

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: www.ijarcsms.com

Perception of Professions towards Change Management Practices in Indian Cement Industry: An Empirical Study

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Abstract: Change management practices are vital to the organizational growth and development especially in the changing economic scenario. Change management practices were adopted in various organizations in cement industry as this is dynamic industry in Indian economy. Cement industry is one of the core sectors which contribute 1.3 percent to GDP of Indian economy. The research study is undertaken to achieve the objectives such as investigating the perception of professions towards change management practices in cement industry and analyzing the influence of change management practices on the competitive advantage and performance of organization. The study adopted descriptive research design. The study employed both primary and secondary data. The convenient sampling technique is used to select the sample of 60 professionals relating to cement industry such as senior engineers, production managers, administrative professionals and consultants. The primary data is collected by the structured questionnaire as the tool. The collected and analyzed data by the statistical tools reveals that majority of the professional perceived that some of the change management practices adopted in the cement industry were important and some other change management practices were very important. Various professionals perceived that change management practices adopted in cement industry helps in enhancing the competitive advantage and performance of the organization which is proved statistically. Therefore, change management practices are tools for effective and competitive organizations.

Key words: Cement industry, Competitive advantage, Change management practices and professionals

I. INTRODUCTION

Change management practices are vital to the organizational growth and development especially in the changing economic scenario. The change management practices should be executed very balanced manner in the organization so that to achieve the desired change. Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment.

Change management practices were adopted in various organizations in cement industry as this is dynamic industry in Indian economy. Cement industry is one of the core sectors of the Indian economy. Presently, India is the second largest producer of cement in the world with a current capacity of around 370 MT which is expected to grow to 550 MT by 2020. It contributes approximately 1.3 percent to the GDP of Indian economy and provides employment over 0.15 million people. The cement sector in India is expected to witness positive growth in the coming years, with demand set to increase at a CAGR of more than 8 per cent during FY 14-16, as per 'Indian Cement Industry Outlook 2016'.

II. REVIEW OF LITERATURE

The following review of literature available on the subject of change Management all over the world. The change management concept is growing and spreading all over the world only from last two decades. As such the researcher is unable to gather studies only in India and ventured to mix studies made abroad and in India.

Companies can engage in two general types of change. Change can result from generative learning and/or adaptive learning. Generative learning is more difficult to master, but has more profound and far-reaching consequences for a company. Generative learning seeks deeper meaning and multiple connections in the phenomena that are studied (Wittrock, 1974).

Change is often a byproduct of a change in leadership. Beckhard and Dyer (1983) point out that the entry or exit of a key family member is a trigger for change unique to family owned firms. A new leader may have different priorities than the previous leader. He or she may also have different strategic goals and unique perspectives that set the wheels of change in motion.

Pursuing change through generative learning requires companies to look at the world in new ways. This new perspective will change the way the company views and understands its customers, as well as enable better business management (Senge, 1990). According to Hamel and Prahalad(1991) organization that invests in the development of human resources will enable the firm to create a competitive advantage .Management has to initiate specific strategies for the human resources of their organization.

A totally different kind of the Human Resources (HR) approach is required while dealing with them. Today they are being considered as an asset for the organization. Hence, HR is presumed not only as the greatest challenge but also as an opportunity. This has been further emphasizes by Guest (1991), According to Guest (1991) that a company's HR is fragile with delicate relationships, along with unpredictable contributions and permanency is uncertain. Wright, Smart and Mc Mahan(1995) states that among various other significant resources of the organization human resources are considered as a very vital resource. Human resources with their diverse skill sets, needs, goals and expectations will contribute to the growth of the organization. Bulla and Scott (1994) , we need to ensure that the human resource requirements of an organization are identified and plans are made for satisfying those requirements. A vision guides the overall strategy of the firm and provides the company with a realistic, credible, and attractive future (Kotter and Cohen, 2002).

Indian organizations normally direct their HRM efforts towards the development of competencies, culture and effectiveness among employees individually or in groups (Singh, 2003). Transition management team members should represent a broad cross-section of the company, be well respected and have either authority based on position or knowledge or both. Since team quality directly impacts the success of the change initiatives, it is imperative that the best employees are given the opportunity to participate (Sirkin et al., 2005). The transition team should carry out its mission in a manner that is consistent with the values that it desires to see practiced in its vision of the future company.

III. NEED FOR THE STUDY

The globalization, liberalization and privatization has led to structural adjustments in many of the industries which reduces a part of the existing labour force surplus or unsuitable / not competitive for the newly introduced environment.

The present HR system structure in an organization can be conceptualized in several ways. The first, and perhaps most familiar is the functional method. A second of structuring HR management is the profit of contract method. A third way of structuring HR management into two groups for transactions and peoples management expertise has become popular in recent years. There are of course, other ways of organization HR function which basically, the HR subsystems of most organizations. Either HR specialist or generalist in today's organizations should focus on strategic and operational activities in the integration of process and people that deliverables are based on four roles of human resource management, such as strategic partner,

administrative expert, employee champion and change agent (Dave Ulrich, 1997). One should be aware of change management to play the role of change agent in building a competitive organization. Change management practices are highly essential for the firms to achieve the competitive advantage and market leadership in global competition. Hence, the empirical research study on perception of professions on change management practices in cement industry of India is undertaken.

IV. OBJECTIVES

The research study is undertaken to achieve the following the objectives

- » To investigate the perception of professions towards change management practices in cement industry and
- » To analyze the influence of change management practices on the competitive advantage and performance of organization.

V. HYPOTHESIS

- » Ho: The influence of change management practices on enhancing the competitive advantage and performance of the organization is not significant statistically.
- » H₁: The influence of change management practices on enhancing the competitive advantage and performance of the organization is significant statistically.

VI. METHODOLOGY

The study is primarily based on descriptive research design which employs both primary and secondary data. The primary data are collected from different professionals in the cement industry. The structured questionnaire is used as a tool of data collection. Sample survey method is found to be highly suitable to elicit pertinent and reliable information regarding the perception of professions towards change management practices in cement industry. A non-probability sampling technique of convenient sampling method is adopted for selecting the sample. The sample consists of 60 professionals relating to engineering, production, administration and consultants in cement industry, Andhra Pradesh were approached to study their perception towards change management practices. The study was carried out during 1st February to 30th August 2014. Likert 5 point scale (1= not at all important, 2 = somewhat important, 3 = important, 4 = very important and 5 = highly important) is used in the questionnaire for rating the practices. The collected data is analyzed by the statistical techniques with help of SPSS software to draw interpretations and conclusions.

VII. ANALYSIS AND DISCUSSION

The sample of respondents such as 15(25%) senior engineers, 20(33.33%) senior managers in production department, 15(25%) managers in administration and 10(16.67%) consultants were approached to collect their perception on the change management practices in cement industry.

Table-1: Perception of Professions towards Change Management Practices in Cement industry

S.No	Statements	Weighted Mean score	Chi-Square Value	d.f	Asymp. Sig(2-tail)
1	A sense of awareness creates us to act in terms of the present process, systems, and technology and people relations.	3.93	104.02	6	0.00*
2	We are happy to receive a new person whoever joins in our team.	3.87	91.54	6	0.00*
3	The system encourages us to move forward in the present century.	3.87	90.71	6	0.00*
4	The tools and techniques of new technology enable us to improve the productivity.	3.93	94.99	6	0.00*

5	We connect with people's beliefs and concerns in adventuring of change process	4.00	56.44	3	0.00*
6	Learning is the key to change; there is no change without learning.	3.93	94.99	6	0.00*
7	Forming the teams and leaders made us to handle the change process smoothly.	3.85	121.44	9	0.00*
8	We have a clear idea where we would be stand in the next stage .	4.00	56.44	3	0.00*
9	The vision of organization gives us a sense of moving towards achieving the objectives.	3.93	107.70	6	0.00*
10	The organization has a wider vision to update the technology.	3.75	99.16	9	0.00*
11	We are involved and committed towards the organizational dynamic objectives.	3.88	92.33	6	0.00*
12	The system ensures that it has a shared vision and strategy.	3.92	89.70	6	0.00*
13	The tools and techniques help us to share information towards the target of vision.	4.07	56.27	3	0.00*
14	We help each other wherever the changes are happening in our organization.	3.90	166.80	9	0.00*
15	The system made us to keep focused when the new process is implementing.	3.88	92.33	6	0.00*
16	Innovative methods and machines made us an effective people.	4.07	56.27	3	0.00*
17	We are visible for the short-term wins towards achievement of the long term vision.	3.58	67.65	6	0.00*
18	The strategic planning ensures that celebration of short-term wins of new systems.	3.97	110.48	6	0.00*
19	The new trends of technology help us to do things easy and enjoy.	3.93	94.99	6	0.00*
20	We help each other to consolidating improvements and as well as documentation.	4.07	56.27	3	0.00*
21	The system has helped me to produce the results and more in the phase of change.	3.77	94.20	9	0.00*
22	Techno up gradation process has given good results in achievement of the targets.	4.00	56.44	3	0.00*
23	We are open to improve the new systems, process and people relations.	3.92	89.70	6	0.00*
24	There is scope to reengineer the systems of an organization.	3.85	82.89	6	0.00*
25	The market trends and research academies has given us an opportunity to improve the productivity.	3.87	79.31	6	0.00*
26	The Change management practices implemented above enhances the organization competitive advantage and performance.	3.92			

Source: Primary data and SPSS

The table-1 shows that the rating of a sense of awareness creates us to act in terms of the present process, systems, and technology and people relations are 3.93. It means the awareness regarding change management is required. It is considered as good because 0.07 short for 4.00 rating. More over by creating awareness among the employees towards present process, systems, and technology and people relations would have positive impact on competitive advantage and performance of the

organization. The statements numbered from 1, 2, 3, 4, 6, 7, 9, 10, 11, 12, 14, 15, 17, 18, 19, 21, 23, 24, 15 and 26 rated above 3 and just below the rating of 4.

Important practices

Majority of the respondents perceived that sense of awareness creation, accepting the new person to the team, system encouragement, tools and techniques of new technology which enable us in increasing productivity, learning to change, formation of teams and leaders for managing change process smoothly, vision of the organization provides directions to achieve the objectives, wider vision of updating the technology, commitment towards organizational objectives, system ensures shared vision and strategy, communicating each other regarding the changes took place in organization, the system keeps us focused when the new process is implementing, visibility to short term wins towards achievement of long term wins, strategic planning ensures the celebration of short term wins, new trends of technology helps to do things easy and enjoy, system has helped me to produce the results and more so in the phase of change, We are open to improve the new systems, process and people relations, there is scope to reengineer the systems of an organization and the change management practices implemented enhance the organization competitive advantage and performance were important practices to achieve the desired change.

Very important practices

The statements numbered from 5, 8, 13, 16, 20 and 22 rated as 4.00 below the highest rating of 5.00. Majority of the respondents also perceived that connecting people beliefs and concerns in adventuring of change process, clear idea regarding where we would stand in the next stage, tools and techniques help in achieving the target of vision, Innovative methods and machines made us effective people, consolidating improvements and as well as documentation by mutual help and Techno up gradation process has given good results in achievement of the targets were very important practices to achieve the desired change in the organization.

Influence of change management practices

The table-1 reveals that all the statements enquired with the various professionals in cement industry perceived that change management practices are influencing positively on enhancing the competitive advantage and performance of the organizations as their significant values (0.000) were less than 0.01. Hence, H_0 is rejected at 0.01 level of significance. H_1 is accepted that the influence of change management practices on enhancing the competitive advantage and performance of the organization is significant statistically. Therefore, it is concluded that if change management practices are adopted as per the requirements of the organization that helps in enhancing the competitive advantage and performance of the organization.

VIII. CONCLUSION

The analyzed data reveals that majority of the professionals in the cement industry perceived that awareness, accepting the new person, system encouragement, tools and techniques of new technology, learning, formation of teams and leaders, vision, updating the technology, commitment towards organizational objectives, shared vision and strategy, communicating changes, the system keeps us focused when the new process is implementing, journey of short term wins to long term wins, strategic planning, new trends of technology, system produces the results and more so in the phase of change, open to improve the new systems, process and people relations and scope for reengineering the systems of an organization were important change management practices which could help in achieving the desired change of enhancing the competitive advantage and performance of the organization. Additionally, majority of the professional perceived that connecting people beliefs and concerns in adventuring of change process, clear idea regarding where we would stand in the next stage, tools and techniques benefits in the target of vision, applying innovative methods and machines to make effective people, consolidating improvements and documentation by mutual help and Techno up gradation process in achievement of the targets were very important practices to achieve the desired change in the organization. Various professional perceived that change management

practices adopted in cement industry helps in enhancing the competitive advantage and performance of the organization which is proved statistically. Therefore, change management practices are tools for effective and competitive organizations.

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