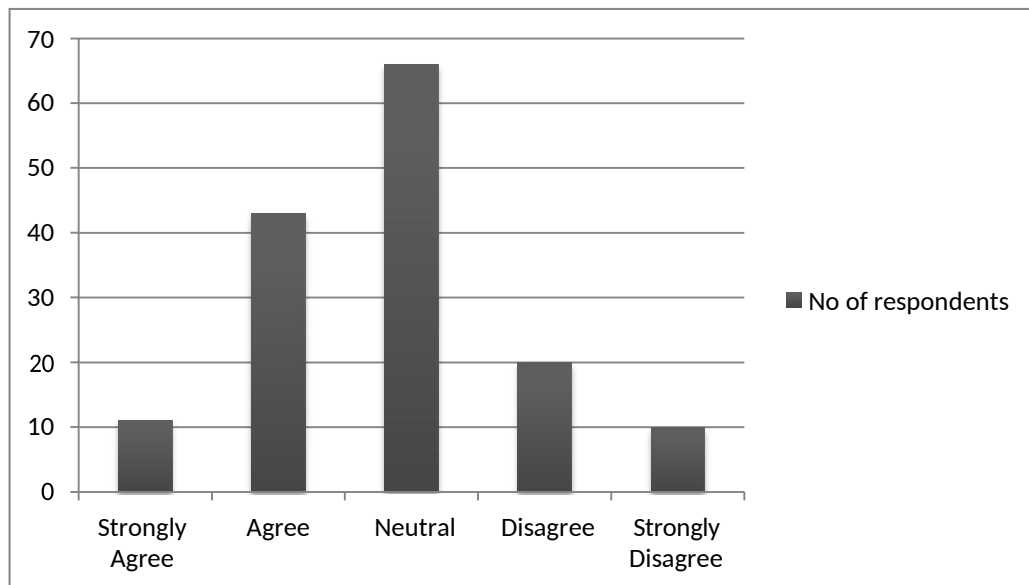
**Interpretation**

28% of the respondents agreed and 7.33% strongly agreed that poor industrial relations at KEC is a major problem that leads to resistance at KEC, and 44% of them partially agreed this but 13.33% of them disagreed and 6.67% strongly disagreed with this.

**Inference**

It is inferred that resistance at KEC resulting in poor industrial relation.

**Figure 1.22**



**Table 1.23 Involvement in change process before delivery takes place**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	11	7.33
Agree	21	14
Neutral	45	30
Disagree	57	38
Strongly Disagree	16	10.67
<b>Total</b>	<b>150</b>	<b>100</b>

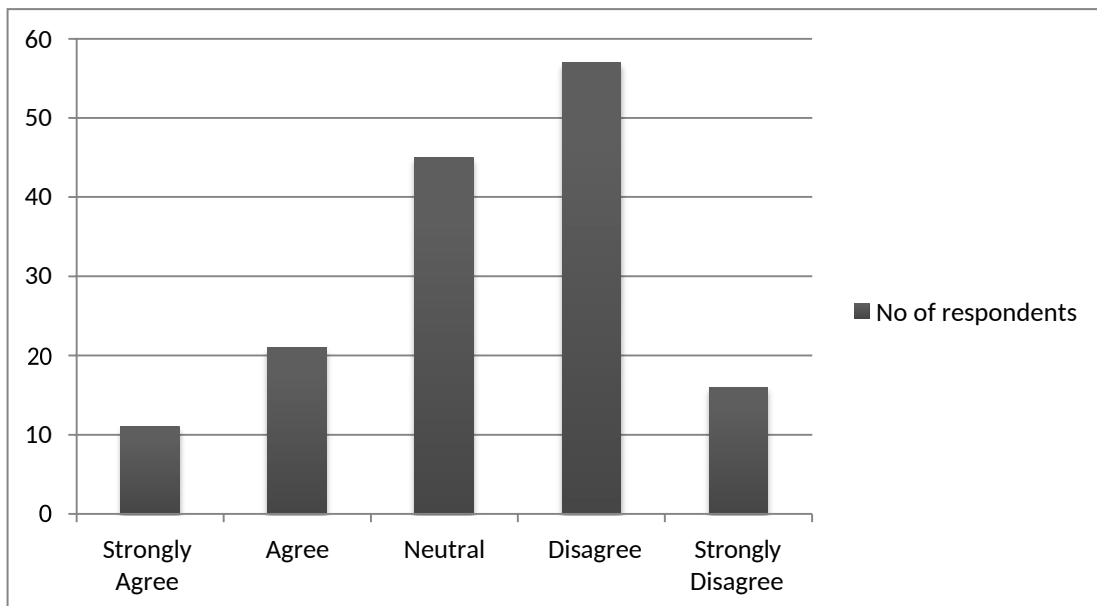
**Interpretation**

38% of the respondents disagreed and 10.67% strongly disagreed that employee involvement in change process before delivery takes place, 30% partially disagreed this and only 14% agreed and 7.33% strongly agreed with this statement.

**Inference**

It is inferred that the involvement of employees in the change process before delivery is not satisfactory for the employees.

**Figure 1.23**



**Table 1.24 Communication about the change is limited**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	29	19.33
Agree	47	31.33
Neutral	35	23.33
Disagree	28	18.67
Strongly Disagree	11	7.33
<b>Total</b>	<b>150</b>	<b>100</b>

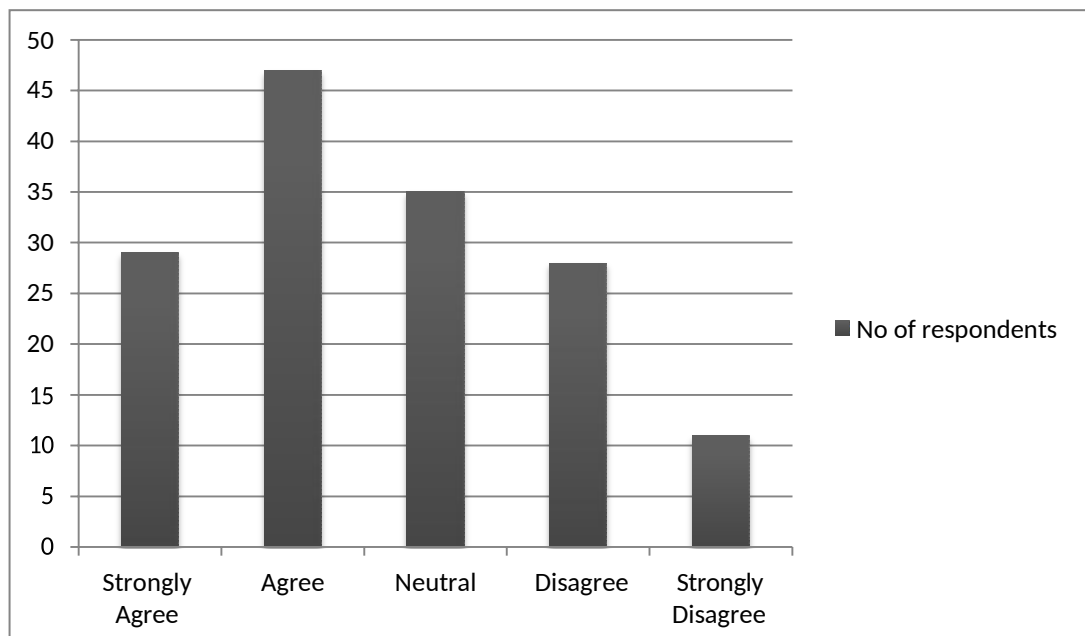
**Interpretation**

33.33% of the respondents agreed and 19% strongly agreed that communication about the change is limited to certain people or level, 23.33% partially agreed this, and only 18.67 % disagreed and 7.33% strongly disagreed with this statement.

**Inference**

Majority of the employees opined that the communication about change is limited to certain people or level.

**Figure 1.24**



**Table 1.25 Conflicts within the changes are looked for and try to be solved**

Level of Agreement	No of respondents	Percentage
Strongly Agree	13	8.67
Agree	27	18
Neutral	68	45.33
Disagree	28	18.67
Strongly Disagree	14	9.33
<b>Total</b>	<b>150</b>	<b>100</b>

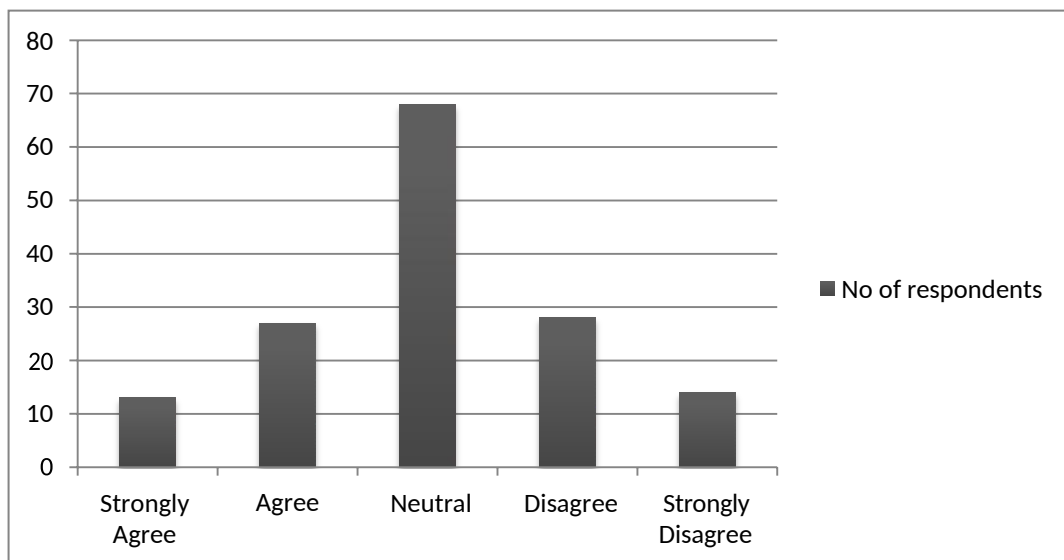
**Interpretation**

45% of the respondents showed a neutral level of agreement with the statement that the conflicts within the changes are looked for and try to be solved by the HRD. Only 18% of the respondents agreed and 8.67% strongly agreed with that and 18.67% disagreed and 9.33% strongly disagreed with that statement,].

**Inference**

It is inferred that the employees feel that HRD does not try to solve the conflicts in changes.

**Figure 1.25**



**Table 1.26 HRD holds adequate power to break the resistance**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	7	4.67
Agree	21	14
Neutral	43	28.67
Disagree	45	30
Strongly Disagree	34	22.67
<b>Total</b>	<b>150</b>	<b>100</b>

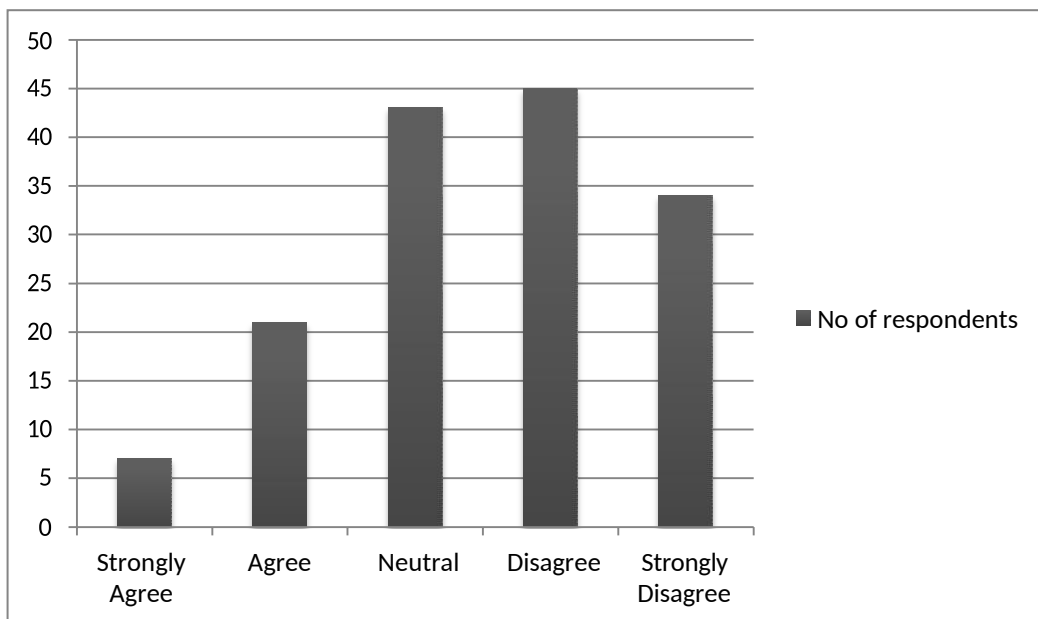
**Interpretation**

30% of the respondents disagreed and 22.67% strongly disagreed that HRD holds adequate power to break the resistance, 28.67% partially disagreed with this. Only 14% of them agree with this and 4.67% strongly agree with this.

**Inference**

It is inferred that HRD lacks adequate power to break the resistance.

**Figure 1.26**



**Table 1.27 HRD is effective in managing resistance at KEC**

<b>Level of Agreement</b>	<b>No of respondents</b>	<b>Percentage</b>
Strongly Agree	18	12
Agree	31	20.67
Neutral	28	18.67
Disagree	56	37.33
Strongly Disagree	17	11.33
<b>Total</b>	<b>150</b>	<b>100</b>

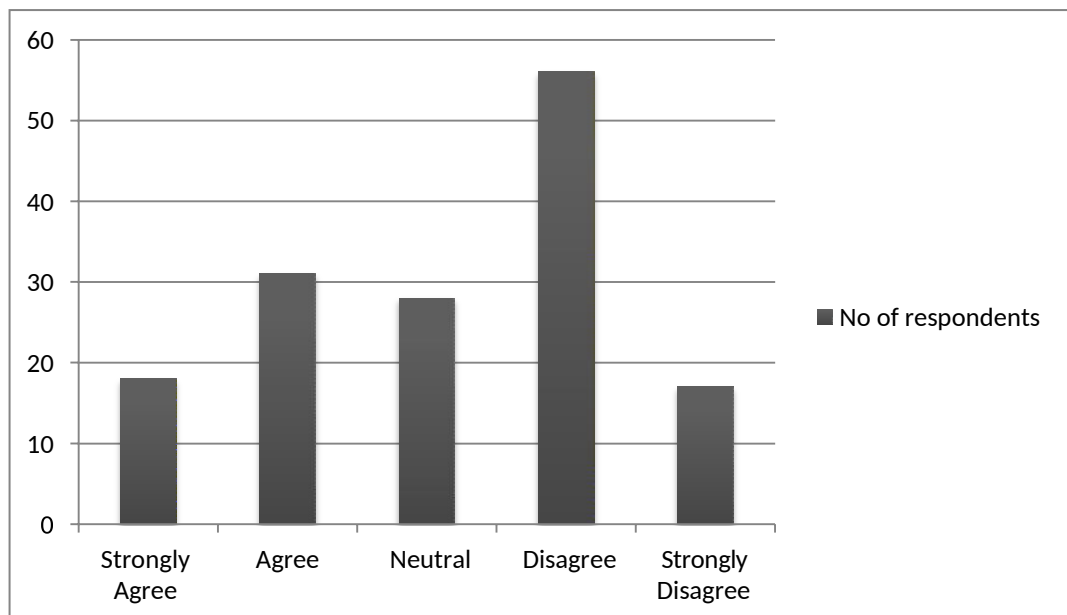
**Interpretation**

37.33% of the respondents disagreed and 11.33% strongly disagreed that HRD is effective in managing resistance. 18.67% of them partially agree with this. Only 20.67% of them agree and 12% strongly agree with this.

**Inference**

It is inferred that the HRD at KEC is not effective in managing resistance.

**Figure 1.27**



## ANOVA 1

### Hypothesis

H0: There is no significant difference between Age and Willingness to adapt new things. H1: There is significant difference between Age and Willingness to adapt new things.

**Table 1.28**

### ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	168.026	3	56.009	71.226	.000
Within Groups	114.807	146	.786		
Total	282.833	149			

### Inference

The significance value is less than 0.05. Hence null hypothesis (H0) is accepted. So there is significant difference between Age and Willingness to adapt new things.

## ANOVA 2

### Hypothesis

H0: There is no significant difference Job status and Following the opinion trade union in accepting or rejecting things.

H1: There is significant difference between Job status and Following the opinion trade union in accepting or rejecting things.

Table 1.29

### ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	52.792	2	26.396	28.109	.000
Within Groups	138.042	147	.939		
Total	190.833	149			

### Inference

The significance value is less than 0.05. Hence null hypothesis (H0) is accepted. So there is significant difference between Job status and Following the opinion trade union in accepting or rejecting things.

## CHI SQUARE TEST

### Hypothesis

H0: There is no association between Experience and Resistance to change routine job. H1: There is association between Experience and Resistance to change routine job.

**Table 1.30**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	119.015 <sup>a</sup>	12	.000
Likelihood Ratio	129.695	12	.000
Linear-by-Linear Association	72.725	1	.000
N of Valid Cases	412		

### Inference

The significance value is less than 0.05. Hence null hypothesis (H0) is accepted. So there is *association between Experience and Resistance to change routine job.*

## CHAPTER - V

### FINDINGS AND SUGGESTIONS

#### 5.1 FINDINGS OF THE STUDY

The major findings evolved from the analysis of the data are listed out below

1. Majority of the respondents belong to male gender.
2. The major portion of the population is under the age category of 25 to 35 years and below 25 years.
3. It is found that majority of the population are unmarried.
4. The highest percentage of the population is workmen category.
5. Majority of the workforce are Diploma holders.
6. A minor portion of the total population is permanent at KEC and majority are contract labours and temporary workers.
7. There are fewer workers who have long experience with the organization and most of them have an experience of less than 5 years.
8. Most of the employees lack the interest to do new things in their work.
9. It is found that the employees are not interested to accept new implementations and policies at their work.
10. Majority of the employees are not expecting any changes. They want things to go as they are.
11. Most of the employees do not like changes from their routine job. They like their job to be continued as the same
12. Large portion of the employees agreed that resistance is a major problem at KEC.
13. It is found that the success of KEC is threatened by employee resistance.
14. Majority of the employees opined that the speed of innovation at KEC is affected by resistance.
15. Employee resistance at KEC leads to poor industrial relations.
16. The growth rate of the organization is affected by employee resistance.
17. It is found that the overall organizational performance of KEC is affected by the resistance among employees.
18. Most of the employees like to continue their routine job and they do not like changes from it.
19. The employees blindly follow trade union in accepting or rejecting things.
20. Inter union rivalry is a major reason that leads to resistance at KEC.
21. Internal politics plays a vital role in creating resistance to change.
22. It is found that resistance at KEC resulted in poor industrial relation.
23. Employee involvement in the change process is not satisfactory.
24. Communication about change is limited.
25. The HRD fails to solve the conflicts in changes.
26. The HRD lacks adequate power to break the resistance.
27. Totally HRD of KEC is not effective in managing resistance.

### **5.1.1 KEY FINDINGS**

The key findings of the secondary objectives of this study are categorised below:

Major reasons for employee resistance at KEC:

1. Lack of interest of the employees to change their routine job.
2. Office politics
3. Poor industrial relations
4. Inter union rivalry
5. Lack of trust on the management and HR department.
6. Limitations of the HR department

Effect of resistance on Organizational performance of KEC:

1. Threatens the success of KEC
2. Affects the speed of implementation
3. Reduces the growth rate of KEC
4. Results in poor industrial relations
5. Overall organizational performance is affected

Effectiveness of HRD in managing resistance:

1. Bad communication strategy
2. Inability to build good industrial relations
3. Lack of power due to political threatening

## 5.2 SUGGESTIONS AND RECOMMENDATIONS

*Based on the findings evolved from the analysis of data, the following suggestions are made, which will help the organization to reduce the resistance and thereby improve its organizational performance.*

28. Setting effective communication system.
29. Giving awareness to the employees about the importance and requirement of changing an organization.
30. Encouraging employee participation and involvement in change process.
31. Building good industrial relations.
32. Discouraging the competition between trade unions.
33. Maintaining good relationship with the trade unions.
34. Taking immediate actions to prevent the resistance affecting organizational performance.
35. Getting assistance and support from the top management when the HR Department lacks the power to break the resistance.
36. Avoid office politics.

### **5.3 CONCLUSION**

This study reveals that KEC is facing a critical stage of employee resistance. The organizational performance of KEC is badly affected by this resistance. All the factors which are found as the reason for resistance at KEC is common for most of the public sector companies in Kerala which includes, Office politics, Inter union rivalry, Politically threatened HR department etc., Only the HR Department can help the organization to overcome this crisis. But the HR department lacks adequate power to break the resistance in most of the cases due to the politics inside the organization. According to my understanding, the fundamental reason behind resistance at KEC is the uncontrolled influence of political parties and trade unions in the official matters and the misuse of job security by the employees. The major two things which can be done by the HRD in managing this problem are; strictly preventing internal politics in the organization and making the employees aware about the inter union rivalry and its impact on the organization as well as on the employees.

Resistance is not always bad or harmful. In some cases, resistance is positive also. If the reason for resistance is genuine it may benefit the organization by preventing from a wrong or harmful implementation. Hence it is all about understanding the real reason behind resistance and managing it effectively.

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## **APPENDIX – I (Article)**

### **CAUSES OF WORKERS RESISTANCE TO CHANGE IN AN ORGANISATION AT KELTRON**

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**ABSTRACT:** This study examines the causes of workers resistance to change in an organization it is the contention of this study that one of the ways people react to change is resistance to change in an organization. Such factor as fear of security uncertainty, threatened expertise, disruption in social relationship may make workers to resist change in an organization. The data of study are collected through data or questionnaire and secondary sources. However, the questionnaire forms are the major instrument of data collection. This simple random sampling method is used to select the respondents for the study. In order to make change achieve its intended objective, change should be managed there are different strategies of managing change and among such strategies are, education, communication, participation, building of climate of trust and effective leadership. The adoption of particular strategies for managing change in the organization should be contingent on the situation of change.

#### **1.INTRODUCTION:**

Changes are made by an initiator or change agent. If the benefits of change are accepted at one point, its impact on other areas is easily visible. It creates an impact on the total organization. Change chain is introduced to make changes more effective. The benefits of change are circulated to other areas. But, if the change is opposed by some persons, its impact spreads to other areas too. A chain reaction effect takes place in the organization. If employees are poorly educated, they resist change more than some other employees.

Resistance to change involves employees' behaviour designed to discredit, delay or prevent the changes introduced for the development of an organization. They resist because they are afraid of their job security, working conditions, status, regression and other factors. They perceived threat may be real or imaginary. They complain about the ineffectiveness of changes which may harm them more than benefiting the organization. The resistance is overcome by persuasion and by providing them with job security. The employees are given an assurance of rewards and better working conditions. It is clear that all employees do not resist the changes because they are benefited by such changes. Such persons are used as initiators.

## **2. NEED OF THE STUDY:**

7. The necessity for the study ascertains the level of resistance to change by the employees.
8. This study reveals the major reasons behind the employee resistance.
9. This study helps to understand the impact of resistance on organizational performance.
10. This study analyses the effectiveness of human resource department of the organization in managing the resistance.
11. This study suggests effective measures to overcome the problem of employee resistance.
12. This study helps the organization to find out the further areas of research in connection with resistance to change.

## **3.OBJECTIVES OF THE STUDY:**

Primary objective:

To study about the Employee Resistance and its impact on Organizational Performance.

Secondary objectives:

1. To find out the major reasons for employee resistance.
2. To understand the Impact of employee resistance on organizational performance.
3. To analyze the effectiveness of Human Resource Department in managing the resistance to change.

#### **4.SCOPE OF THE STUDY**

An organization often has to deal with resistance to change by the employees. It is a major problem in new implementations and changes, which will affect the performance of an organisation. There may be several reasons for resisting. If these reasons are understood, effective steps can be taken to reduce resistance.

Resistance to change is not always bad or harmful. In some cases, resistance is positive also.

#### **5.RESEARCH METHODOLOGY:**

##### **❖ SAMPLING DESIGN:**

Sample design is definite plan for obtaining a sample from a given population. It refers to the technique or procedure the researcher would adopt in selecting items from the sample.

##### **❖ SAMPLING TECHNIQUE:**

The selection of employees was done on the basis of Random Sampling. For the purpose of this study, I found that **Proportionate Stratified Random Sampling** could well suit, as it enhances the effectiveness of the sample by giving proper representation to all sub-groups in the population and it gives higher statistical efficiency than that given by simple random sampling.

### ❖ **SAMPLING AREA:**

The sampling area of my study is **Keltron Equipment Complex (KEC)**, Karakulam, which is the largest manufacturing unit of Kerala State Electronics Development Corporation (KSEDC) having more than 800 employees.

### ❖ **FRAME WORK OF QUESTIONNAIRE:**

#### **Pre-test:**

A pre-test was conducted to ensure the validity and suitability of the questionnaire. After drafting the questionnaire it was distributed to the selected minimum number of respondents and changes are made wherever required. Final questionnaire was prepared based on the feedback received from these respondents.

### ❖ **METHOD OF DATA COLLECTION:**

#### ▪ **Pilot Study:**

A pilot study was conducted to ensure the feasibility and applicability of study in the area of Employee Resistance. The methods used in pilot study are observation, discussion and case studies.

#### ▪ **Primary Data:**

Primary data were collected through Structured, Direct Interview through properly arranged questionnaire.

#### ▪ **Secondary Data:**

Data from secondary sources like company website, text books, magazines, various reports of the company are collected.

### ❖ **TOOLS FOR DATA ANALYSIS:**

The following quantitative tools are applied for data analysis.

#### **Percentage Method:**

It is the most common method which helps others to make comparison between two or more series of data.

**% of respondents = ( Number of respondents/Total number of respondents)\* 100**

❖ **STATISTICAL TOOLS**

i. **ANOVA**

In two way classification of analysis of variance we consider one classification along column wise and row wise.

i. **Chi- Square**

$$\text{Chi- Square} = \sum (O_i - E_i)^2 / E_i$$

❖ **SAMPLE SIZE**

The sample size is 100 out of a population of 800 employees of Keltron equipment complex Trivandrum

❖ **PERIOD OF STUDY:**

The period of study was from DECEMBER 2020 to MARCH 2021.

**6.REVIEW OF LITERATURE:**

**Resistance Defined:**

According to **Zaltman and Duncan**, "Resistance to change be defined as, any conduct that serves to maintain the status quo in the face of pressure to alter the status quo".

According to **Ansoff**, " **Resistance** to change is multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities into the process of strategic change".

According to **Lines**, "Resistance to change can be defined as behaviours that are acted out by change recipients in order to slow down or terminate an intended organizational change"

## 7.RESULTS

### DEMOGRAPHIC FACTORS:

#### 7.1 Gender

Gender	No of respondents	Percentage
Male	120	80
Female	30	20
<b>Total</b>	<b>150</b>	<b>100</b>

#### 7.2 Age

Age	No of respondents	Percentage
Below 25 years	53	35.33
25-35 years	61	40.67
36-45 years	16	10.67
Above 45 years	20	13.33
<b>Total</b>	<b>150</b>	<b>100</b>

#### 7.3 Designation

Designation	No of respondents	Percentage
Executive	15	10
Supervisor	20	13.33
Workman	115	76.67
<b>Total</b>	<b>150</b>	<b>100</b>

## 7.4 Educational Qualification

Qualification	No of respondents	Percentage
ITI/Diploma	95	63.33
UG	39	26
PG	16	10.67
<b>Total</b>	<b>150</b>	<b>100</b>

## INFERENCE

From the above tables and statistical tests, the relationship between demographic factors and employees are observed under the following category of respondents.

- Majority of the respondents belong to male gender.
- The major portion of the population belongs to the age category of 25to 35 years and below 25 years
- The highest percentage of the population is workmen category.
- Majority of the workforce are Diploma holders.

## 7.5 ANOVA 1

### Hypothesis

H0: There is no significant difference between Age and Willingness to adapt new things. H1: There is significant difference between Age and Willingness to adapt new things

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	168.026	3	56.009	71.226	.000
Within Groups	114.807	146	.786		
Total	282.833	149			

## ANOVA 2

### Hypothesis

H0: There is no significant difference Job status and Following the opinion trade union in accepting or rejecting things.

H1: There is significant difference between Job status and Following the opinion trade union in accepting or rejecting things

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	52.792	2	26.396	28.109	.000
Within Groups	138.042	147	.939		
Total	190.833	149			

## 7.6 CHI SQUARE TEST

### Hypothesis

H0: There is no association between Experience and Resistance to change routine job. H1: There is association between Experience and Resistance to change routine job.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	119.015 <sup>a</sup>	12	.000
Likelihood Ratio	129.695	12	.000
Linear-by-Linear Association	72.725	1	.000
N of Valid Cases	412		

## **8.CONCLUSION:**

This study reveals that KEC is facing a critical stage of employee resistance. The organizational performance of KEC is badly affected by this resistance. All the factors which are found as the reason for resistance at KEC is common for most of the public sector companies in Kerala which includes, Office politics, inter union rivalry, politically threatened HR department etc., Only the HR Department can help the organization to overcome this crisis. But the HR department lacks adequate power to break the resistance in most of the cases due to the politics inside the organization. According to my understanding, the fundamental reason behind resistance at KEC is the uncontrolled influence of political parties and trade unions in the official matters and the misuse of job security by the employees. The major two things which can be done by the HRD in managing this problem are; strictly preventing internal politics in the organization and making the employees aware about the inter union rivalry and its impact on the organization as well as on the employees.

Resistance is not always bad or harmful. In some cases, resistance is positive also.

If the reason for resistance is genuine it may benefit the organization by preventing from a wrong or harmful implementation. Hence it is all about understanding the real reason behind resistance and managing it effectively.

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