| ANALYSIS OF RESISTANCE LEVELS IN SELECTED SEVEN MANUFACTURING AND SERVICE INDUSTRIES |
| To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly |
| .....Henri Bergson. |
INTRODUCTION

The resistance to change by the management and the employees in manufacturing and service sector is collected questionnaire and the data is analyzed using statistical techniques. The output of the analysis reflects the response of the target groups to change and they are presented below.

RESISTANCE LEVELS IN MANUFACTURING INDUSTRIES

The following table represents the consolidated data of response for different manufacturing industries about the management resistance, employee resistance and management resistance as viewed by the employees. The following figures 8.1, 8.2 and 8.3 reflect the same. The response of the target group amongst different manufacturing industry in a consolidated manner is shown in figure 8.4. The average resistance to change in the manufacturing sector for employee resistance, management resistance and management resistance as viewed by the employee is projected in figure 8.5. It is found that the management resistance as viewed by employees is highest amongst the three. It is because of the perception of the employees. Perception which is not measurable adds another dimension to the concept of resistance to change.
### Table 8.1

Comparison of Levels of Resistance in Different Manufacturing Industries

<table>
<thead>
<tr>
<th>Manufacturing Industry</th>
<th>Employee Resistance in %</th>
<th>Management Resistance in %</th>
<th>Management Resistance as Viewed by the Employees in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>28.69</td>
<td>32.64</td>
<td>49.54</td>
</tr>
<tr>
<td>B</td>
<td>28.54</td>
<td>40.97</td>
<td>55.14</td>
</tr>
<tr>
<td>C</td>
<td>31.58</td>
<td>39.16</td>
<td>46.67</td>
</tr>
<tr>
<td>D</td>
<td>33.86</td>
<td>47.5</td>
<td>57.92</td>
</tr>
<tr>
<td>E</td>
<td>33.03</td>
<td>35</td>
<td>55.143</td>
</tr>
<tr>
<td>F</td>
<td>33.23</td>
<td>40</td>
<td>59.45</td>
</tr>
<tr>
<td>G</td>
<td>32.78</td>
<td>40.83</td>
<td>42.78</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

### Figure 8.1

COMPARISON OF EMPLOYEE RESISTANCE IN DIFFERENT MANUFACTURING INDUSTRIES

(Source: Primary Data)

From the table 8.1 it is clear the Employees resistance ranges from 28 percent to 34 percent among seven sample manufacturing industries. Similarly management resistance falls between 33 percent and 48 percent. But in the case of Management resistance as viewed by the employees indicate higher levels compared to other two sources of resistance. It ranges from 42 percent to 59 percent among manufacturing industries.
Table 8.2
Comparison of Levels of Resistance in Different Service Industries

<table>
<thead>
<tr>
<th>Service Industry</th>
<th>Employee Resistance in %</th>
<th>Management Resistance in %</th>
<th>Management Resistance as Viewed by the Employees in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>40.86</td>
<td>35.42</td>
<td>57.56</td>
</tr>
<tr>
<td>B</td>
<td>41.96</td>
<td>33.33</td>
<td>49.44</td>
</tr>
<tr>
<td>C</td>
<td>43.46</td>
<td>50</td>
<td>52.78</td>
</tr>
<tr>
<td>D</td>
<td>35.48</td>
<td>68.75</td>
<td>46.43</td>
</tr>
<tr>
<td>E</td>
<td>46.89</td>
<td>50</td>
<td>37.92</td>
</tr>
<tr>
<td>F</td>
<td>25.4</td>
<td>54.17</td>
<td>28.15</td>
</tr>
<tr>
<td>G</td>
<td>52.4</td>
<td>43.75</td>
<td>39.03</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Figure – 8.2

COMPARISON OF MANAGEMENT RESISTANCE IN DIFFERENT MANUFACTURING INDUSTRIES

(Source: Primary Data)
Figure - 8.3

COMPARISON OF MANAGEMENT RESISTANCE AS VIEWED BY THE EMPLOYEES IN DIFFERENT MANUFACTURING INDUSTRIES

(Source: Primary Data)

Figure - 8.4

COMPARISON OF DIFFERENT MANUFACTURING INDUSTRIES

(Source: Primary Data)

E.R-Employee Resistance
M.R-Management Resistance
M.R.V.E-Management Resistance as viewed by Employees
8.3. RESISTANCE LEVELS IN SERVICE INDUSTRIES

The following table represents the consolidated data of response for different service industries about the management resistance, employee resistance and management resistance as viewed by the employees. The following figures 8.6, 8.7 and 8.8 reflect the same. The response of the target group amongst different service industries in a consolidated manner is shown in figure 8.9.

(Source: Primary Data)
The table 8.2 presents levels of resistance in different service industries compared to manufacturing industries. Levels of employee's resistance are higher in service industries. However, in the case of management resistance, levels in service industries seem to be similar with manufacturing industries. Same is the case with management resistance levels as viewed by the employees, where there is no significant difference between manufacturing and services industries.

Figure - 8.7

Figure - 8.8

(Source: Primary Data)
In the questionnaire several questions were posed to the target groups in the manufacturing sector and the responses were collected. The responses for a set of prominent questions are summarized in the following figures 8.10 to 8.24.

Figure – 8.10

69% of the respondents accept the direction the company is moving and the value system that fuels the organization's vision.
Figure – 8.11

MANUFACTURING SECTOR:
WHEN I AM INFORMED OF A CHANGE IN PLAN, I
GET A BIT STRESSED

(Most of the respondents feel stressed when informed about a change in the plan.)

(Source: Primary Data)

Figure – 8.12

MANUFACTURING SECTOR:
DO YOU FEEL YOUR JOB IS UNDER THREAT BECAUSE OF TECHNOCAL ADVANCEMENT?

(Seventy-five percent of the respondents never feel that their job is under threat because of technological advancements.)

(Source: Primary Data)
Forty percent of the employees feel that they never feel free to tell their bosses what they think about the company.

Eighty-six respondents never think that the structural changes in the organizations will affect their importance.
Thirty-eight percent of the employee's respondent that sometimes they are satisfied with the training given to cope with change.

Seventeen percent of the respondents feel that the managers are never open to negative feedback from employees.
Twenty-two percent of the respondents say that most of the time a change in leadership is necessary to adapt to changes in organizations.

Thirty-eight percent of the respondents in the manufacturing sector feel that the percentage of recruitments to key posts from within the organizations should be between 75 – 100%.
Eighty-six percent of the employees respond that the organizations do not come out with weekly or monthly newsletters / journals for communicating change.

Seventy-one percent of the respondents say that there is not strong model or methodology followed by the organizations to guide the journey of change.
Seventy-two percent of the employees in manufacturing sector respond that the promotion policies are based on both merit and experience. 14% of the respondent say that the promotion polices are based on experience / merit above respectively.

Of the total employees responded 71% say that the organizations are currently using the information system for administrative purposes.
Twenty-nine percent of the employees respond that all the levels in the organizations are involved in the change process. However, 42% respond that only sometimes all the levels of the organization are involved in the change process.

About forty-three percent of the target group responds that most of the times the important decisions are taken collectively.
SERVICE SECTOR:

In the questionnaire several questions were posed to the target groups in the service sector and the responses were collected. The responses for a set of prominent questions are summarized in the following figures 8.25 to 8.39.

Figure - 8.25

(Service: Primary Data)

Seventy-seven percent of the employees considered for survey in the service sector accepts the direction the company is moving and the values that fuel that vision.

Figure - 8.26

(Service: Primary Data)

Thirty-four percent of the respondents feel that their job is under threat because of technological advancement.
Sixteen percent of the employees respond that they get stressed when informed about a change in plan.

Twenty-nine percent of the respondents feel that they can freely express their views about the company to their bosses.
Twenty-four percent of the employees feel that the structural changes in the organizations never affect their importance.

Thirty-eight percent of the employees participated in the survey respond that only sometimes they are satisfied with the training given to cope with change.
Figure - 8.31

ARE MANAGERS OPEN TO NEGATIVE FEEDBACK FROM EMPLOYEES

<table>
<thead>
<tr>
<th></th>
<th>NEVER</th>
<th>RARELY</th>
<th>SOMETIMES</th>
<th>VERY OFTEN</th>
<th>MOST OF THE TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Series1</td>
<td>26</td>
<td>27</td>
<td>51</td>
<td>27</td>
<td>18</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Twelve percent of the respondents feel that their managers are never open to negative feedback from employees.

Figure - 8.32

SERVICE SECTOR:
DO YOU FEEL THAT CHANGE IN LEADERSHIP IS NECESSARY TO ADAPT TO CHANGE?

<table>
<thead>
<tr>
<th></th>
<th>NEVER</th>
<th>10</th>
<th>20</th>
<th>30</th>
<th>40</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOST OF THE TIME</td>
<td></td>
<td>37</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VERY OFTEN</td>
<td></td>
<td>25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOMETIMES</td>
<td></td>
<td>50</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RARELY</td>
<td></td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEVER</td>
<td></td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Twenty-five percent of the employees feel that most of the time change in leadership is necessary to adopt to change in organization.
Only twenty-seven of the respondents feel that the percentage of the recruitments to keep posts from within the organization should be between 75 – 100%.

Forty-three percent of the respondents say that the organizations come out with weekly or monthly newsletter and journals for communicating change.
Eighty-six percent of the respondents say that there is no strong model or methodology followed by their organizations to guide the journey of the change.

Seventy-two percent of the employees informed that their organization have promotion policies based on both merit and experience.
Seventy-one percent of the employees respond that their organizations use information systems in one form or the other for administrative activities.

A mere fourteen percent of the target groups respond that most of the times all the levels of the organizations are involved in change process.
Twenty-nine percent of the target group says that most of the time important decisions are taken collectively.

CONCLUSIONS

The findings from the survey have been pictorially represented through graphs—bar graphs, pie charts etc. using Statistical Software's. This analysis has been carried out for both manufacturing and service sectors. Compared to manufacturing industries levels of employee's resistance are higher in service industries. Management resistance levels were comparatively higher in service industry than manufacturing industry. However in the case of management resistance levels as viewed by employees were comparatively higher in manufacturing industries than in services industries. Therefore the levels of resistance among the three specified categories need not be uniform among the selected seven industries both in manufacturing and services industry.