Nanotechnology Perceptions
ISSN 1660-6795
www.nano-*ntp.com*

Employees' Perception Towards Change Management Practices In The Automobile Industry In Tamil Nadu: An Adkar Approach

Dr.L.Ganesamoorthy[1]& Kanimozhi M.R.[2]

[1]*Assistant Professor in Commerce, Annamalai University (Deputed in Govt. Arts & Science College, Manalmedu, Tamilnadu)*
[2]*Ph.D. Research Scholar in Commerce, Annamalai University, Tamilnadu*

The automobile manufacturing industry is undergoing continuous transformation driven by technological and other aspects. In such a dynamic context, effective change management is crucial for ensuring employee acceptance and successful implementation of change initiatives. The present study examines employees' perception towards change management practices in selected automobile manufacturing companies in Tamil Nadu using the ADKAR model. A descriptive and analytical research design was adopted for the study. Primary data were collected from 479 employees working in nine automobile manufacturing companies, selected using purposive sampling method, using a well-structured questionnaire. The researcher applied the statistical tools of Cronbach's Alpha, percentage analysis, mean, standard deviation, ranking, t-test, and ANOVA. The findings reveal that overall change management practices are moderately effective, with an aggregate ADKAR mean score of 3.33. Awareness emerged as the strongest dimension, indicating that employees are reasonably well informed about organizational changes, followed by Reinforcement, reflecting the presence of feedback and support mechanisms. However, comparatively lower scores for Desire, Knowledge, and Ability highlight gaps in employee motivation, training adequacy, psychological readiness, and practical capability to implement changes. The study also found significant differences in employees' perceptions across several job-related and organizational variables such as nature of employment, participation in decision making, experience, job level, frequency of changes, workload, and job security. The study concludes that while awareness creation is effective, automobile companies need to strengthen participative decision making, training, and capability building to achieve sustainable change outcomes.

Keywords: Change Management, ADKAR Model, Automobile Industry, awareness, ability, reinforcement, Organizational Change.

Introduction

The automobile industry in India has been undergoing rapid and continuous transformation due to technological advancements, changing consumer preferences, globalization, regulatory reforms, and increasing competitive pressures. In particular, the automobile manufacturing sector in Tamil Nadu one of the major automobile hubs in the country has experienced frequent organizational, technological, and structural changes aimed at improving productivity, efficiency, and sustainability. In such a dynamic environment, effective change management

has become a critical determinant of organizational success. Change initiatives, however, cannot achieve their intended outcomes unless employees clearly understand, accept, and actively support the changes being implemented. Employees' perceptions towards change management practices play a vital role in determining the success or failure of change initiatives, as resistance, lack of awareness, inadequate skills, or insufficient reinforcement can hinder smooth implementation. Hence, understanding how employees perceive change management practices is essential for designing strategies that foster acceptance, commitment, and sustained performance. The ADKAR model comprising Awareness, Desire, Knowledge, Ability, and Reinforcement provides a comprehensive and structured framework for analysing individual-level change readiness and effectiveness. By focusing on both cognitive and behavioural aspects of change, the ADKAR model helps organizations identify gaps in communication, motivation, training, capability building, and reinforcement mechanisms. Applying this model to the automobile industry offers valuable insights into how well change initiatives are being managed from the employees' perspective. The present study examines employees' perception towards change management practices in selected automobile manufacturing companies in Tamil Nadu using the ADKAR approach. The study aims to assess the extent of awareness, willingness, preparedness, capability, and reinforcement related to organizational changes and to identify the factors influencing employees' perceptions.

Literature Review

Nege N. (2021) in a research work identified three crucial elements for effective change management, namely, clear communication, active leadership, and employee engagement. The study concluded that change management encompasses the comprehensive handling of change, encompassing not only the technical elements but also the human aspects. The effective execution of organizational change leads to improved performance, increased competitiveness, and the ability to adapt to evolving market dynamics. Zahedi S., et al (2022)[1] in their study concluded that the use of expert managers and appropriate leaders causes change management to be implemented productively. Ultimately, these strategies result in increased survival under the components of greater brand acceptance and profitability. Change management strategies have been identified in three components: selecting acceptable managers, using consultants and expert staff, and creating a sense of empathy and trust. Wang C. (2022) in the research work studied the case of Morgan Motor Company to understand the concepts of change and continuity. The study advised the company of the new challenges, which it might face and how these could be mitigated through change management. The case demonstrated the company's process of implementing change and continuity over many years and successfully maintaining its reputation throughout the process. The study suggested the company would stay the course and have adequate defences to deal with uncertainty.

[1] Zahedi S., et al (2022). Identifying the Effective Factors in the Change Management Model in the Automotive Industry Based on the General Policies of the Industry in the Fourth-Generation Industrial Revolution. International Journal of Digital Content Management, 3.5, 269-289.

Knackstedt S., Sutton M., and Summers J.D. (2023) in their study found that employee involvement in the creation of new software processes can be beneficial in increasing user acceptance. Research was conducted at an automotive OEM to assess the extent to which the employees use the part engineering change software and their attitude toward the software. Mukhlis M., and Tyas A.A.W.P. (2024) aimed in their study to determine the concept of the role of change management in improving organizational performance. This study concluded that change management played an important role in facilitating a smooth transition from current conditions to desired future conditions. the study stated that a well-executed change management approach will minimize disruption, reduce downtime, and ensure that employees and stakeholders are adequately prepared for change. Olalekan O. (2024) in a paper examined the concept of change management. The study stated that To fully justify the need for change management techniques, pragmatic demonstrations of why change is often referred to as the 'law of life' were carried out to elucidate the process of change management. Furthermore, issues related to change management techniques and their seamless implementation for individual and public service gains were significantly discussed in this paper.

Dalvi S.R. (2024) found that all the factors support the change management of organization the hypotheses which fwere constructed were positive, as considering the factor they found that the CR value of the training and development was lower than other factors. The study also found that training and development played an important role in change management, while considering this study the organization followed Kurt Lewin's model on Change management. Kurt Lewin's model of change was not very detailed. Jaaska E., et al (2025) highlighted the fragmented nature of prior research, emphasizing the need for more conceptual and empirical work to understand the integration of change and project management processes. Integrating change management concepts and tools into project management thinking and vice versa offers opportunities to advance both disciplines. Ciupan and Lungu (2025) analysed change management practices in the automotive industry. The study highlighted that rapid technological advancement, regulatory pressure, and sustainability requirements make structured change management essential in automotive organizations. They proposed an improved engineering change procedure that enhances coordination, reduces delays and excess inventory, and improves implementation efficiency.

Sudarshan S. and Xavier, P. (2025) examine the role of human resource (HR) practices in managing change. The findings reveal a strong positive relationship between performance expectancy and purchase intention ($R^2 = 0.42$), underscoring the importance of perceived performance benefits in EV adoption. The study concludes that effective change management anchored in HR-led training, transparent communication, and employee support is critical for managing technological transitions and achieving sustainable transformation in the Indian automotive industry. Korabandi Varsha & K. Srujitha (2025) underlined the importance of training, empowerment, and risk management in sustaining organizational change. Overall, the findings suggest that structured change management practices significantly enhance employee satisfaction, productivity, and organizational performance in automobile companies, reinforcing the need for systematic and people-centric change strategies in a dynamic industrial environment.

Objectives

The study is confined with the following objectives,

- To study the perception of employees of automobile manufacturing companies towards change management practices using ADKAR model.
- To analyse whether there are any significant differences between perception level on change management practices and job-related and organizational variables of employees.

Methodology

This design is appropriate as it facilitates a systematic description of employees' awareness, attitudes, and experiences related to organizational change, while also enabling the analysis of relationships between perception and selected demographic, job-related, and organizational variables. The researchers selected nine automobile companies including 3 passenger vehicle manufacturers, 3 commercial vehicle manufacturers and 3 two-wheeler manufacturers in the state of Tamilnadu. A purposive sampling technique was employed to select respondents who had experienced organizational changes in their respective companies. A total of 479 valid responses were chosen and collected primary data through a well-structured questionnaire. The reliability of the instrument was tested using Cronbach's Alpha. The questionnaire was designed on the basis of the ADKAR framework and measured employees' perception across five dimensions using a five-point Likert scale. Both descriptive and inferential statistical tools were applied namely percentage analysis, mean, standard deviation, and ranking were used to understand the level of perception towards change management practices. Inferential tools including t-test and ANOVA were used to examine significant differences in perception across job-related, and organizational variables.

Results and Discussion

The study has focused on analysing the perception of employees towards change management practices in the selected automobile manufacturing companies in Tamilnadu. It covers dimensions of ADKAR model including awareness, desire, knowledge, ability and reinforcement. This section of the paper presents the results and discussion of the study. Table 1 presents the results of perception of change management in the dimension of awareness.

Table 1: Descriptive Analysis of Perception of Change Management – Awareness

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
1	Arranging awareness programmes before changes	3.50	1.05	VI
2	Intimates the proposed changes	3.34	1.06	VII
3	Proper communication the proposed changes of all levels	3.68	1.06	III
4	Intimates the reason behind the changes	3.04	1.12	X
5	Make aware of the risk involved of not changing	3.62	1.08	IV
6	Make aware of impact of changes on day-to-day activities of employees	3.71	1.06	II
7	Make aware of benefits for employees of changes	3.05	1.19	IX
8	Makes aware of the benefits of the organisation of changes	3.84	1.09	I
9	Existing communication system to intimate the changes	3.53	1.04	V

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
10	Makes aware of opportunities for career developments of changes	3.09	1.23	VIII
	Overall	**3.44**		

Table 1 shows that the overall mean score of 3.44 indicates a comparatively high level of awareness perception among employees regarding change management practices. Among the individual variables, awareness related to "Makes aware of the benefits of the organisation of changes" secured the first rank ($\bar{x}$:3.84) with the highest overall mean score. This indicates that employees clearly perceive changes as beneficial to organizational growth and sustainability. The second highest ranked variable is "Makes aware of impact of changes on day-to-day activities of employees" ($\bar{x}$: 3.71), showing that employees are well informed about how changes affect their routine work. The variable of awareness "Proper communication of proposed changes at all levels" ranks third ($\bar{x}$: 3.68), and awareness in the dimension of "Making employees aware of the risks involved in not changing" ranks fourth ($\bar{x}$: 3.62), indicating reasonable clarity regarding the consequences of resisting change. The lowest ranked variable is "Intimates the reason behind the changes" ($\bar{x}$: 3.04, rank X), highlighting a gap in clearly explaining the underlying rationale for organizational changes. Followed by, lower mean scores are observed for the variables "Makes aware of opportunities for career development due to changes" ($\bar{x}$: 3.09, rank VIII) and "Makes aware of benefits for employees of changes" ($\bar{x}$: 3.05, rank IX). This indicates that employees perceive comparatively less emphasis on personal and career-related benefits arising from change initiatives.
Table 2 describes the results of perception of change management practices in the dimension of 'Desire'.

Table 2: Descriptive Analysis of Perception of Change Management – Desire

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
1	Motivated to be part of the change	3.49	1.02	III
2	Always eager to learn new things	3.41	0.97	VI
3	Look forward to the changed environment	3.42	0.96	V
4	Peers support the change	3.35	1.06	VII
5	Feel happy to learn new technology when bring changes in technology	3.47	1.05	IV
6	Eagerly undergoing training if new machinery is introduced	2.79	1.15	IX
7	Being a part of decision making in change management process	2.76	1.17	X
8	Accept & adopt with changes, can get career opportunities	3.01	1.15	VIII
9	See how the change benefits me personally	3.66	1.04	I
10	Not fear about negative impact on employees of bringing changes	3.65	1.09	II
	Overall	**3.30**		

Table 2 shows that the overall mean score of 3.30 indicates a moderate level of desire among employees to support and participate in change initiatives across all three types of automobile companies. Among the variables, "Seeing how the change benefits me personally" ranks first ($\bar{x}$: 3.66). It shows that personal benefits play a key role in motivating employees to accept change. This is followed by the variable "Not fearing the negative impact of changes" ($\bar{x}$: 3.65, rank II). It reflects psychological readiness and relatively low resistance to change. Employees also show a fairly positive inclination towards being motivated to be part of change ($\bar{x}$: 3.49, rank III) and learning new technology when changes are introduced ($\bar{x}$: 3.47, rank IV). These results suggest openness to learning and adaptation, especially in technologically dynamic environments. However, comparatively lower mean scores are reported for undergoing training when new machinery is introduced ($\bar{x}$: 2.79, rank IX) and participation in decision making ($\bar{x}$: 2.76, rank X). This highlights limited involvement of employees in the change process and possible constraints in training access.

Table 2 describes the results of perception of change management practices in the dimension of 'Knowledge'.

Table 3: Descriptive Analysis of Perception of Change Management – Knowledge

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
1	Have knowledge to work successfully during changes	3.42	1.09	VI
2	Have skill to work successfully after changes	3.48	1.00	IV
3	Trainings improved skills and knowledge to be successful of changes	3.37	1.04	IX
4	Psychologically strong and stable to face changes	2.71	1.03	XII
5	Gives sufficient training to make expert before bringing technological changes	3.50	0.99	II
6	Clearly understand new policies and procedures introduced	2.85	1.16	XI
7	I am clear on guidelines for change implementation	3.33	1.04	X
8	Understand the impact of changes on my behaviours, processes, and workflows	3.48	1.00	V
9	Try to gather knowledge externally regarding new things to be introduced	3.48	1.00	III
10	I know where to seek help when facing difficulties due to change	3.42	1.07	VII
11	Proper practical training given increases my confidence after changes	3.40	1.07	VIII
12	Have positive discussion with my colleagues / subordinates regarding changes	2.71	1.15	XIII
13	Knowledge-sharing sessions are conducted effectively	3.52	1.02	I
	Overall	**3.28**		

Table 3 shows that the overall mean score of 3.28 of employees' perception towards change management practices (CMP) in the dimension of 'Knowledge' indicates a moderate level of perception, with only marginal variation across the three segments. Among the variables, "Knowledge-sharing sessions are conducted effectively" ranks first with the highest overall mean score of 3.52. It indicates that employees perceive internal knowledge dissemination mechanisms as relatively effective. This is followed by "Gives sufficient training to make expert before bringing technological changes" ($\bar{x}$: 3.50, rank II). It shows positive perceptions towards pre-change training for technological upgrades. Employees also show favourable perceptions towards gathering external knowledge ($\bar{x}$: 3.48, rank III), having skills to work successfully after changes ($\bar{x}$: 3.48, rank IV), and understanding the impact of changes on behaviours, processes, and workflows ($\bar{x}$: 3.48, rank V). These results exposes that employees actively seek information and feel reasonably equipped to adapt to changes. However, comparatively lower mean scores are reported for psychological stability to face changes ($\bar{x}$: 2.71, rank XII), positive discussions with colleagues regarding changes ($\bar{x}$: 2.71, rank XIII), and clarity in understanding new policies and procedures ($\bar{x}$: 2.85, rank XI). These findings point to gaps in emotional readiness, peer-level knowledge exchange, and clarity of procedural guidance during change.

Table 2 describes the results of perception of change management practices in the dimension of 'Ability'.

Table 4: Descriptive Analysis of Perception of Change Management – Ability

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
1	Have ability to perform new duties required by the changes	3.40	1.01	IX
2	Can get support from my superior when I have problems and queries after changes	3.39	1.04	X
3	Can get support from colleagues when I have problems and questions in new environment	2.78	1.17	XV
4	Management supports to solve problems and answer my queries after changes	3.45	1.01	V
5	Able to apply newly learned skills at the workplace	3.01	1.15	XI
6	Can put the new knowledge and skills required by changes into action	3.43	1.02	VII
7	Can bring required changes in work behaviour, work process and workflows	3.41	0.97	VIII
8	Can access additional support from the management after changes	3.46	1.06	IV
9	Able to practice the new skills and behaviours needed for changes	3.44	1.05	VI
10	I can adapt quickly to new work processes	3.49	1.02	II
11	Applying my knowledge gained through training helps me for my career development	3.48	1.02	III
12	Can get teamwork to perform work successfully after changes.	2.88	1.15	XII
13	I can overcome barriers while working in new environment	2.79	1.13	XIV

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
14	Able to work to increase productivity in after changes	3.53	1.02	I
15	Have ability to face changes successfully at any point of time	2.82	1.12	XIII
	Overall	**3.25**		

Table 4 reveals that the overall mean score of 3.25 reflects a moderate level of perceived ability among employees to implement and sustain changes. Among the variables, the highest ranked aspect is the ability to work towards increasing productivity after changes ($\bar{x}$: 3.53, Rank: I). It exposes that employees perceive changes as contributing positively to productivity enhancement. Followed by the ability to adapt quickly to new work processes ($\bar{x}$: 3.49, Rank: II) and the perception that applying knowledge gained through training supports career development ($\bar{x}$: 3.48, Rank: III), indicating positive outcomes of change in terms of adaptability and long-term growth. Employees also report relatively favourable perceptions regarding access to additional management support ($\bar{x}$: 3.46; Rank: IV), management assistance in solving problems ($\bar{x}$: 3.45; Rank: V), and practice of new skills and behaviours ($\bar{x}$: 3.44; Rank: VI), all of which fall in the mid-to-upper rank range. These results imply that certain support mechanisms and opportunities to apply skills are available during the change process. However, lower mean scores are observed for aspects such as support from colleagues ($\bar{x}$: 2.78, Rank: XV), teamwork after changes ($\bar{x}$: 2.88, Rank: XII), and the ability to overcome barriers in the new environment ($\bar{x}$: 2.79, Rank: XIV). These findings indicate weaknesses in collaborative support and barrier removal during change implementation. Similarly, the ability to face changes successfully at any point of time records a comparatively low mean score ($\bar{x}$: 2.82, Rank: XIII), reflecting limited confidence among employees in handling continuous or frequent changes.

Table 2 describes the results of perception of change management practices in the dimension of 'Reinforcement'.

Table 5: Descriptive Analysis of Perception of Change Management – Reinforcement

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
1	Organisation is committed to keeping the change in place	3.58	0.99	I
2	Know the consequences of not performing my new activities	3.51	1.04	III
3	Properly rewarded for performing in the new environment	3.47	0.99	V
4	Has good mechanisms to sustain changes	3.42	1.08	VI
5	My performance in the new way is properly evaluated	3.39	1.04	VIII
6	Existing proper feedback system to receive queries after changes	3.49	1.04	IV
7	Proper reward / award system for performing employees existed	3.32	1.06	IX
8	Makes appropriate minor corrections in the implemented changes based on valid feedback	3.40	1.04	VII

Sl. No.	Variables	Overall		
		$\bar{x}$	σ	Rank
9	Appropriate changes are brought in promotion policies after changes	2.81	1.13	X
10	Obstacles faced whing bringing changes are carefully considered while subsequent changes	3.56	1.02	II
	Overall	**3.39**		

Table 5 indicates a moderate to fairly positive perception of the Reinforcement dimension across automobile companies, with an overall mean score of 3.39. It shows that reinforcement mechanisms are present but not uniformly strong. Among the variables, the highest mean score is observed for organizational commitment to keeping changes in place ($\bar{x}$: 3.58, Rank I), followed closely by learning from obstacles faced during earlier changes ($\bar{x}$: 3.56, Rank II). This reflects that employees generally perceive management's intent to sustain change and learn from past experiences positively. Awareness of consequences for not performing new activities ($\bar{x}$: 3.51, Rank III) and the presence of a proper feedback system ($\bar{x}$: 3.49, Rank IV) also score relatively high, indicating clarity in accountability and availability of feedback channels. Variables such as rewards for performance ($\bar{x}$: 3.47, Rank V), mechanisms to sustain changes ($\bar{x}$: 3.42, Rank VI), and minor corrective actions based on feedback ($\bar{x}$: 3.40, Rank VII) and performance in the new way is properly evaluated ($\bar{x}$: 3.39, Rank VIII) show moderate mean values. It highlights partial effectiveness of reinforcement practices. However, relatively lower mean scores are observed for the reward and award system ($\bar{x}$: 3.32, Rank IX) and particularly for changes in promotion policies after change implementation ($\bar{x}$: 2.81, Rank X). It reveals weaker reinforcement through long-term career-related incentives.

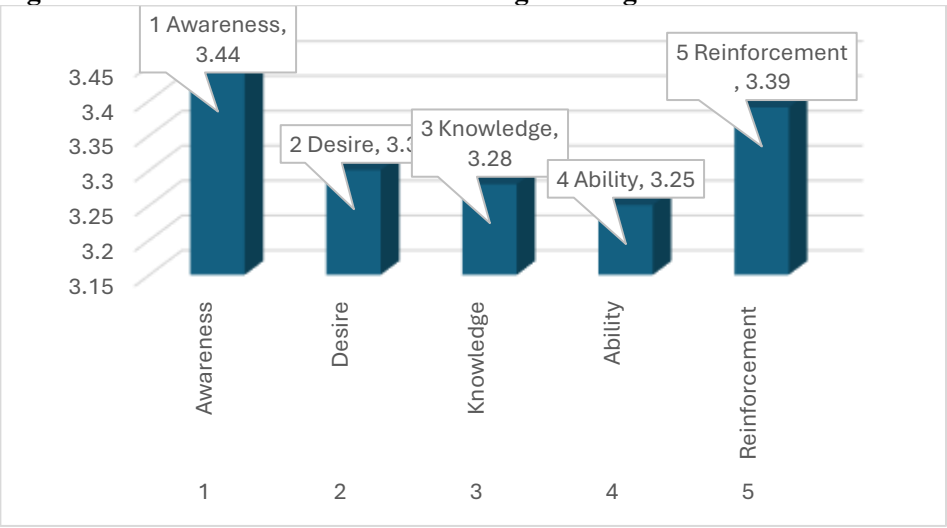
Table 6 presents the overall mean scores of employees' perception towards change management practices based on the ADKAR model. The table summarizes and compares the average scores of the five key dimensions Awareness, Desire, Knowledge, Ability, and Reinforcement and assigns ranks to each dimension based on their relative strength. This consolidated analysis provides an integrated view of how effectively change management is perceived by employees in the selected automobile companies and helps in identifying the stronger and weaker dimensions of the ADKAR model.

Table 6: Overall ADKAR Score for all Samples

SN	Dimension	Score from ADKAR Model	Rank
1	Awareness	3.44	I
2	Desire	3.30	III
3	Knowledge	3.28	IV
4	Ability	3.25	V
5	Reinforcement	3.39	II
	Total Score	3.33	

Table 6 presents the overall perception of employees on change management based on the ADKAR model. Among the five dimensions, Awareness ranks first with the highest mean score (3.44), indicating that employees are relatively well informed about organizational changes and their necessity. This is followed by Reinforcement (3.39), which suggests that organizations have moderately effective mechanisms to sustain and support changes once implemented. The Desire dimension ranks third (3.30), reflecting a moderate level of willingness among employees to support and participate in change initiatives. Knowledge (3.28) and Ability (3.25) occupy the fourth and fifth ranks respectively, indicating comparatively lower levels of preparedness in terms of skills, training, and capability to implement changes effectively. It is inferred that the total mean score of 3.33 signifies a moderate level of effectiveness of change management practices in the selected automobile companies. The findings reveals that while awareness and reinforcement are relatively strong, greater managerial focus is required on enhancing employees' desire, knowledge, and ability to ensure successful and sustainable change implementation.
The above result is presented in bar chart below.

Figure 1: Overall ADKAR Score of Change Management Under ADKAR Model



Differences in Perception on ADKAR and Other Variables

This section examines the significant differences in employees' perception of the Change Management Practices (CMP) under ADKAR model across job-related variables and organizational variables using t-test and ANOVA. The analysis helps identify whether differences in awareness perception among various employee groups are statistically significant, providing insights for improving targeted change management practices. The following H_o is constructed for the analysis.

H_o: There is no significant difference in perception towards change management practices and their Job-related and organizational variables.

Table 7: 't' Test Between Perception on "Awareness" and Other Variables

Values: 't' (p)						
SN	**Variables**	**A**	**D**	**K**	**AB**	**R**
Job-Related Variable						
1	Nature of Employment	2.854 (0.005)	1.975 (0.049)	2.017 (0.044)	2.088 (0.037)	2.345 (0.037)
Organizational Variables						
1	Participation in Decision Making	2.007 (0.045)	2.270 (0.024)	5.421 (0.001)	6.435 (0.000)	2.011 (0.047)

Table 7 shows that the job-related variable 'Nature of Employment' made significant differences on perception of employees towards all the dimensions of change management practices of ADKAR model as shown by the results of 't' (2.854, 1.975, 2.017, 2.088 and 2.345) and 'p values (0.005, 0.049, 0.044, 0.037 and 0.037). These results are significant at 5% level. Hence, the null hypothesis is rejected. It indicates a statistically significant difference in awareness, desire, knowledge, ability and reinforcement related to change management practices between permanent and temporary employees. It shows that employment status influences employees' capacity to apply skills, adapt to new processes, and perform effectively after changes. Permanent employees are likely to perceive higher ability due to greater access to training, managerial support, and organizational resources compared to temporary employees.

Similarly the organizational variable 'Participation in Decision Making' made significant differences on perception of employees towards all the dimensions of change management practices of ADKAR model as shown by the results of 't' (2.007, 2.270, 5.421, 6.435 and 2.011) and 'p values (0.045, 0.024, 0.001, 0.000 and 0.047). These results are significant at 5% level. Hence, the null hypothesis is rejected. It indicates a highly significant difference in perception towards change management in the dimensions of awareness, desire, knowledge, ability and reinforcement between employees who participate in decision making and those who do not. It also shows that involvement in decision-making processes substantially enhances employees' ability to apply skills, adapt to new work processes, and perform effectively during change. Participation fosters a sense of ownership, confidence, and access to information, thereby strengthening the Ability component of the ADKAR model.

Table 8 brings out the results of testing whether there were any significant differences in perception of employees towards various dimensions of change management practices in automobile companies in the study area with job-related and organizational variables using ANOVa.

Table 7: ANOVA Between Perception on "Awareness" and Job-Related Variables

Values: F (P)						
SN	**Variables**	**A**	**D**	**K**	**A**	**R**
Job-Related Variables						
1	Total Experience in Job	3.028 (0.017)	2.776 (0.027)	2.674 (0.031)	2.861 (0.023)	2.815 (0.025)

2	Experience in Current Company	3.243 (0.012)	3.564 (0.007)	3.125 (0.018)	3.389 (0.009)	2.705 (0.030)
3	Promotions Obtained	1.934 (0.123)	3.896 (0.009)	2.760 (0.042)	2.896 (0.048)	3.583 (0.014)
4	Job Level	2.423 (0.036)	4.553 (0.004)	2.687 (0.046)	3.332 (0.019)	2.299 (0.077)
Organizational Variables						
1	Type of Changes	3.710 (0.025)	3.246 (0.042)	1.989 (0.138)	3.142 (0.044)	6.214 (0.002)
2	Frequency of Changes	6.214 (0.002)	3.910 (0.021)	4.521 (0.011)	4.293 (0.014)	3.706 (0.025)
3	Increase of Workload	3.599 (0.014)	2.949 (0.032)	3.181 (0.024)	1.503 (0.213)	2.572 (0.054)
4	Impact on Job Security	3.264 (0.035)	3.674 (0.012)	3.896 (0.009)	2.223 (0.085)	1.573 (0.195)

Table 8 reports that the job-related variable 'total experience' of employees in automobile industry made significant differences on perception of employees towards all the dimensions of change management practices as shown by the results of 'F' (3.028, 2.776, 2.674, 2.861 and 2.815) and 'p values (0.017, 0.027, 0.031, 0.023 and 0.025). These results are significant at 5% level and the H_o is rejected. It reveals that employees with different levels of overall job experience differ significantly in their perception towards various dimensions of change management practices. Similarly, the job-related variable 'experience in the current company' also made significant differences in perception towards all the dimensions of change management practices as shown by the results of F values (3.243, 3.564, 3.125, 3.389 and 2.705) and P values (0.012, 0.007, 0.0018, 0.009, 0.030). These results are significant at 5% level and the H_o is rejected. This implies that organizational tenure plays an important role in shaping employees' perception towards change management practices.

The job-related variable 'number of promotions obtained' by the respondents also made significant differences on the dimensions of desire, knowledge, ability and reinforcement of change management practices as shown by the results of F values (3.896, 2.760, 2.896 and 3.583) and P values (0.009, 0.042, 0.048, and 0.014). But this variable, did not make significant difference in perception towards awareness. It shows that employees with different promotional histories exhibit varying levels of motivation, possibly reflecting differences in perceived career progression and organizational recognition, knowledge level, desire level and reinforcement system in the organization. The variable 'Job level' made significant differences in change management practices of automobile companies in the dimensions of awareness, desire, knowledge and ability as exhibited by the results of F values (2.423, 4.553, 2.687 and 3.332) and P values (0.036, 0.004, 0.046 and 0.019). These results are significant at 5% level, hence the H_o is rejected. This result suggests that employees at different hierarchical levels operative, supervisory, middle-level, and top-level management differ significantly in their perception of change management in the dimensions of desire, knowledge, desire and reinforcement.

Table 8 also shows that the organizational variable 'type of changes' brought in the organization made significant differences on perception of CMP in the dimensions of awareness, desire, ability and reinforcement as shown by the results of F values (3.710, 3.246, 3.142 and 6.214) and P values (0.025, 0.042, 0.044, fand 0.002). These results are significant at 5% level, hence the H_o is rejected. This suggests that employees' perception levels vary depending on whether changes are technical, administrative, or both on the CMP dimensions of awareness, desire, ability and reinforcement. The variable 'frequency of changes' shows significant differences in perception of employees on change management practices on all the dimensions (awareness, desire, knowledge, ability and reinforcement) as stated by the results of F values (6.214, 3.910, 4.521, 4.293 and 3.706) and P values (0.002, 0.021, 0.011, 0.014 and 0.025). These results are significant at 5% level, hence the H_o is rejected. It shows that employees exposed to changes more frequently tend to differ in their perception level on all the dimensions of change management practices compared to those experiencing changes less often.

The analysis further reveals that the organizational variable 'increase in workload due to changes' significantly affected perception of CMP in the dimensions of awareness, desire, and knowledge (F = 3.599, 2.949 and 3.181; P = 0.014, 0.032 and 0.024). These results are significant at 5% level, hence the H_o is rejected. Employees experiencing varying levels of workload increase perceive change management practices in the dimensions of awareness, desire and knowledge differently. No significant differences were found in the dimensions of ability and reinforcement related to change management practices based on the above variable.

The organizational variable 'impact on job security' is found to significantly differ in perception level of CMP in the dimensions of awareness, desire, and knowledge (F = 3.264, 3.674 and 3.896; P = 0.035, 0.012 and 0.009). These results are significant at 5% level, hence the H_o is rejected. It shows that employees' sense of security during change plays an important role in their perception level towards change management practices in the dimensions of awareness, desire and knowledge of employees. No significant differences were found in the dimensions of ability and reinforcement related to change management practices based on the above variable.

Conclusion

The study examined employees' perception towards change management practices in selected automobile manufacturing companies in Tamil Nadu using the ADKAR model. The findings indicate that change management practices are moderately effective, with an overall ADKAR mean score of 3.33. Awareness emerged as the strongest dimension, showing that employees are well informed about the need and impact of changes, followed by Reinforcement, reflecting the presence of feedback and support mechanisms. However, Desire, Knowledge, and Ability recorded comparatively lower scores, highlighting gaps in employee motivation, training adequacy, psychological readiness, and practical capability to implement changes. The analysis also revealed significant differences in perception across several job-related and organizational variables, particularly nature of employment, participation in decision making, experience, job level, frequency of changes, workload, and job security. These results emphasize that employee involvement, career progression, and organizational conditions play a crucial role in shaping perceptions of change management. The study concludes that while

automobile companies have been successful in creating awareness and basic reinforcement, greater emphasis is required on enhancing employee desire, knowledge, and ability through participative decision making, structured training, and continuous support to ensure effective and sustainable change implementation.

References

1. Ciupan, R.-D., & Lungu, F. (2025). Change management in the automotive industry: Engineering change management across the product life cycle. International Journal of Industrial Engineering and Management, 16(1), 1–12.
2. Dalvi S.R. (2024). A Study on Impact of Change Management on Organization and Behaviour of Employee's. International Research Journal of Modernization in Engineering Technology and Science, 6(2). 621-627.
3. Jaaska E., et al (2025). Bridging change and project management: A review and future research directions. Project Leadership and Society, 6, 1-11.
4. Knackstedt S., Sutton M., and Summers J.D. (2023). Part Change Management: A Case Study on Automotive Engineering and Production; Domestic and International Perspectives. ASME Open Journal of Engineering, 2, 1-10.
5. Korabandi, V., & Srujitha, K. (2025). Change management and organizational development: A study with reference to automobile companies. International Journal of Research and Analytical Reviews, 12(1), 1–8.
6. Mukhlis M., and Tyas A.A.W.P. (2024). The Role of Change Management in Improving Organizational Performance. Jurnal Ilmiah Manajemen Kesatuan, 12(3). 773-782. DOI: 10.37641/jimkes.v12i3.2606
7. Nege N. (2021). Effective Change Management Strategies For Successful Implementation Of Organizational Change: An Analytical Perspective. Ilkogretim Online - Elementary Education Online, 20(5). 8794-8801. doi: 10.17051/ilkonline.2021.05.973
8. Olalekan O. (2024). Change Management Techniques. Conference Paper, Conference: induction workshop for officers of Ogun State Local Government Service Commission, Abeokuta, https://www.researchgate.net/publication/381659101, DOI: 10.13140/RG.2.2.25323.55849
9. Sudarshan, S., & Xavier, P. (2025). From fuel to electric: HR strategies for managing change in India's automotive sector. MDIM Journal of Management Review and Practice, 3(2), 217–227. https://doi.org/10.1177/mjmrp.251325400
10. Wang C. (2022). Continuity and Change in Organisations — A Study Based on the Management Framework of Morgan Company. Academic Journal of Business & Management, 4(15). 102-106. DOI: 10.25236/AJBM.2022.041516
11. Zahedi S., et al (2022). Identifying the Effective Factors in the Change Management Model in the Automotive Industry Based on the General Policies of the Industry in the Fourth-Generation Industrial Revolution. International Journal of Digital Content Management, 3.5, 269-289.