**Emperor Journal of Economics and Social Science Research**

**ISSN: 2581-8643** **Mayas Publication®** **www.mayas.info**

**Volume-VIII** **Issue-III** **March 2026**

# A Study on Change Management of Select Automobile Companies

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## Abstract

The Automobile industry Comprises a wide range of companies and organizations involved in the design, development, manufacturing, marketing, selling, repairing and modification of motor vehicles. It is a Significant Contributor to the Indian economy and provides employment to millions of people directly and indirectly. The industry comprises of different segments, including passenger vehicles, commercial vehicles, two wheelers and tractors. The Automobile is made up of two word auto (self) + Mobile (movable). Automobile refers to self-movable vehicles without the help of man or animal force. The automobile vehicle is used for transportation of goods and passenger by various means road, track, water or airway. Automobile industry did not exist in India in the real sense before independence. Only assembly work was done from the imported parts. General Motors (India) Ltd. Started assembling trucks and cars in 1928 in their factory at Mumbai. Automobile Industry in India has made considerable programs during the last three decades.

**Keywords**: Automobile, Change Management

## I. INTRODUCTION

In the present era of globalization, rapid technological advancement, and intense market competition, organizations are compelled to undergo continuous change to sustain growth and maintain competitiveness. Change has become an integral part of organizational life, affecting structures, processes, technologies, and human resources. Managing such change effectively has emerged as a critical managerial challenge, as poorly planned or inadequately communicated change initiatives often lead to employee resistance, reduced productivity, and organizational inefficiencies. Hence, change management has gained significant importance as a systematic approach to planning, implementing, and sustaining change while minimizing disruption and ensuring employee acceptance. The automobile industry represents one of the most dynamic and technology-driven sectors of the economy. Frequent innovations in manufacturing technologies, automation, digitalization, environmental regulations, and shifting consumer preferences have compelled automobile companies to introduce continuous technical, administrative, and strategic changes. In this context, employees play a pivotal role in determining the success of change initiatives, as their awareness, understanding, and acceptance of change directly influence implementation outcomes. Employees who are well informed about the need, nature, and implications of change are more likely to adapt positively, whereas lack of awareness can Reprint from The Review of DIABETIC STUDIES The Review of DIABETIC STUDIES Vol. 21 No. S11 2025 WWW.DIABETICSTUDIES.ORG 430 leads to uncertainty, resistance, and ineffective execution of change programs. Tamil Nadu is one of the major automobile manufacturing hubs in India, hosting a wide range of passenger vehicle, commercial vehicle, and two-wheeler manufacturing companies. The concentration of large-scale manufacturing units, adoption of advanced technologies, and evolving organizational practices in this region make it an appropriate setting to study change management practices. Despite the frequent occurrence of change initiatives in the automobile sector, empirical evidence on employees' awareness of change management practices, particularly in the regional context of Tamil Nadu, remains limited. The success of such changes largely depends on employees' awareness and understanding of change management initiatives. Recognizing this, the present study seeks to examine the level of awareness of employees regarding change management practices in selected automobile companies in Tamil Nadu, with the objective of identifying key factors influencing awareness and highlighting areas that require managerial attention for effective change implementation. Awareness plays a crucial role in determining how employees perceive, accept, and adapt to change. A clear understanding of the need for change, its types, and its implications helps

reduce resistance and enhances employee readiness. Hence, the study analyses employees' awareness across various dimensions such as the necessity of change, communication, training, psychological impact, and work-related consequences. The analysis focuses on assessing employees' awareness across multiple dimensions, including the necessity and inevitability of change, types and timing of changes, communication and training provided by management, psychological and personal impacts, and employment-related consequences.

**Literature Review**

Khan and Hashim (2014) examined organizational change at General Motors, highlighting how global competition, financial crisis, and technological advancements forced the company to undertake major structural and cultural transformations. The study emphasizes that resistance from employees and unions posed significant challenges, which were addressed through effective leadership, clear communication, and employee involvement. Using established change management models, the authors conclude that a systematic and well-communicated approach to change enabled GM to restore competitiveness and organizational stability.

Nyaungwa C., Linganiso X., and Karodia A.M. (2015) assessed change management of Zimra region in Zimbabwe. The study evidenced that the factors that influence effectiveness of change management include awareness the need for change, promoting team work, top management commitment, change participation, change communication and change motivation. Although awareness of the change in Zimra Region 1 was well orchestrated and top management showed commitment and support, the change management lacked communication, staff involvement, team work and training which resulted in the change not meeting its goals.

Srikanth R. (2018) in a study concluded that Organizations can create much more awareness among employees about change management. The study also stated that the feedback and suggestions given by the employees could help the organization to review the effectiveness. Change management. Attracting people towards change can be easily achieved through motivational factors. The top management must give sequential and regular training to the employees in order to avoid the resistance to change. Jamwal, Panchal, and Kumar (2019) highlight that organizations, particularly in the Indian pharmaceutical industry, are compelled to adopt change management practices due to globalization, technological advancement, and regulatory pressures. The reviewed literature indicates that while firms have implemented strategic and technological changes to enhance competitiveness and efficiency, many efforts remain fragmented and lack

an integrated framework. The study emphasizes the importance of a systematic and holistic approach to change management that aligns structure, processes, technology, and human resources for achieving sustainable organizational performance.

Chaudhary S.R., Kohade G., and Bhanot S. (2023) studied Change Management Practices in Management Education with Emotional Intelligence. The results of correlation and regression analysis showed that self-awareness and self-management were the significant predictors and contributors in change management skills. Kuczyńska-Chałada et al. (2023) examined the level of awareness and understanding of management systems among managerial staff in the automotive industry. The study found that while awareness of formal management systems is generally high, there exist notable gaps between theoretical knowledge and practical application. The study highlights that insufficient training, limited employee involvement, and lack of continuous improvement culture can reduce the effectiveness of management systems. The Review of DIABETIC STUDIES Vol. 21 No. S11 2025 WWW.DIABETICSTUDIES.ORG 431

Bhavani and Mahalakshmi (2023) examine change management as a structured approach for guiding organizations through successful transitions. The authors emphasize that resistance arises from individual, group, and organizational factors, including fear of the unknown, cultural misalignment, and inadequate communication. The review concludes that effective change management enhances employee performance, reduces disruption, aligns organizational goals, and improves the success rate of change initiatives, especially in dynamic and technology-driven environments.

Murthy and Katyal (2024) examined the role of change management in enabling successful large-scale technology adoption within organizations. The study found that through case studies of Tata Consultancy Services, Infosys, and Microsoft, the study demonstrated that structured change management practices significantly improve employee adoption, operational efficiency, and organizational performance. The findings reinforce that addressing the human side of change is critical for sustaining technological transformations and achieving long-term competitive advantage.

Ciupan and Lungu (2025) analyse change management in the automotive industry, highlighting it as a strategic requirement driven by technological change, sustainability, and regulatory pressures. The study emphasizes structured engineering change management across the product life cycle to handle design, market, and regulatory changes effectively. The authors conclude that a systematic approach to change management improves efficiency, product quality, and competitiveness in automotive organizations.

Sharma et al. (2025) examined how organizational structure influences strategy implementation and thereby strategic success among SMEs in the Indian automobile sector. The study evidenced that organizational structure explains a substantial share of variance in strategy implementation. Specialization, centralization, and basic structure significantly and positively affect implementation outcomes, while formalization shows no significant impact. The study concludes that an adequately aligned structure is critical for effective execution of strategies in automobile SMEs and recommends balancing centralization–decentralization and using specialization judiciously to avoid complexity and performance bottlenecks

**Objectives**

The paper has been done with the following objectives of the study.

- To study awareness level of employees working in automobile companies in Tamilnadu regarding change management.
- To enquire whether there are any significant differences in awareness level among employees about change management with demographic & personal variables, job-related variables and organizational variables.

**Methodology**

The study adopted a descriptive and analytical research design to examine the awareness level of employees regarding change management practices in selected automobile companies in Tamil Nadu. For this purpose, the researchers selected a total of 479 employees from nine automobile companies located in the state of Tamilnadu (3 Passenger vehicle manufacturers; 3 Commercial vehicle manufacturers and 3 two-wheeler manufacturers). The companies were selected from all three types of companies using stratified sampling technique. The researchers collected primary data from the sample employees using a well-structured questionnaire. The researcher also used secondary data retrieved from various journals, magazines and other sources. The questionnaire was designed to capture demographic, job-related and organizational details of the respondents as well as their level of awareness regarding various aspects of change management practices identifying 17 variables. The collected data were tested for reliability using Cronbach's Alpha and also applied KMO and Barter tests for confirming data adequacy and sphericity. The researchers applied Factor analysis to reduce and group variables. For data analysis, both descriptive and inferential statistical tools were applied. Descriptive statistics such as mean and standard deviation were used to assess the overall level of awareness, while inferential techniques including Mann–Whitney U test and Kruskal–Walli's test were employed to examine

significant differences in awareness levels across demographic, job-related, and organizational variables.

**Results and Discussion**

The Review of DIABETIC STUDIES Vol. 21 No. S11 2025 WWW.DIABETICSTUDIES.ORG 432 bringing changes is unavoidable one in an organization. In particular, industry like automobile faces frequent technological improvements and innovations. Efficient management of bringing changes is most essential for successfulness of an organization. Among various aspects, having adequate awareness among employees regarding changes will help the organization to implement changes smoothly without major resistances from employees' side. Hence, the paper focuses on awareness of employees regarding various aspects of technological and administrative changes in selected automobile companies in the state of Tamilnadu. The reliability of questionnaire is essential for making further statistical analysis. In this context, the researcher tested its reliability using Cronbach's Alpha test. The computed Cronbach's Alpha value for Awareness of the Respondents of Change Management was 0.827. This value is well above the commonly accepted threshold of 0.70, indicating a high level of internal consistency and reliability of the awareness scale. The paper also tested sampling adequacy and sphericity using Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity for the variables related to employees' awareness of change management. The result of KMO value of 0.685 indicates a moderate and acceptable level of sampling adequacy. Since the KMO value exceeds the minimum acceptable limit of 0.60, it confirms that the sample size is adequate and the data are appropriate for factor analysis. The result of Bartlett's Test of Sphericity shows a Chi-square value of 193.933 with 136 degrees of freedom, which is statistically significant at the 5% level (Sig. = 0.045). The significant result implies that the correlation matrix is not an identity matrix and that there exist meaningful correlations among the awareness variables. The researcher identified a total of 17 various variables to study awareness level of employees related to changes in the studied units. In order to reduce and group these number of variables the researchers applied Factor analysis. It is a widely used multivariate statistical technique employed to identify underlying dimensions or latent factors that explain the pattern of relationships among a large set of observed variables. The primary purpose of factor analysis is to reduce data complexity by grouping related variables into fewer meaningful factors, thereby facilitating easier interpretation and analysis without significant loss of information. By extracting common factors from the observed variables, factor analysis helps in revealing the structure of employees' awareness and understanding how different

aspects of change management are interrelated. These prerequisites are satisfied; hence Principal Component Analysis (PCA) is employed as the extraction method to derive factors that explain the maximum variance in the data. The results of factor analysis provide valuable insights for further interpretation and serve as a foundation for advanced statistical analyses in the study. Table 1 presents the communalities of awareness variables related to change management, extracted using Principal Component Analysis (PCA).

**Table 1**
**Communalities of Awareness on Change Management**

| S.No | Variable | Initial | Extraction |
|---|---|---|---|
| 1 | Company brings changes whenever it is needed | 1.000 | 0.613 |
| 2 | Bringing changes are necessary for development of company | 1.000 | 0.578 |
| 3 | Bringing changes is unavoidable in an automobile company | 1.000 | 0.645 |
| 4 | Type of changes may be brought in the company | 1.000 | 0.545 |
| 5 | The situations whenever the company brings changes | 1.000 | 0.689 |
| 6 | Counselling given when changes are made | 1.000 | 0.709 |
| 7 | Impact of changes in the organization among the employees | 1.000 | 0.698 |
| 8 | Psychological impact of bringing changes | 1.000 | 0.769 |
| 9 | Personal impact on account of organizational changes | 1.000 | 0.520 |
| 10 | Prevention actions taken before bringing changes | 1.000 | 0.652 |
| 11 | Trainings given before bringing technological changes | 1.000 | 0.602 |
| 12 | How psychologically stable when bringing changes | 1.000 | 0.646 |
| 13 | Change management policy followed in the company | 1.000 | 0.615 |
| 14 | Different types of changes brought by the management | 1.000 | 0.525 |
| 15 | Effects of changes on employment | 1.000 | 0.575 |
| 16 | Effects of changes on pay and workload | 1.000 | 0.599 |
| 17 | Necessity of bringing changes | 1.000 | 0.714 |

Extraction Method: Principal Component Analysis.

The results of table 1 show that the initial communalities for all variables are 1.000, as expected under Principal Component Analysis. The extraction communalities range from 0.520 to 0.769, indicating that a substantial proportion of variance in each awareness variable is explained by the extracted factors. The communality results demonstrate that all awareness variables are well explained by the extracted factors, validating the appropriateness of the selected variables for factor analysis and confirming their relevance in measuring employees' awareness of change management practices.

Table 2 presents the Total Variance Explained by the factors extracted for employees' awareness of change management using Principal Component Analysis (PCA). This table shows how much of the total variance in the original variables is accounted for by each extracted component and helps in determining the number of significant factors to be retained for further analysis.

**Table 2**
**Total Variance Explained - Awareness on Change Management**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.964 | 17.435 | 17.435 | 2.964 | 17.435 | 17.435 |
| 2 | 2.491 | 14.653 | 32.088 | 2.491 | 14.653 | 32.088 |
| 3 | 1.958 | 11.518 | 43.606 | 1.958 | 11.518 | 43.606 |
| 4 | 1.570 | 9.235 | 52.841 | 1.570 | 9.235 | 52.841 |
| 5 | 1.371 | 8.065 | 60.906 | 1.371 | 8.065 | 60.906 |
| 6 | 0.935 | 5.500 | 66.406 | | | |
| 7 | 0.825 | 4.853 | 71.259 | | | |
| 8 | 0.805 | 4.735 | 75.994 | | | |
| 9 | 0.739 | 4.347 | 80.341 | | | |
| 10 | 0.712 | 4.188 | 84.529 | | | |
| 11 | 0.645 | 3.794 | 88.324 | | | |
| 12 | 0.513 | 3.018 | 91.341 | | | |
| 13 | 0.442 | 2.600 | 93.941 | | | |
| 14 | 0.315 | 1.853 | 95.794 | | | |
| 15 | 0.267 | 1.571 | 97.365 | | | |
| 16 | 0.234 | 1.376 | 98.741 | | | |
| 17 | 0.214 | 1.259 | 100.000 | | | |

Table 3 presents the results of factor analysis on employees' awareness of change management, obtained through the Rotated Component Matrix using Principal Component Analysis with rotation.

**Table 3**
**Factor Analysis: Awareness on Change Management (Rotated Component Matrix[a])**

| Variables | Factors | | | | | Factor Name |
|---|---|---|---|---|---|---|
| | *1* | *2* | *3* | *4* | *5* | |
| 1 | 0.846 | | | | | Need for Changes |
| 2 | 0.831 | | | | | |
| 3 | 0.824 | | | | | |
| 5 | 0.796 | | | | | |
| 6 | | 0.864 | | | | Types and Situations of Changes |
| 8 | | 0.841 | | | | |
| 12 | | 0.816 | | | | |
| 13 | | | 0.873 | | | Communication, Counselling and Training |
| 14 | | | 0.842 | | | |
| 9 | | | 0.819 | | | |
| 10 | | | 0.785 | | | |
| 15 | | | | 0.877 | | Psychological and Personal Impact |
| 11 | | | | 0.839 | | |
| 7 | | | | 0.807 | | |
| 16 | | | | 0.788 | | |
| 17 | | | | | 0.834 | Employment and Workload |
| 4 | | | | | 0.821 | |

Table 3 shows that total number of variables related to awareness of employees are categorized into five as shown in the above table and they were labelled as Need for Changes, Types and Situations of Changes, Communication, Counselling and Training, Psychological and Personal Impact and Employment and Workload. These five factors collectively provide a comprehensive framework for understanding how employees perceive and interpret change management practices in automobile manufacturing companies.

Table 4 presents the descriptive analysis of the awareness dimensions of changes identified through factor analysis. The table shows the mean ($\bar{x}$), standard deviation ($\sigma$), coefficient of variation (CV), and rank for each awareness dimension. This analysis helps in comparing the relative level and consistency of employees' awareness across different aspects of change management.

**Table 4**
**Descriptive Analysis of Awareness Dimensions of Changes**

| SN | Awareness | $\bar{x}$ | $\sigma$ | CV | Rank |
|---|---|---|---|---|---|
| 1 | Need for Changes | 3.36 | 1.06 | 31.56 | I |
| 2 | Types and Situations of Changes | 3.20 | 1.09 | 34.08 | II |
| 3 | Communication, Counselling and Training | 3.12 | 1.09 | 34.98 | V |
| 4 | Psychological and Personal Impact | 3.14 | 1.10 | 35.08 | III |
| 5 | Employment and Workload | 3.13 | 1.08 | 34.59 | IV |
| | Overall | 3.19 | 1.09 | 34.02 | |

Source: Primary Data

The results of table 4 indicate that awareness of the respondents in the dimension of "Need for Changes" ranks first, with the highest mean score of 3.36. It reveals that employees have a relatively high level of awareness regarding the necessity and inevitability of organizational changes. The CV of 31.56% indicates comparatively lower variability in responses, reflecting greater agreement among employees on this dimension. Awareness level of the respondents in the dimension "Types and Situations of Changes" occupies the second rank, with a mean score of 3.20. This suggests that employees possess a moderate level of awareness about the nature and circumstances under which changes are introduced in their organizations. Awareness level of the respondents in the dimension of "Psychological and Personal Impact" ranks third, with a mean score of 3.14, indicating a moderate awareness of the emotional and personal effects of organizational changes. The relatively higher CV (35.08%) implies greater variation in employees' perceptions on this aspect. The awareness dimension "Employment and Workload" is ranked fourth, with a mean score of 3.13, reflecting a moderate level of awareness regarding the impact of changes on job security, pay, and workload. Awareness in the dimension of "Communication, Counselling and Training" ranks fifth, with the lowest mean score of 3.12, indicating comparatively lower awareness of support mechanisms provided by management during change implementation. The CV of 34.98% suggests considerable variation in employees' experiences and perceptions in this area.

**Analysing Differences between Awareness and Other Variables**

The study intended to analyse whether there are any significant differences between awareness level of the respondents related to various aspects of change management practices and other variables such as demographic and personal variables, job-related variables and organizational variables. To achieve this, the

researcher applied Mann Whitney U Test and Kruskal Wallis test. For this purpose, the researcher framed the following null hypothesis.

$H_O$: There are no significant differences in awareness level of the respondents regarding change management practices and their demographic and personal, job-related and organisational variables.

Table 3.21 presents the results of the Mann–Whitney U Test between employees' awareness level of change management based on demographic & personal, job-related and organizational variables

**Table 5**

**Mann Whitney U Test - Awareness and Other Variables**

| SN | Variable | 'U' | 'Z' | Sig. | $H_O$ Result |
|---|---|---|---|---|---|
| **Demographical & Personal Variables** | | | | | |
| 1 | Gender | 25281.5 | -2.291 (0.022) | Significant | Rejected |
| 2 | Marial Status | 26114.0 | -1.728 (0.084) | Not Significant | Accepted |
| 3 | Family Type | 26191.0 | -1.624 (0.104) | Not Significant | Accepted |
| **Job-Related Variables** | | | | | |
| 1 | Nature of Employment | 24908.0 | -2.483 (0.013) | Significant | Rejected |
| **Organizational Variables** | | | | | |
| 1 | Participation in Decision Making | 25578.0 | -2.079 (0.038) | Significant | Rejected |
| 2 | Makes way for skill development | 23516.0 | -1.684 (0.092) | Not Significant | Accepted |

The results of table 5 reveals that the demographic & personal variables 'gender' made significant differences on employees' awareness of change management, as indicated by the Z value (–2.291) and p-value (0.022), which is significant at 5% level. Hence, the null hypothesis is rejected. It implies that male and female employees differ significantly in their level of awareness regarding change management practices. In contrast, the variables 'marital status' and 'Family type' did not show significant differences in awareness level of the respondents, as reflected by their Z values (-1.728 & - 1.624) and p-values (0.084 & 0.104), they are not statistically significant. Therefore, the null hypothesis is accepted. It indicates

that awareness of change management does not significantly differ between married and unmarried and employees depend on different types of family.

In case of job-related variable, the 'nature of employment' has made significant differences on employees' awareness of change management. The test yielded a Z value of –2.483 with a p-value of 0.013, which is significant at 5% level and the null hypothesis is rejected. It implies that permanent and temporary employees differ significantly in their level of awareness regarding change management practices. The difference may be attributed to variations in job security, access to organizational communication, training opportunities, and involvement in change-related activities.

The organizational variable 'participation in decision making' has made significant differences on employees' awareness of change management as shown by the results of Z value (–2.079) and p-value (0.038), which is significant at 5% level. Hence, the null hypothesis is rejected. It suggests that employees who participate in decision making differ significantly in their level of awareness compared to those who do not. This finding highlights the importance of involving employees in decision-making processes to enhance their understanding and awareness of organizational changes. On the other hand, the variable 'opportunities for skill development' do not make any significant differences with awareness level of change management (Z: -1.684 & p: 0.092). It indicates that employees' awareness of change management did not differ significantly based on whether they perceive changes as providing skill development opportunities.

Table 6 presents the results of the Kruskal–Wallis Test conducted to examine the association between employees' awareness of change management and other variables.

**Table 6**

**Kruskal Wallis Test - Awareness and Other Variables**

| SN | Variable | df | $\chi^2$ | 'P' | Sig. | $H_0$ Result |
|---|---|---|---|---|---|---|
| **Demographical & Personal Variables** | | | | | | |
| 1 | Age | 3 | 8.013 | 0.046 | Significant | Rejected |
| 2 | Education | 4 | 14.888 | 0.005 | Significant | Rejected |
| 3 | Family Size | 2 | 5.269 | 0.072 | Not Significant | Accepted |
| 4 | Income | 4 | 11.332 | 0.023 | Significant | Rejected |
| 5 | Residential Place | 2 | 5.347 | 0.069 | Not Significant | Accepted |
| **Job-Related Variables** | | | | | | |
| 1 | Type of Company | 2 | 5.768 | 0.056 | Not Significant | Accepted |
| 2 | Total Experience | 4 | 11.336 | 0.023 | Significant | Rejected |

| | | | | | | |
|---|---|---|---|---|---|---|
| 3 | Experience in the Company | 4 | 10.710 | 0.030 | Significant | Rejected |
| 4 | Promotions Obtained | 3 | 14.497 | 0.002 | Significant | Rejected |
| 5 | Job Level | 3 | 18.674 | 0.000 | Significant | Rejected |
| **Organizational Variables** | | | | | | |
| 1 | Type of Changes | 2 | 6.378 | 0.041 | Significant | Rejected |
| 2 | Frequency of Changes | 2 | 9.067 | 0.011 | Significant | Rejected |
| 3 | Increase of Workload | 3 | 10.571 | 0.014 | Significant | Rejected |
| 4 | Impact on Job Security | 3 | 8.533 | 0.036 | Significant | Rejected |

Table 6 indicates that the demographical & personal variables 'age', 'education' and 'income' of employees made significant differences on employees' awareness of change management, as the chi- square values (8.013, 14.888 & 11.332) were statistically significant as shown by the results of p-values (0.046, 0.005 & 0.023). Hence, the null hypothesis is rejected. It implies that awareness levels differ significantly among employees belonging to different age groups. Employees' awareness of change management varies significantly across different educational levels. This suggests that higher educational attainment may be associated with better understanding of change initiatives. Employees belonging to different income groups differ significantly in their awareness of change management practices. On the other hand, the variables 'family size' and 'residential place' of the respondents did not make significant differences in awareness level among the respondents related to change management, as the chi-square values (5.269 & 5.347) were not significant (p-values: 0.072 & 0.069). Therefore, the null hypothesis is accepted. It indicates that family size does not significantly influence employees' awareness of change management. Employees from rural, semi-urban, and urban areas exhibit similar levels of awareness.

The job-related variables 'total experience in automobile industry', 'experience in current company', 'number of promotions obtained' and 'job level' of the respondents made significant differences on awareness level of change management, with the calculated $\chi^2$ values of 11.336, 10.710, 14.497 and 18.674 respectively and p-values of 0.023, 0.030, 0.002 and 0.000 respectively. These results are significant at 5% level, hence, the null hypothesis is rejected. The result shows that employees with different levels of overall industry experience differ significantly in their awareness of change management practices. Longer organizational tenure enhanced employees' familiarity with change processes and improves awareness. Employees who have received more promotions tend to exhibit higher awareness, possibly due to greater exposure to managerial communication and decision-making processes. Awareness of change management

varies considerably across operative, supervisory, middle- level, and top-level management positions, with higher-level employees likely having greater awareness of organizational changes. The variable 'type of company' did not make significant differences on employees' awareness of change management ($\chi^2$ value: 5.768; p-value: 0.056), it is not significant hence the null hypothesis is accepted. It indicates that employees working in passenger vehicle, commercial vehicle, and two-wheeler manufacturing companies exhibit similar levels of awareness.

All the organizational variables namely 'Type of changes', 'Frequency of Changes', 'Increase of Workload' and 'Impact on Job Security' made significant differences with employees' awareness of change management, as the calculated $\chi^2$ values (6.378, 9.067, 10.571 and 8.533) were significant at 5% level as shown by the results of p-values (0.041, 0.011, 0.014 and 0.036). Hence, the null hypothesis is rejected. It suggests that awareness levels differ significantly depending on whether employees are affected by technical, administrative, or both types of changes. Employees' awareness varies based on how often changes are implemented in their organizations, with frequent changes likely increasing exposure and understanding of change processes. Employees who experience different levels of workload changes perceive and understand organizational changes differently. Employees' perceptions of job security during organizational changes significantly influence their awareness of change management practices.

## II. CONCLUSION

Bringing changes is essential and unavoidable one in automobile industry. But efficient change management will provide entire benefit of bringing changes. To achieve it is most essential to have adequate awareness about changes among employees. In this context, the paper focused on studying awareness level of employees regarding various aspects of change management. The study reveals that employees in selected automobile companies in Tamil Nadu possess a moderate level of awareness of change management practices, as indicated by an overall mean score of 3.19. While employees clearly recognize the need for organizational change, deficiencies remain in communication, counselling, and training, which may restrict effective implementation of change initiatives. The findings also evident that awareness levels significantly vary with several demographic, job-related, and organizational variables. Gender, age, education, and income significantly influence awareness, whereas marital status, family type, family size, and residential place do not. Job-related factors such as nature of employment, experience, promotions, and job level significantly affect awareness, while the type of automobile company does not. Organizational aspects including participation in decision making, type and frequency of changes, workload, and job security also

play a crucial role in shaping employees' awareness. The study highlights the importance of participative decision making, effective communication, and adequate training support in enhancing employees' awareness of change management. Strengthening these areas can facilitate smoother change implementation and improve employee acceptance of organizational changes in the automobile industry.

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