

**KAUNAS UNIVERSITY OF TECHNOLOGY  
SCHOOL OF ECONOMICS AND BUSINESS**

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**CHANGE LEADERSHIP AT TATA MOTORS**

**MASTER'S THESIS**

**Academic advisor** – Prof. Habil. Dr. Robertas Jucevicius

**Kaunas, 2015**

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**STRATEGIC LEADERSHIP**

**MASTER'S THESIS**

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**CHANGE LEADERSHIP AT TATA MOTORS**

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## Table of Contents

LIST OF TABLES.....	5
LIST OF FIGURES.....	6
SUMMARY .....	8
INTRODUCTION.....	9
1. THEORETICAL APPROACHES RELATED CHANGE LEADERSHIP .....	12
1.1 Change Management concept.....	12
1.1.1 Change Management Definition.....	12
1.1.2 Models of Change Management.....	14
1.1.3 Role of Leaders.....	18
1.1.4 Types of Changes .....	21
1.1.5 Resistance towards Change .....	22
1.2 Leadership in Change Management: - Challenges and opportunities .....	25
1.3 Cultural Differences in Change Leadership .....	26
1.4 Concept and styles of Leadership.....	27
1.5 Pre-conditions for Measuring Change Leadership .....	30
2. RESEARCH METHODOLOGY .....	33
2.1 Case of Change Leadership at Tata Motors.....	33
2.2 Research problem and questions .....	34
2.3 Research Design .....	34
2.3.1 Quantitative Research .....	34
2.3.2 Qualitative Research .....	35
2.3.3 Data Collection.....	37
2.3.4 Sample Size .....	38
2.3.5 Data Analysis .....	39
3. EMPIRICAL RESEARCH ON CHANGE LEADERSHIP AT TATA MOTORS” .....	40
3.1 Company.....	40
3.2 Research Findings and their analysis.....	41
3.2.1 Quantitative Analysis Regarding Employees perception of Change Leaders competency to lead Successful Change.....	42
3.2.2 Qualitative Analysis of the Change leaders approach towards handling Changes.....	60
CONCLUSION AND RECOMMENDATIONS.....	69
REFERENCES.....	72
APPENDIX A: - Questionnaire for the quantitative research.....	76
APPENDIX B: - Interview questions for the qualitative research .....	83

## LIST OF TABLES

<b>Table 1: - Symptoms of Resistance .....</b>	<b>23</b>
<b>Table 2:- Defining Leadership (Various sources).....</b>	<b>27</b>
<b>Table 3:- Some common Leadership Styles (Wore, Reardon and Bennis, 1995) .....</b>	<b>28</b>
<b>Table 4: - Leadership Styles (LIS) .....</b>	<b>29</b>
<b>Table 5: - Qualitative Research Design (Research Questions and Interview Questions).....</b>	<b>36</b>
<b>Table 6: - Analysis of employee’s perception of the way change leader communicates.....</b>	<b>44</b>
<b>Table 7: - Employees perception of Change Leaders ability to increase employee participation during the process of change .....</b>	<b>46</b>
<b>Table 8: - Employee Perception regarding Work Atmosphere .....</b>	<b>48</b>
<b>Table 9: - Employee perception regarding rewards during the process of change.....</b>	<b>50</b>
<b>Table 10: - Employees perception regarding support and education provided during the Change ..</b>	<b>51</b>
<b>Table 11: - Employees Perception of the credibility of the change.....</b>	<b>54</b>
<b>Table 12: - Employees perception regarding the aspect of timing .....</b>	<b>55</b>
<b>Table 13: -Employees Perception of Change Leaders Management Style .....</b>	<b>57</b>
<b>Table 14: - Interviewee response towards Change Resistance.....</b>	<b>60</b>
<b>Table 15: - Interviewee response towards the Role of Change Leaders .....</b>	<b>61</b>
<b>Table 16: - Interviewee response towards the Process of Change .....</b>	<b>62</b>
<b>Table 17: - Interviewee response towards Employee Involvement.....</b>	<b>63</b>
<b>Table 18: - Interviewee response towards Understanding Employees.....</b>	<b>64</b>
<b>Table 19: - Interviewee response towards Trainings and Consultations .....</b>	<b>65</b>
<b>Table 20: - Interviewee response towards motivating employees towards the change.....</b>	<b>66</b>
<b>Table 21: - Interviewee response towards the challenges faced during the change process .....</b>	<b>67</b>

## **LIST OF FIGURES**

<b>Figure 1: - Lewin's three-step change model .....</b>	<b>15</b>
<b>Figure 2: - Over-coming Resistance (Plant, 1987).....</b>	<b>30</b>
<b>Figure 3: - Respondents Gender Percentage .....</b>	<b>42</b>
<b>Figure 4:- Respondents Age Group Percentage .....</b>	<b>43</b>
<b>Figure 5: - Years of Working Experience at Tata Motors .....</b>	<b>43</b>
<b>Figure 6:- Respondents Mean in regards to Leaders Communication .....</b>	<b>46</b>
<b>Figure 8:- Respondents Mean in regards to Employees Perception on Participation Level.....</b>	<b>47</b>
<b>Figure 9:- Respondents Mean in regards to Positive Work Atmosphere .....</b>	<b>49</b>
<b>Figure 10:- Respondents Mean in regards to Rewarding of Employees during the Process of Change .....</b>	<b>51</b>
<b>Figure 11:- Respondents Mean in regards to Support &amp; Education during the Change Process.....</b>	<b>53</b>
<b>Figure 12: - Respondents Mean in regards to Employees perception of Change Credibility .....</b>	<b>55</b>
<b>Figure 13: - Respondents Mean in regards to Timing of Change Leaders.....</b>	<b>56</b>
<b>Figure 14: - Respondents Mean in regards to the Change Leaders Leadership Style.....</b>	<b>58</b>



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## **SUMMARY**

Change is the inevitable characteristic of a business organization which cannot be overlooked. The business world is becoming more complicated with the constant changes in the business environment. This Master thesis is based on the concept of change leadership and the ability of the change leaders to manage an effective transition by overcoming resistance. Previous research has shown that 70% of the change initiatives fail due to the lack of leadership traits. Therefore, it calls upon a greater need to emphasis on the topic of change leadership rather than change management. The main research **problem** for this Master thesis is how to use Change leadership to effectively handle change management?

The literature review goes into depth exploring the concept of leadership and linking it with change management. With the help of change models the concept of change leadership was defined. Using Kotter’s 8 step for managing change the role of change leaders were elaborated. The section ends with the designing of pre-condition for measuring the employee perception of change leaders handling of change. The pre-conditions are essential especially when handling resistance from employees.

The research methodology involves the usage of both quantitative and qualitative research. The changes to be analyzed have been identified at Tata Motors with the changes being the acquisition of Jaguar and Land Rover and the introduction of the world’s cheapest car, Tata Nano. The research design is made keeping these two changes in mind and therefore the respondents sample size was taken to be the employees who had experienced the change at Tata Motors. The results of analyzes revealed that the change leader at Tata Motors was able to successfully make the transition, although few years down the road it encountered problems but they were successfully tackled. The results revealed that communication at all levels of the organization was missing and the workers at the lowest level were not aware of the key benefits due to the change. The key challenges for the change leaders were to readily accept and convince the stakeholders and employees to accept the change and to find efficient means to communicate the need, urgency and benefits of change to all levels of the organization.

**Key Words: - Change; Leadership; Management; Challenges; Change Leadership; Resistance; Tata Motors; Tata Nano; Jaguar and Land Rover**





## INTRODUCTION

The saying that “Change is Inevitable” is familiar to everyone: no matter how much an individual tries he/she cannot escape change be it in terms of personal changes or work changes or organizational changes. In the recent years organizational change has become the norm in the business world (Drucker, 1995). It is not possible for any company or organization to stay stagnant or to avoid change in today’s fast changing and super competitive working environment. The rapid changes in economy and the ever changing business world make it essential for companies to reinvent themselves in order to survive in the market (Block 2000). In today’s era of globalization where companies are going international and employing people from numerous ethnic and cultural groups creating diverse workforce, the organizational changes become not just an issue, but also essential. Changes in organizations have become so common that even employees have a hard time to adapt themselves and it is in that instant that leaders play a significant role by setting an example. The importance of leadership to the process of change management is underscored by the fact that change, by definition, requires creating a new system and then implementing those new approaches (Kotter, 1995).

Change management can be defined as a process involving adaptation of corporate strategies, structures and procedures in order to deal with changes arising from not just internal but also external factors. The key role leaders’ play in the change process has been noted and observed by change theorists, yet there is not enough conclusive evidence that focuses on this relationship shared by leaders and change (Almaraz, 1994). Owing to global acceptance that leadership is obvious in organizational success; the role of leadership in the success of any organization is widely researched and acknowledged. However, arguments vary across continents depending on the structure and sector of the organization. Despite the variations, each organization presents a unique case with its organizational size, structure, culture etc. Kant (2007) made prior research on the subject of change management at Tata and during one of his interview he stressed on the aspect of managing change within Tata Motors. Several studies have focused on the topic of change management and there seems to be abundant literature on the topic however there are considerable shortcomings from the perspective of the role of leaders in effectively managing organization change. In this master’s thesis an attempt is being made to explore various theoretical and conceptual models linking leadership styles and organizational change management. A case on TATA Motors, India is being studied to analyze the key challenges faced by the managers and executives while executing change management.

The topics of leadership, leadership styles and change management are dynamic and challenging on time scale and across countries. Although, there are many studies available covering these topics, the link between the leadership styles and organizational challenges need to be further established, especially with reference to the Indian case study.

The **rationale** of this thesis is that the current research primarily addresses practical strategic leadership concepts and issues. It makes an attempt to learn from previous researches or studies on leadership and change management conducted across the globe. It also tries to analyse leadership challenges faced during the change management in TATA Motors, India. Thus, it covers both theoretical and practical issues of strategic leadership. Besides, as its learning objective, the current study shall attempt to provide policy suggestions to resolve leadership challenges in TATA Motors, India.

The present study is original and innovative as it follows a different methodology. Researchers have established links between the concepts of leadership and change management; however, this thesis attempts to connect not only the relevant concepts of leadership and change management but also addresses the challenges faced by leaders while implementing the change. As reciprocation the researcher provides policy feedback addressing the leadership challenges.

The **Problem** highlighted in this thesis covers how in corporations when undergoing change or transformation, leaders are faced with unprecedented and unfamiliar challenges which need to be undertaken for a smooth transition and working of the organization. Therefore, it is a must to understand the importance and role of leaders to effectively manage organizational change. **How can change leadership be used to effectively to handle organizational changes?**

The main **aim** of this Master thesis is to reveal the factors by which change leaders effectively manage changes and challenges arising due to the those changes at Tata Motors. In order to serve its purpose the paper is going to explore the following **Objectives**: -

1. To explore relevant theoretical approaches to different leadership and change management in organizations;
2. To build a case study of TATA Motors, India, as an organization that had an effective leadership role in change management; and
3. To analyze the challenges leaders face and measure how effectively change leaders managed the process of change at TATA Motors.

To better help understand and address the problem statement and guide this study the following

**Research Questions** need to be answered:-

1. What challenges did change leaders faced during change?
2. How was leadership practiced at the times of change?
3. How did change leadership overcome resistance towards change?
4. How did the change leader execute the process of change at Tata Motors?

Based on the findings of the research, the following **Study Hypothesis/Assumptions** can be assumed: -

1. Leaders have tremendous influence in managing change management in Indian culture
2. Successful change management mostly results in boosting organizational business job satisfaction

Different **research methods** for reaching the main objectives are being used. Both primary and secondary data have been used in this project. First, an attempt was made to answer the research questions through secondary data. Various references like journal articles, research papers, management books and guides provide secondary data required for the project. Primary data is collected through first-hand data collection. For this purpose, one organization has been identified on the basis of certain criteria, the first criteria being it has successfully implemented change management. Such an organization was contacted for the getting their cooperation in my master's project. Organizational details have been gathered through their published Annual Report, websites scripts, published materials etc. Specific details have been obtained through emails. The Manager/ leader responsible for change management has been conveniently interviewed face-to-face and such data has been corroborated through questionnaires. Organogram, Management structure, Human Resources details are obtained to decide the number of interviews/questionnaires. Response from the employees/subordinates has been obtained through questionnaire method. Primary data has been analyzed and interpreted to address the study hypothesis/ assumptions. Data Analysis was considered at a later stage depending on the sample size and/or completed responses received from the employees/subordinates.

The structure of entire thesis consists of 3 main parts. The *first part* of the thesis covers the concepts and theories of leadership in respect to change management. The *second part* of the thesis is the general description of the research methodology and research design. The *final part* of the thesis involves empirical research done on Tata Motors and its analysis.

# **1. THEORETICAL APPROACHES RELATED CHANGE LEADERSHIP**

## **1.1 Change Management concept**

Changes can be in anything be it within an individual, group, society or an organization. We are surrounded by changes and it is essential for us to identify those changes and make effective adaptations. In this business world we too have changes and one such change that ought to be discussed is change management. Organizational change can be described as the bringing in and implementation of new organizational procedures or technologies intended to redesign an organization in order to keep up with the changing business environment while organizational change management is the process which recognizes and manages human emotions, feelings and reactions in way so as to reduce the impact causes by necessary organizational changes.

Organizational change basically happens when an organization goes through business strategies or major sections of the organizations are being altered. It could be as a result of reorganization, restructuring or turnaround. This clearly means we are constantly surrounded by changes and it is essential for us to identify those changes and make effective adaptations. For example small business must strive to survive against already established or bigger ones; there is no need to fear change.

### **1.1.1 Change Management Definition**

Changes can occur in anyone's daily life whether it be social, work or personal changes, thereby making change as a permanent entity. In simple terms, change may be simply defined as making or doing things differently but it is essential to make explicit mention of actual and perceived changes. According to a study by IBM (2004) it is suggested that less than 10% of the changes programmes are successful. Change Management is defined by Fincham and Rhodes (2005) as the characteristic of leadership which aims to provide direction to the process of organizational transformation especially deal with employees and overcome any barriers or resistance towards the proposed change.

An organization must be well equipped to adapt itself to any kind of change brought forward by mergers, acquisitions, restructuring, entering new market, entering into a new industry, restructuring etc. How well the organization adapts itself with changing situations depends on the managers or the so call leaders of the business entity. In some instances, the leaders would straight away jump to implementation of change disregarding the human nature element-the emotions of employees who would be directly affected by the change in some way or the other. There would be times when the leader would place

himself in the shoes of the employees and ask himself the question how he himself would react to the proposed changes. The organizations or leaders who succeed at changing and managing effective organizational change are the ones who consider and value these employees and the people who would be affected by the proposed changes.

Change is not something which happens overnight. Change is often characterised by disruption and complication. History is a witness to the fact that even the best laid plans or events or strategies rarely occur as and how they were predicted. According to Ajayi (2002), change is an illogical process where being a leader of change, one has to pay attention more to the human side of the change. This change is more on the individual side whereas the organizational change is a multifaced and long term task. Change management is the process or plan by which the organization takes a transition from its current form to a more desired form. According to Bejestani (2011), leadership plan a crucial role in making the transition as swift and efficient as possible and making the best out of the employees due to that change.

It comes as no surprise that the absence of a strong leader with the right knowledge would make an organization change process ineffective. In order to effectively manage change, the leader must have the strength, proper techniques and play the leadership role to steer up change in the right and proper manner. He must act as an agent of change gathering support from stakeholders (Kotter, 2007). The lack of understanding of change and the incapability to adjust to one's management style can be considered as potential hurdles to success (Bossidy & Charan, 2002; Gilley, 2005).

According to statistics by Beer and Nohria (2000), seventy percent of the change initiatives fail. The process of change is a difficult and should be handled with care and attention. Humphreys and Langford (2008) believe that the failure of the change process is due to the negligence of the top management to recognize change management as a subtle process and treating it as a dramatic event. According to Santos and Garcia (2006) and Maurer (2005) in order to reduce the likelihood of failure it is important for organization to plan change imperatives carefully taking into account the leadership capacity and the top management's perceptions regarding the proposed change. An organization depending solely on senior managers to deal with the challenges of change are more prone to failure than organization distributing the change process among various capable leaders.

According to Ajayi (2002), a leader initiating a change needs to possess the following competencies:-

1. Superhuman determination to make the change happen
2. Persistence
3. Stamina

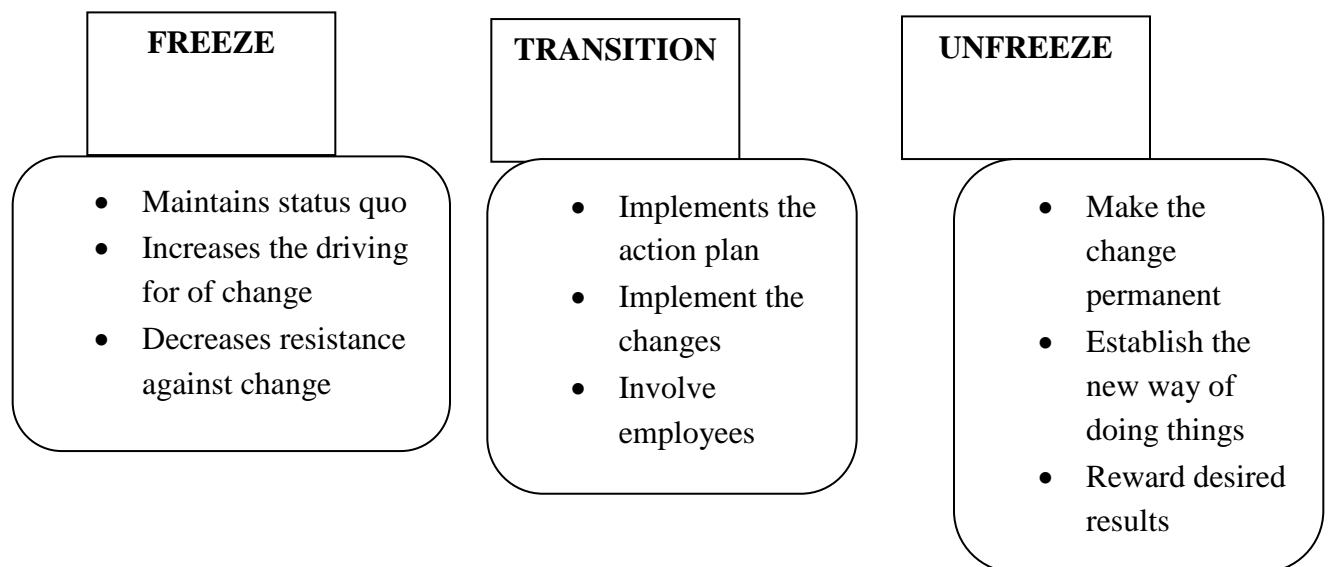
4. High level of intelligence
5. A sufficient mandate that stems from personal change

### 1.1.2 Models of Change Management

Change management is a vital area of concentration needed for the survival of any organization in today's Business world because its main focus is on people, identity and the ways of human interactions. According to Prosci an online resource management portal, it defined change management as the application of a structured process and set of tools leads people towards the change in order to achieve a desired outcome. This simply means that change management emphasizes on the people side and tries to target leadership within all levels of an organization including the executives, senior leaders, middle managers and line supervisors.

A Change management is believed to be one of the oldest professions there has been in existence and this is concluded from the information we were able to gather during the process of finding what Change management means and how it effectively relates to Organizational change management. There are many change management models that have been propounded but most companies would choose one of the following 3 models to operate: -

**1. Kurt Lewin model of change:** According to Nixon (2004) Lewin's three-step change model is still extensively used by organization as means of negotiating the process of change. Burnes (2004) further emphasized on the fact that Lewin's approach to avoid and resolve potential social conflict resulting from the change process was to facilitate planned change through information, knowledge and learning. Lewin's change model comprises of three steps: - Unfreezing, transition and refreezing. Each of his steps are inter-linked and it is essential that each step is completed before moving onto the next one. The Figure 1 below represents the Lewin's three step change model.



**Figure 1: - Lewin's three-step change model**

The three phases shown in Figure 1 of the Lewin's model are discussed below: -

1. Unfreeze Phase: - The main purpose of this phase is to explain the need of change or why the change is happening. This helps in explaining that during any change situation there are two forces existing i.e. the driving force and the resisting force. It concludes that in order to initiate the change the top management or the leader needs to break the equilibrium of the current situation in order to benefit the driving force. Once the change is initiated it is wise or recommended to move to the second i.e. the transition phase.
2. Transition phase: - This phase is referred to as the change or the move phase by many different authors. As the name suggests during this phase the people or employees start moving towards something new or a different environment. This phase is considered to be the most challenging because at this stage many people are still worried or hesitant regarding the future and a lot of effort and support is needed from the top management or the leader in order to reach the desired goal of change. The transition phase can be broken down into seven steps that represent the difficulties faced while passing through. The seven steps are: -
  - Shock: - Employees are often caught by surprise and in turn are shocked because they have to encounter new conditions and sense a feeling of insecurity.
  - Denial: - After the initial shock most employees are in a complete denial towards the change or the need for change and are trying their best to find means to go back to the old way of doing things. However, as time goes by these people realize that the change was indeed required.
  - Rational Understanding: - With the realization of the need of change, the employees understand that the change is inevitable and they themselves won't change. They are often in the belief that they would not be affected by the proposed change.
  - Emotional Acceptance: - This is the step where the employees need to decide for themselves whether they will really accept to be involved in the change or they would continue to stay in the state of absolute denial. Their self-confidence struggles and the performance is on the lowest point throughout the process
  - Experiment: - During this step the emotional acceptance transforms into the employees' willingness to challenge the old habits and admittance of the new ones. The employees



willing participation is activated during this step. Employees are tested with new ways of thinking and new behaviors. It is believed that an individual's own perceived competence is increased during this step.

- Decision: - The employees start to adapt to the new surroundings and the new ways of doing things. The learning effects are a result from trial and error.
  - Integration: - The final step during the transition phase is where the employee's behavior is completely integrated with the change.
3. Freezing phase: - During this phase the continuing change has to face the notion of homeostasis. It is the phenomenon to maintain stability and to acquire a new equilibrium after a disruption. Lewin argues that this phase must be strengthened in order to prevent the system from collapsing on itself. During this phase the driving and the resisting forces are equal as new methods and means of doing things have become a habit.

Although this change management model remains widely used till date, but it is said to take time to implement but since it is easy to use, most companies tend to prefer this model to enact major changes.

## 2. McKinsey 7-S Model of change :

The McKinsey 7-S model offers a holistic approach to organization. This model, created by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos during a meeting in 1978, has 7 factors that operate as collective agent of change:

- Shared Values – Core beliefs and values and how these influence the organizations orientation to customers, employees, shareholders and society at large.
- Strategy – Purpose of the business and the way the organization seeks to enhance its competitive advantage.
- Structure – Division of activities, integration and coordination mechanism nature of informal organization.
- Systems – Formal procedures for measurement, reward and resource allocation, informal routines for communicating, resolving conflicts and so on.
- Style – Typical behavior patterns of key groups, such as managers and other professionals, and the organization as a whole.
- Staff – The organization's human resources, its demographics, educational and attitudinal characteristics.

- Skills – The organizations core competencies and distinctive capabilities.

### 3. Kotter's 8 Step Change Model:

This model was created by Harvard University Professor John Kotter which caused change to become a campaign. Employees buy into the change after leaders convince them of the urgent need for change to occur. There are 8 steps involved in this model:

- I. Increase the urgency for change: - Kotter lays emphasis on the fact that the top management and leaders need to start discussions about the competitive realities and the future of the organization. The change initiators need to show the opportunities and threats associated with the proposed change and emphasis on the need for change. According to Kotter the change initiator needs to spend a lot of time in order to convince at least 75% of the employees regarding the necessity of the change.
- II. Build a team dedicated to change: - The purpose of this phase is to for the change leader to assemble a team that could guide towards the proposed change. The team needs to include influential and credible people and should include different hierarchy levels and departments. This team is going to strengthen the sense of urgency and guide the organization towards the proposed change.
- III. Create the vision for change: - The power assembled team is required to set up a new vision for the change which would help employees to understand the next steps and direction of the organization because of the change.
- IV. Communicate the need for change: - Kotter lays strong emphasis on the aspect of communication. It is very essential for the change leader to communication the desired change and the redefined vision due to the change. According to Kotter it is most effective when the vision is communicated in different ways so that in reaches each and every one.
- V. Empower staff with the ability to change: - Empowering the employees activates their willingness to get involved in the change process.
- VI. Plan short term wins: - This is one of the most important steps for managing change because short term wins increases the employee morale and further motivate individuals to involve. This also prevents critics and other individuals who are opposed towards the change from hampering the change process. The change leaders must make the improvements visible and advertise them. Employees must be publicly rewarded for improvements.

- VII. Stay persistent: - Once the change is in process, the change leader must strengthen the change and energize the results of the change towards new projects.
- VIII. Make the change permanent: - It is essential for the change leader to make the change a part of the corporate culture. The results of the change once seen in day to day work must be supported by the success of the organization. The successful execution of the process of change must be communicated during this stage.

It doesn't matter if the proposed change is a change in the process of project planning or general operations. Adjusting to change is difficult for an organization and its employees. Using almost any model is helpful, because it offers leaders a guideline to follow, along with the ability to determine expected results. This is helpful because change is difficult to implement and manage.

### **1.1.3 Role of Leaders**

There are several models available that address individual change and how it relates to Organizational change also there are also several models available that give guidance and structure to project activities for change management resources. From ample information gathered on leadership and its relation with organizational change management on the role of leaders should engage in to meet up with the desires of the targeted individuals, we have been able to combine a list of 10 key roles a leader needs to undertake when adjusting to organizational change or managing organizational changes effectively. The following roles have been derived using the Kotter's 8 step model: -

1. **Be the Sponsor:** - According to O'Neil the sponsor has the authority to make the change happen. He/she is the one who has the complete authority to legitimize and sanction the change and select the people who would implement the change. He is the one who has control over all the resources.
2. **Create a sense of urgency for need of change:** - In Kotter's 8 step model, there is always a need to change, if not changed today then tomorrow one will be forced to change. It is by the law of today's business. It is the role of the leader to recognize emerging threats or raising opportunities and to influence the key people of the organization of the need for major changes. He must clearly mention why the change is necessary and to create a sense of urgency in order to gain support
3. **Defining the need to change-** The first and the foremost thing any leader should do when managing organizational change is to really ponder on the thought how badly the change is

needed. If not at that particular moment then surely later on in the future the change would eventually be necessary.

4. **Developing a vision for change:** - A leader should not only be clear himself/herself regarding the vision but also make sure the employees are also familiar. The vision of the organization must be compelling enough to drive and guide the organization towards a change. It is needed because before employees start believing or supporting the change, they need to be clear with the vision for the future.
5. **Communication with employees:** - Communication is perhaps one of the most important roles that a leader plays when it comes to not only managing organizational change but also other management related issues. Communication between the leader and the employees must be clear so that there is no misunderstanding in the minds of the employees regarding why the change is occurring and what is to be gained from that change. Any disruption in communication would result in disbelief and non-commitment from the employees for the change.
6. **Identify people whose support is essential:** -The leader must identify the people whose support is absolutely critical when making a change. Even before making a major change effort, the leader should have identified his/her likely supporters and opponents. Resistance should be taken into account and the leader should think about steps regarding countering that resistance.
7. **Building a coalition:** - A leader Making a change realizes that an organizational change process is not a one man's job. No matter how qualified or competent the leader might be, he/she just cannot manage everything alone. Successful and efficient change in an organization is the result of working together and cooperative effort of the people who have the power either to facilitate or decimate the change before it even starts.
8. **A delegate competent person to implement change:** - Leadership involves empowering others by entrusting the employees and allowing people to act and overcome barriers. The success of any organization change depends on how well the leader dictate in detail how the change will be implemented. Whenever required, the leader delegates the power to make decisions on competent people/individuals or teams responsible for implementing the change.

9. **Competent change agents:** - It is crucial to get the commitment of the people who are responsible for implementing the change. The people in power who can make the change happen. These 'change agents' must support the change with not only their actions but also by their words. They must be strongly committed to the change till the very end. According to O'Neill's (2000), the change agent acts as a data gatherer, educator, advisor and coach and is the person who is the facilitator of the change.
  
10. **Motivator:** - Leaders are often the ones behind the change. They are the ones who drive and give direction to organizational change. Therefore, it is their responsibility to provide motivation for change. They not only motivate the employees, but also show the sense of urgency and importance for necessary organizational change. They are aware of the situation where people need to be pushed away from their comfort zone. Leaders not only need to be energetic but also empathetic at the same time.

Organizations don't change unless individuals do. No matter how large of a project you are taking on, the success of a project is achieved when each employee performs their tasks and work differently, multiplied across all of the employees impacted by the change. Effective change management requires an understanding for and appreciation of how one person makes a change successfully. Without an individual perspective, we are left with activities but no idea of the goal or outcome that we are trying to achieve.

When change management is accurately carried out people feel engaged in the change process and work collectively towards a common objective, realizing the benefits and delivering results. Change management actually requires certain steps, processes and set of structured out activities that a change management team or project leader would follow to apply change management to a project.

In all these, it clearly showed that every strategic change in organizations is usually delivered through a set of well-planned programs and projects. To successfully implement change, organizations lead these changes by managing their planned out projects and programs effectively with the help of managers/leaders with the skills to drive and facilitate change while making sure that those changes are strategically in line with the set business goals. Change has become a very vital and key factor, and a wise leader embraces these changes with open arms. The success of the organization and the people within it depends on these changes.

### 1.1.4 Types of Changes

Lippitt, Watson and Wetley (1958) categorized changes into 5 forms: - Spontaneous, Evolutionary, Fortuitous, Accidental and planned. Further, many scholars have tried to categorize the types of changes according to the scope of change. Changes have been divided as first and second order changes. The first order change is primarily concerned with the managing stability whereas the second order concerns the changes in the organization's elements in order to change a larger segment of the organization.

Nadler and Trushman (1989) categorized the types of changes based on their scope depending on the incremental and strategic changes. Incremental changes challenges the subsystems of the organization whereas the strategic changes influences and forces the entire system to change. Based on external activity triggering the concerned change, the changes can be reactive and anticipatory changes. Nadler and Trushman (1989) further divides the types of changes into four categories namely: -

- Tuning (incremental and anticipatory)
- Adaptation (incremental and reactive)
- Reorientation (strategic and anticipatory)
- Recreation (strategic and reactive)

Burke and Litwin (1992) further goes onto divided changes bases on their scope of change into transformations and transactional changes. Transformational changes are described as the changes happening due to the response of the external environment and influence the transformational factors (requiring new behavior of employees-mission, strategy, leadership and culture) whereas the transactional changes handle the organizational elements that are responsible for predicting and controlling the work climate. These elements include management practices, structures, systems, task requirement and individual skills. The transformational changes are involved with sections that require new employee behavior due to pressures by the internal and external atmosphere whereas the transactional changes indulge in psychological and organizational elements that tends to predict and control the motivational and performance consequences of the working atmosphere in the organization.

Stace and Dunphy (1994) further categorized changes in organizations based on the scale of change. They described the changes as: -

- Fine-tuning (Changes concerned with refining and classification of existing procedures)
- Incremental adjustment (adjustment of organizational structures)
- Modular transformation (divisional restructuring)
- Corporate transformation (organizations going through a revolutionary change)

Singh and Garg (2002) described the areas of change management as:-

- Technology: - This aspect is concerned with the design and layout of the manufacturing facilities, flow of data and information sharing, automation of organization system and processes, introduction of new technology, etc.
- Organizational systems: - This area of change management focuses on working places which are related to production, maintenance, marketing, sales, IT, quality, etc. It also works towards linking each and all practices.
- Organizational structure: - The prime area included in this change are the various hierarchical levels, cadres, span of control, communication, coordination, etc.
- People: - This are of change includes management attitudes, motivation, coordination, objectives, etc.
- Culture: - It includes flexible working atmosphere, team spirit, group work, leadership present within an organization.

### **1.1.5 Resistance towards Change**

During the years many scholars and researchers have provided with countless definitions associated with resistance. Ansoff (1988) describes resistance as a concept that introduces unexpected delays, costs and instability in the process of change, whereas according to Schein (1988) resistance is an enemy of change. Bemmels & Reshef (1991) and Block (1989) stated that any particular employee who attempts to stop, delay or hamper the process of change can be said to be a resistant. Paton and McCalman (2000) believe that no matter how successful or how important a change is to an organization, the organizational culture will always try to protect itself thereby creating a degree of employee resistance. Majority of the researchers have outlines the main triggers of resistance to be fear of the unknown, uncertainty, fear of losing power, internal conflicts or the fear of losing something of value. According to Zander resistance is the behavior of an individual which an employee undertakes to protect himself from the effects of real or imagined changes.

Armentrout believes that it is not so easy to overcome resistance towards changes unless and until the top management or the change leader is able to identify the employee's behavior regarding the proposed change. According to Petrini and Hultman the various types of employee behavior could be an indication of resistance towards the proposed change. These examples are listed below: -

**Table 1: - Symptoms of Resistance**

<b>Symptoms of Active Resistance</b>	<b>Symptoms of Passive Resistance</b>
<ul style="list-style-type: none"> <li>• Being Critical</li> <li>• Trying to find flaws               <ul style="list-style-type: none"> <li>• Fearing</li> </ul> </li> <li>• Distorting Facts</li> <li>• Starting Rumors               <ul style="list-style-type: none"> <li>• Arguing</li> </ul> </li> <li>• Blaming and Accusing               <ul style="list-style-type: none"> <li>• Manipulating</li> <li>• Intimidating</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Agreeing verbally but not following through</li> <li>• Failure to implement the proposed change               <ul style="list-style-type: none"> <li>• Withholding information</li> </ul> </li> <li>• Allowing change to fail without putting an effort</li> </ul>

The reasons behind an employees’ resistance towards change are plenty however they may differ based on the individuals personality. There might often be a mixed reaction towards a proposed change where one employee may react in a favorable manner however the other may react in a negative manner.

Gregory and Griffin (2000) believe that different triggers result in creating a stressful environment for employees to work in thereby decreasing their work ability and comprehension to accept changes and cooperating with the proposed changes by the change leaders. Kumar & Kamalanabhan (2005) believe that in order to cope up with the stress employees need time and it is the role of change leaders to provide resources such as trainings in order to help employees cope up with the proposed change.

Zander (1950) pointed out 6 major reasons for resistance towards the proposed change: -

1. The employees are ambiguous about the nature of change and are afraid who will be affected by that change.
2. The employees have different interpretations about the proposed change and its impact.
3. There are other stronger forces preventing individuals from accepting the change.
4. Personal interests in directing the change.
5. There is often a lack of participation from employees.
6. Ignorance of pre-established institutions in the group

Kotter further describes four common reasons for employees to resist the proposed change. The four reasons are desire not to lose something which employees value, a misunderstanding of the change and its after affects, a belief that the change does not make sense for the organization and a low tolerance towards change. The most important categories of resistance are outlined below: -



1. Fear and Threats: - Researchers believe that one of the primary reasons for employees resisting the proposed change is the belief the employee will lose something valuable or there is a sense of fear that the outcome of the proposed change would make their situation worse.
  - The fear of the unknown: - What worries the employees is the fact that what they should accept. The employees start doubting their abilities whether they could handle such kind of a change or not. They are always thinking how the new means and methods would affect not only the organization but them individually as well.
  - Job-security: - Employees often see technological and other improvements as threats because they believe that with advanced and efficient means their individual's skills would not be of use.
  - Job Status: - If employees feel that their job position or responsibility would change and reduce and would be given to someone else then it creates an atmosphere where change is not welcome.
2. Misunderstanding: - There is often the case that employees do not really understand or comprehend the implications of the change and they start to resist the change from the get go. Researchers believe that as long as the employees believe that the risks outweigh the benefits from the change, they will be afraid of the change and will resist it. The most common situation for such is when there is lack of trust between the change leader and the employees.
3. Different Assessments: - Everyone has a different perspective of seeing things and assessing the proposed change is no different. The change leader or the top management often tend to view change differently than the employees and they fail to communicate the necessity and advantages of the change. Sometimes even the top management or the change leader have the impression that they have all the relevant information and the other employees or those who would be affected by the change have the same information. Kikaprick believes that resistance is not always a bad thing because sometimes the change is bad or may not be so successful for the organization and during those times the resistance is justified.
4. Low Tolerance for change: - Some employees view the proposed change as a threat instead of an advantage. Most employees would not support a change unless they are really in need

for it. . In some situations even if the change is a good thing some employees would resist because they fear that they will not be able to achieve anything new out of it.

5. Wrong Methods: - One of the most common causes of resistance towards a change is the lack of confidence in that change effectiveness or successful implementation. One very important aspect is the timing and the source of information about the change. The means by which employees hear about the change is very critical. If employees find out about the change from someone other than the change leader then there are chances that they would resist the change.

## **1.2 Leadership in Change Management: - Challenges and opportunities**

Champion of change' it is the leaders, adaptive leaders provide direction, protection, orientation, conflict control and the shaping of norms while overseeing the change process within the organization. The creation and design of change process within the organization is most often a role of the leader with in it. Change process which tools and techniques, as well as the basic rules and controls in the organization are the mandate of leaders engaged in the management of change. Leaders are responsible for strategy decision and the reality of implementing the changes within the structure and work force of the organization. Leadership is widely regarded as the key enabler of the change process but there appears to be considerable debate about what constitutes good leadership (John Hayes, 2010).

Change is considered mainly an ongoing natural process which is inevitable in any organization and has to be reflected in 3 different levels; Individual, group and organization. On every of these level, it is the responsibility of a leader to play a role and In a natural sense people are sure reluctant to change so in order to get the best results as to how Leaders are able to manage this change, a look at both the external and internal factor needs to be considered. According to Kotter (1990), Leadership focuses on setting a direction and developing the strategies necessary to move in a particular direction i.e., creating and achieving a vision for change.

For the internal factors, a leader should pay close attention to the structure of the organization, management policies, style, system, and procedures as well as employees attitude. A leader should know that the culture of an organization is built on internal communication; this involves interpersonal relationships, training materials, Newsletters, and philosophical statements.

As regards to external factors, they are those factors that are beyond any leader's control. External factor changes is that affects an organization ranges from Government regulations, policies, Political, social, technological and economic actions. The economy is an external factor that affects the success of

any organization. It all narrows down to the ability for your clients to pay directly since that affects your bottom line.

Therefore a leader should know and value the importance of keeping employees happy, initiating courtesy and respect amongst one and another, realizing and commending their individual or group achievements. Leaders should also help constantly help employees identify with the missions and goals of the organization that is one of the ways employees are likely to stay much longer in any organization.

The manner at which an organization relates with its customers and public audience has a direct impact on the image an organization is trying to project. A leader should learn not to alienate the external audience because this to lead to the risk of losing your major source of income. A leader should ensure several means of tactful communication strategies or ways to help promote a positive impression and image of the organization, being open and engaging the public in some of the affairs of the organization is also a key factor.

### **1.3 Cultural Differences in Change Leadership**

Mahler (1997), Head and Sorensen (2005), George (2003) & Early and Erez (1997) believe that cultural and managerial beliefs and practices within an organization are directly related while the cultural values shape the various areas in the work-place, including expectations of the leadership style. According to Blazejewski (2006) a foreigner's leadership style could be inappropriate in a certain culture and the core principles in an international organization could be misinterpreted. Many researchers agree to the fact that problems increases when the change leader is a foreigner regardless of his competence level. Erez & Early (1993) state that it is important for organizations to take consideration when importing methods or techniques as they might be a mismatch with the local values and traditions and give ride to resistance among employees. Gopalan & Rivera (1997) and Hofstede (2001) lays emphasis on the fact that leaders from foreign countries are influenced by their own culture and tend to follow their own beliefs, values, practices and behavior and this might not suit the local culture.

It has been noted that several developing nations have experienced an increase in going international and have learnt to adapt themselves by creating a managerial approach that makes the best of both cultures (native and foreign). According to Thakur and Srivastava (2006) leaders of foreign origin fail to be effective in managing change in Indian culture as they are exposed to a totally different culture and traditions. According to Chatterjee (2006), Neelankavil (2000) and Gopalan & Stahl (2006), India is successful in combing the local and foreign values with the help of the every growing use of the English language, familiarity with the western education and the influence of the internet that has allowed people

to widen their beliefs and value system. The entire process in itself is time consuming and the influence of a foreign leader is limited in terms of Indian perspective.

It is a well-known fact that most Indians are hesitant to delegate and would accept an authoritative figure. According to Budhwar (2009) the traditional social structure of Indian relied heavily upon their superiors for guidance and direction. The strong impact and influence of the social relations especially the caste system and the religious dominance in the work place is still prominent in Indian organizations. Whereas in China, according to Sun (2009) The change leaders are mainly the top manager who initiates the process of change and informs he employees regarding the necessity of the change and may not always motivate employees to participate and as per Andreeva (2008) the employees might just receive orders from the top or are involved through some form of manipulation. According to Piske (2002), in socialist countries it has been observed that the employees refuse the invitation to indulge in decision making and would even consider such a move as a sign of management’s loss of orientation.

### 1.4 Concept and styles of Leadership

‘Leadership’ is a subject which still fascinates the minds of people in all aspects of life. The term in itself can mean different things to different people. The focus of this section would be on leaders of business enterprises who are responsible to make and run things smoothly during the transition phase of an organization. The table below represents some various forms of definitions for leadership.

**Table 2:- Defining Leadership (Various sources)**

<ul style="list-style-type: none"> <li>• Leadership is the influential increment over and above mechanical compliance with the routine directives of the organizations (Katz &amp; Kahn, 1978)</li> </ul>
<ul style="list-style-type: none"> <li>• “Management of doing things right, leadership is doing right things” (Peter Drucker)</li> </ul>
<ul style="list-style-type: none"> <li>• Bryman (1992) defined leadership as a process which influences society where the leader is responsible for directing certain member towards a certain objective.</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership is the ability of an individual to be able to motivate others to think beyond self and think collectively, contributing to the attainment of one vision making significant decisions and sacrifices willingly (House &amp; Shamir, 1993)</li> </ul>
<ul style="list-style-type: none"> <li>• Yukl (1998) broadly describes leadership as influencive processes which affect the understanding of events by followers, the choice of objectives for the organization, the organization of work activities to accomplish and cooperation from people outside the organization.</li> </ul>

The assumption that a transformational leader is required for radical; discontinuous change to occur is common amongst leaders and employees (Binney et al., 2005). Bass (1990) summarizes a transformational leader as someone who inspires employees to look beyond self-interest and self-goals by providing them with a vision or a sense of a higher purpose in regards to work, and communicates high expectations.

When one tried to implement leadership and change, it soon becomes clear that leadership does simply belong to one particular individual. Northouse (2004) viewed leadership as having four themes:-

- Leadership as a process
- Leadership involves influence
- Leadership occurs in a group context
- Leadership involves goal attainment

Therefore, in one way leadership can be defined as a process that involves influencing others to achieve desired goals.

“Leadership is regarded within the critical literature as a process based on interactions and social relations between people” (Senge, 1990; Yukl, 1998; Alvesson, 2002; Burgoyne and Pedler, 2003). Leadership cannot exist on its own or just within an individual, a minimum of one person (to be led) is required in order to note that leadership was indeed enacted.

Every person especially a leader has his/her own style of doing things and it is no surprise that even leadership styles comprise of an ever growing list. Some common examples of leadership styles are being presented in the Table 3 below.

**Table 3:- Some common Leadership Styles (Wore, Reardon and Bennis, 1995)**

<ul style="list-style-type: none"> <li>• Adaptive</li> <li>• Authoritarian</li> <li>• Charismatic</li> <li>• Collective</li> <li>• <b>Commanding</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Inspirational</b></li> <li>• <b>Logical</b></li> <li>• Participative</li> <li>• Relational</li> <li>• Servant</li> </ul>
<ul style="list-style-type: none"> <li>• Consensual</li> <li>• Democratic</li> <li>• Dictatorial</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• <b>Supportive</b></li> <li>• Transactional</li> </ul>

<ul style="list-style-type: none"> <li>• Emergent</li> <li>• Expert</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational</li> </ul>
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From Table 3 above there are 4 basic styles which are referred as Leadership Style Inventor (LSI) created by Wore, Reardon, and Bennis (1995). The *commanding* style focuses strictly on the performance and has a short term orientation. Leaders using this technique are highly product and result oriented. They are most successful when goal fulfillment is the main focus. They tend to learn better by their own success and failures than from others.

The *logical* style is for leaders who always have a backup. They insist on covering or considering all alternatives. They are focused on long-term goals and use analyses and questioning to achieve them. They are particularly effective when the goal is for strategic development.

The *inspirational* style of leadership is for leaders who are able to inspire others. Leaders adopting this style of leadership are able to develop meaningful visions for the future of the company by focusing on radically new ideas and they learn by experimenting. They present a high level of concern and encourage employees to follow the visions. They possess characteristics of being inquisitive, curious and satisfied as then tend to find radically new solutions.

The *supportive* style leaders emphasize on openness and operate more as facilitators than directors. They learn by observing outcomes and how others react to their decisions.

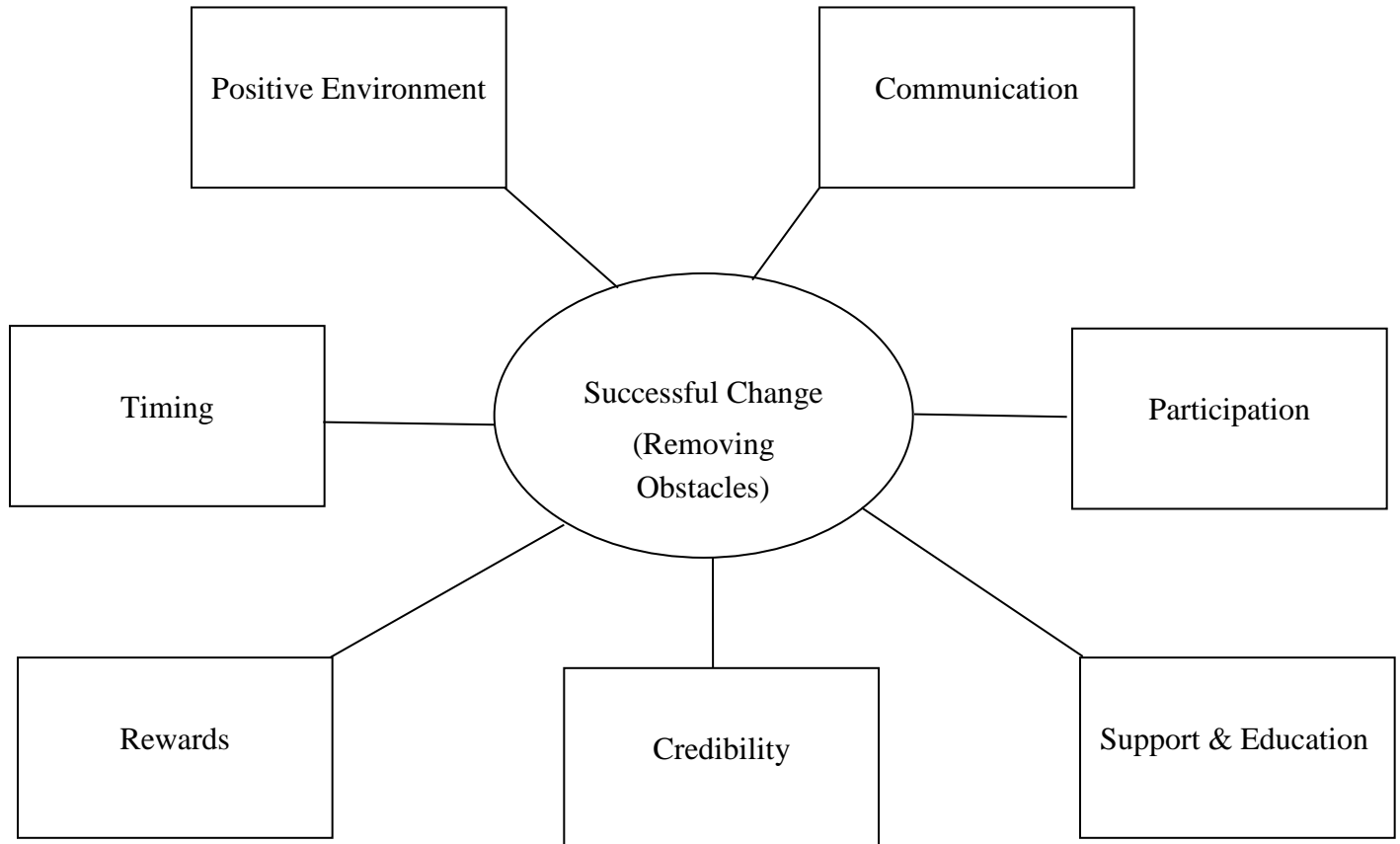
It is not possible for leaders to possess just one leadership style but in most cases it is seen that they possess a combination of these styles. Table 4 below depicts how these leadership styles vary in terms of their focus on, how others are persuaded, how leaders learn and rate of changes.

**Table 4: - Leadership Styles (LIS)**

<b>Leadership Style</b>	<b>Focus on</b>	<b>Persuasion Technique</b>	<b>Rate of change</b>	<b>Leaders Learn</b>
Commanding	Results	Directing	Rapidly	Doing
Logical	Innovation	Explaining	Carefully	Studying
Inspirational	Opportunities	Creating Trust	Radically	Questioning
Supporting	Facilitating work	Involvement	Slowly	Listening

## 1.5 Pre-conditions for Measuring Change Leadership

Plant (1987) proposed a model which enables leaders to organize the measures which are essential to effective change implementation. The model consists of a list of factors or conditions that would help a leader overcome resistance when implementing the necessary change.



*Figure 2: - Over-coming Resistance (Plant, 1987)*

The aspects of overcoming resistance as outlined by Plant (1987) in Figure 2 are discussed below:-

1. **Positive Work Environment:** - One of the most essential tasks for a leader is to create or provide employees with a positive work atmosphere. According to Caruth (1985) a leader should not wait for the implementation or even proposal for a change, and provide employees with a good environment so that it not only increases employee efficiency but also build an attitude of acceptance towards change among employees. This is often performed by explaining the reasons for change and creating a need for change in order to enhance company's performance thereby putting stress on Kotter's first step (Creating a

sense of urgency for change) towards managing organizational change. Piderit (2000) suggests that leaders to successfully create an atmosphere for employees where they feel safe in expressing their negative aspects towards the change.

2. **Communication:** - Many researchers have stressed on the importance of communication during the process of change. Kotter and Schlesinger (1979) have stressed on the fact that communication and informing employees beforehand is one of the most common ways in overcoming resistance to change. Employees tend to expect from leaders to be informed when the change will take place, how the implementation of change occur, what would be expected or how their roles would change and most importantly how will the company support and motivate them to be more committed towards the proposed change.
3. **Participation and Involvement:** - Many scholars believe that participation and involvement of the employees in the process change is the one of the primary and most effective measures to overcome resistance to change. Flower (1962) believe that leaders should provide employees with the opportunity to shape the change so that they feel it as their own. Kotter and Schlesinger agree with Flower as they believe that participation in change makes employees more open to the proposed change. Empowering employees with such process would result in higher commitment as employees feel that their opinions are being heard and taken into consideration. One of the key elements which a leader must take into account is to know how and in what to involve each employee during process of change, give feedback, and set achievable goals because not all employees are working on the same footing.
4. **Support & Education:** - During times of change it is very important for a leader to be supportive to his employees. According to Kotter providing training towards a new skill or listening and providing emotional and psychological support makes it easier for leaders to overcome the resistance barrier. By offering new training and development programs, employees tend to become more supportive towards the proposed change. Gilgeous and Chambers (1999) believe that it is critical for employees to speak out their fears and leaders should provide them with appropriate trainings related to mental and physical health to reduce stress during the change implementation phase. According to Fisher (1993) leaders should create a situation where employees start believing that the benefits of change are going to overshadow their personal cost as the perception and interpretations of employees affect resistance in a significant manner.



5. **Credibility:** - According to Reicher (1997) it is recommended to bring in experts or credible people to spread the message about the change as it always creates a positive and legal appeal to the employees regarding the proposed change. Reicher emphasizes on the fact that messages must be repeated and communicated with the employees through multiple channels in order to ensure that the information regarding the proposed change reaches to everyone. Such messages should not only focus on the positive aspects of the change but also the negative aspect should also be taken into account.
6. **Rewards:** - Folger and Skarlicki (1999) believe that the manner in which employees are treated in an organization can have significant influence on employee's resistance to change. Providing employees with benefits, recognition, promotion and the opportunity to involve them in creating efficient and positive change atmosphere, the employees would learn to accept change faster. According to Caruth (1985) when employees start believing that they are being treated fairly, they start developing positive attitudes and behavior towards the proposed change.
7. **Timing:** - Flower (1997) believes that not only the time for implementing a change is important but also communicating that change at the right time is also essential. It is believed that employees generally do not like surprising events therefore it is crucial that the information regarding the proposed change is being communicated at the right time.

The above created model is used as a platform for designing the research methodology. The model is used as means to create the questionnaire for the employees at Tata Motors in order to understand their perspective about changes and the means by which changes are handled at Tata Motors. A further detailed explanation about the methodology using the model is described in the next chapter of Research Methodology

## **2. RESEARCH METHODOLOGY**

Oliver (2004) describes research methodology as part of the research that shows the means of collecting data. According to Sarantakos (2005), research methodology aims to seek and gather useful knowledge, and in order to achieve this, the research design, data collection and methods of analysis must be chosen carefully in order to answer the research questions and meet the set research objectives. This section elaborates the research question along with the research variables and their measurements, followed by the research strategies and means of data collection

### **2.1 Case of Change Leadership at Tata Motors**

Tata Motors, a part of India's largest business group the TATA Group, is India's largest automobile company with revenues of over 30 billion US dollars in year 2014-2015. The researcher aims to analyze and build a case study on Tata Motors because it is not only India's leading automobile manufacturer but also a part of the Tata Group. The size and the dominance that Tata Motors holds onto the Indian and international markets make it an effective study for the concept of change leadership. The two major changes which are highlighted within this Master thesis and would be analyzed are: -

- Acquisition of Jaguar and Land Rover: -The acquisition of jaguar & land rover by Tata motors was caused because Tata motors were vulnerable to find strong competitor in the car market of India so they decided to go international and what would be much better than to acquire the British corporations owned by the ford motor company at that time, so they placed the highest bid to buy the jaguar and land rover and they succeeded. Even though the change happened almost 8 years ago, yet the change was significant enough that it needs to be studied as an example of successful change leadership. With the acquisition deal finalized Tata motors finally owned the two world renowned brands in luxury and sport utility vehicles. From the manufactures of locomotives to the luxurious cars Tata motors have proved to be the leader in bringing the changes in their section of competition.
- Introduction of The cheapest car, Tata Nano: - Tata Nano has set bench mark in small car manufacturing with the cast that is affordable by the common man that is \$2500, with Tata Nano, Tata motors have pioneered the changes in the city car section by keeping their promise. As Tata Nano is the exceptionally designed car with all the features of a normal car in it, proved again that Tata motors have maintained their reputation of being the leaders in bringing the change in the market and in the life's of their employees and their customers.

Taking into account the successful implementation of these two particular changes, the researcher makes an attempt to delve further into Tata Motors and analyze certain factors upon which the employees reacted and the means by which the change leader implemented the process of change and overcome resistance and other challenges.

## **2.2 Research problem and questions**

The main research problem to be analyzed is how effective is the change leadership at Tata Motors. This effectiveness would be measured using the quantitative research approach.

The main research questions: -

1. What challenges did change leaders faced during the change?
2. How was leadership practiced at the time of change?
3. How did change leadership overcome resistance towards change?
4. How did the change leader execute the process of change at Tata Motors?

## **2.3 Research Design**

Thomas (2003) describes the main purpose of the any research approach is to take out the findings from the frequent, dominant or significant themes. Knowledge can created through inductive and deductive methods. Easterby-Smith (2008) describes research design as statement which explains and justifies the data which is to be gathered, the source of and means by which it is gathered, and how the retrieved data will be analyzed and answer the research questions.

The empirical part of the master thesis would be analyzed and presented using both qualitative and quantitative research. Since the main aim of the thesis is not only to understand the concepts but also to measure the effectiveness of its implementation at Tata Motors. The subject of change leadership is a complex phenomenon where there is plenty of room for subjectivity. Therefore, the nature of research cannot rely solely on survey or questionnaire or just interviews. A normal employee may not be aware or cannot perceive the process of change management therefore it is essential for the researched to conduct face to face interviews with the key managers and employees involved in the change management process. This approach allows the researcher to gain flexibility to have discussions with the possibility of receiving clean and in depth understanding of the change process.

### **2.3.1 Quantitative Research**

Bryman and Bell (2003) describes quantitative research as a research strategy that stresses on quantification in the collection and analysis of data. This approach can be measured and quantified and

therefore possible to be presented in the form of numbers. Yin (1994) believes quantitative research to be a one way communication because of the way information is collected primarily by surveys or questionnaires with standardized options of alternative answers and influenced significantly by the researcher. Saunder, Lewin & Thornhill (2007) describes quantitative research to adapt and use a deductive approach.

Smith (1981) is of the belief that questionnaire must be kept simple and more self-explanatory in order to avoid misinterpretation of question from the respondents. The survey questionnaire consists a bunch of statements associated with certain factors where the respondents need to give their opinion regarding the situation or the perspective which they individually face during the process of change. The statements are primarily targeted at the role of leaders play in the eyes of the employees during the entire process of change. The statements are labelled on a Likert scale from being Strongly Disagree, Disagree, Neutral, Agree and Strongly Disagree. The purpose of this tool is to measure the effectiveness of change leadership based on the following 7 factors (explained in section 1.5): -

1. Communication
2. Support and Education
3. Participation
4. Credibility
5. Positive Work Environment
6. Rewards
7. Timing

The above mentioned factors determine as to how successful were the change leaders in overcoming resistance towards the proposed change.

### **2.3.2 Qualitative Research**

A research which cannot be mathematically or statistically processed or expressed. According to Morgan & Smirchich (1980) qualitative research is more of an approach than a particular set of techniques and its appropriateness which is being derived from the phenomena which is being explored during the research. Mangan, Lalwani & Gardner (2004) postulated that in order to gain a better knowledge and understanding which is essentially required to recognize the complexities and ambiguities associated with

the research topic. Bryman & Bell (2003) describes qualitative research as a research strategy that usually emphasizes on words than quantification in collection and analysis of data, this however means that qualitative research does not employ measurement. It concerns the mere ideas, feelings and attitudes.

The reason for conducting this kind of research is the nature if the master thesis. The study requires questions which attempts to build relationship between the concept of leadership and change management and combine to make a study about Change Leadership. This study aims to analyze the concept of change leadership existing within the Tata Motors and examine how the process of change is handled and executed by the leaders.

In-depth or unstructured interviews are one of the most common and widely used measures of data collection for qualitative research purpose. Burgess (1982), Webb & Webb (1932) describe interviews as a form of conversation with a purpose. Therefor for an interview the following questions have been formulated in order to gauge the process of change management and the means by which change leaders successfully execute change overcoming resistance towards the change.

**Table 5: - Qualitative Research Design (Research Questions and Interview Questions)**

<b>Research Question</b>	<b>Questions</b>	<b>Focus</b>
General	For how long you have been in the position of power dealing with process of change?	Determines the criteria that the respondent is suitable since he has been in charge of managing the process of change.
1. What challenges do leaders face during change?	What were the challenges that you and other leaders faced while implementing the change?  How do you manage resistance towards the proposed change?	Challenges
2. How is leadership practiced at times of change?	What was your role as a leader during the time of change?  What changes can you observe prior to, during and after the change?	Leadership role and practices
3. How do change leadership overcome resistance to change?	What role as a leader do you play in managing resistance?  What are the key aspects that you keep in mind when addressing change to your	

	<p>employees?</p> <p>What, in your view, is important to make people ready for the proposed change?</p>	Resistance
<p>4. How does a change leader initiate and implement the process of change at Tata Motors?</p>	<p>How do you initiate the process of change at Tata Motors?</p> <p>What strategy do you employ when executing the change process?</p>	Change Process
	<p>What do you feel is the general perception amongst employees regarding proposed change?</p>	<p>It helps to understand the leader's mindset regarding employee perception throwing light on how he/she would handle a process of change.</p>
	<p>How are employees involved in the change?</p>	<p>It emphasizes on the fact whether employees are involved in the process of change or not.</p>

### 2.3.3 Data Collection

According to Yin (1993) the main sources of qualitative research are documents, interviews, archival records, direct observations and physical artifacts. The most common approach involves gathering of different kind of information in order to get the holistic view point of the researched topic. It is also believed that no single source can provide the full and completely picture, therefore a variety of sources must be consulted. The main source of data is the secondary data which according to Weidersheim-Paul and Eriksson (1997) can be described as the data or information that has already been gathered by other researchers with different purposes in mind.

In order to get the best results the most useful method for conducting research would be interviews and survey questionnaire. Flexibility provides the researcher a big advantage as it allows to ask follow up questions to respondents, the answers can be elaborated in a completely different way than when

conducting a survey also allowing the researcher to take into account answers in terms of non-verbal communication.

Primary data is intended to be collected through first-hand data collection. For this purpose, Tata Motors has been identified on the basis of certain criteria, the first criteria being it has successfully implemented change management. Organizational details shall be gathered through their published Annual Report, websites scripts, published materials etc. Specific details shall be obtained through emails. The Manager/ leader responsible for change management shall be conveniently interviewed through face-to-face meeting and such data shall be corroborated through questionnaires. Organogram, Management structure, Human Resources details shall be obtained to decide the number of interviews/ questionnaires. Response from the employees/subordinates shall be obtained through questionnaire method. Primary data shall be analyzed and interpreted to address the study hypothesis/ assumptions.

#### **2.3.4 Sample Size**

Lavrakas (2008) defines sampling as list of targeted population from which the sample is selected while Gill and Johnson (2002) describes sample size as a list of members of the research population from which a random sample may be withdrawn. Kombo & Tromp (2009) and Kothari (2004) describes sample size as a collection of units chosen from the universe to represent it. It is to be noted that any study which is able to collect too much data or information requires the researcher to determine the sample size else the collected data would be futile.

For quantitative research the sample population are the employees of Tata Motors who have been a witness to the process of change and are in a position to review the competence of their leaders to handle and execute that change. A sample size of 115 employees has been selected in accordance with the conversations with the HR department who plays a major role in identifying the employees during the time of acquisition of Jaguar and Land Rover and they take the responsibility of getting the survey questionnaire completed.

For qualitative research the sample size consists of leaders or men in power who are responsible for managing the process of change. Taking into the factors of respondent's availability, time and willingness a sample size of 3 leaders have been taken. The 3 leaders are the General Manager (GM) of Tata Motors, 2 managers/supervisors who aided in the process of change.

### **2.3.5 Data Analysis**

The results or data obtained from the quantitative research would be distributed among the 5 mentioned factors where each statement of every factor are to be rated on a Likert scale from 1-5 where: -

- Strongly Disagree=1
- Disagree=2
- Neutral=3
- Agree=4
- Strongly Agree=5

Once the data has been obtained the numbers would be coded in SPSS or MS Excel. Once all data has been collected from the respondents and coded with the numbers, the mean of each and every statement could be calculated and used to highlight the mind-set, drawback, satisfaction, etc. of employees regarding the change leadership existing within the organization.



### **3. EMPIRICAL RESEARCH ON CHANGE LEADERSHIP AT TATA MOTORS”**

#### **3.1 Company**

The **Tata Group** is an Indian multinational corporation which has its headquarters in Mumbai, India but enjoys a global presence. Established in the year 1868, Tata Group has not only grown in India but has earned a name and recognition internationally especially after acquiring several foreign companies. Being India's largest conglomerates, Tata Group reported revenues of \$108.78 billion in the year 2014-2015. The undertakings or companies under The Tata Group are either operating independently or the company is under the supervision and control of senior board members or Mr. Ratan Tata himself. That Tata Group holds almost 30 public limited companies with a combined market capitalization of about \$113.09 billion (as of 16 September 2015). Tata group comprises of Tata Steel, Tata Motors, Tata Consultancy Services, Tata Communications, Indian Hotel Company, etc. Trusts created by Tata Group control 65.8% of company shares

**Tata Motors Limited** is an Indian multinational automotive manufacturing company and a key holding of the Tata Group. Founder in the 1945, Tata Group has established as a manufacturer of locomotives under the name of Tata Engineering and Locomotive Company. It was not until the year 1954 that it launched its first commercial vehicle together in collaboration with Daimler-Benz. Tata Motors entered into the Indian car market when they introduced their first passenger car Tata Sierra in 1991. It was not until the year 1998 that Tata Motors managers to create a car which is full indigenous in all aspects from designing to its production. Later in 2008 they manufactured the cheapest car Tata Nano which has its own interesting reality that after having several complications though it made its golden mark in modern vehicular industrial revolution. Its products include passenger cars, trucks, vans, coaches, buses, construction equipment and military vehicles. It is one of the world's largest motor vehicle manufacturing company, fourth-largest truck manufacturer, and second-largest bus manufacturer by production volume.

Tata motors have several manufacturing and assembling plants throughout India and after January 2000 they have successfully established their production units in many foreign lands like Argentina, South Africa, Thailand, and the United Kingdom.

Tata Motor's is not only familiar with the concept of change management but also successfully implementing the change process. The organization has indulged itself in the change process in at least two major situations. The first situation dates back to the year 2001 where Tata Motors made the biggest

turnarounds in the history of the Indian Automobile Manufacturing industry. The success of the story can be attributed to the then M.D Ravi Kant who not only adopted the timely changes but also led the change in an effective manner. The second instance is the acquisition of prestigious British automakers Land Rover and Jaguar thus expanding their business operations on a global scale instilling the need of major organizational changes.

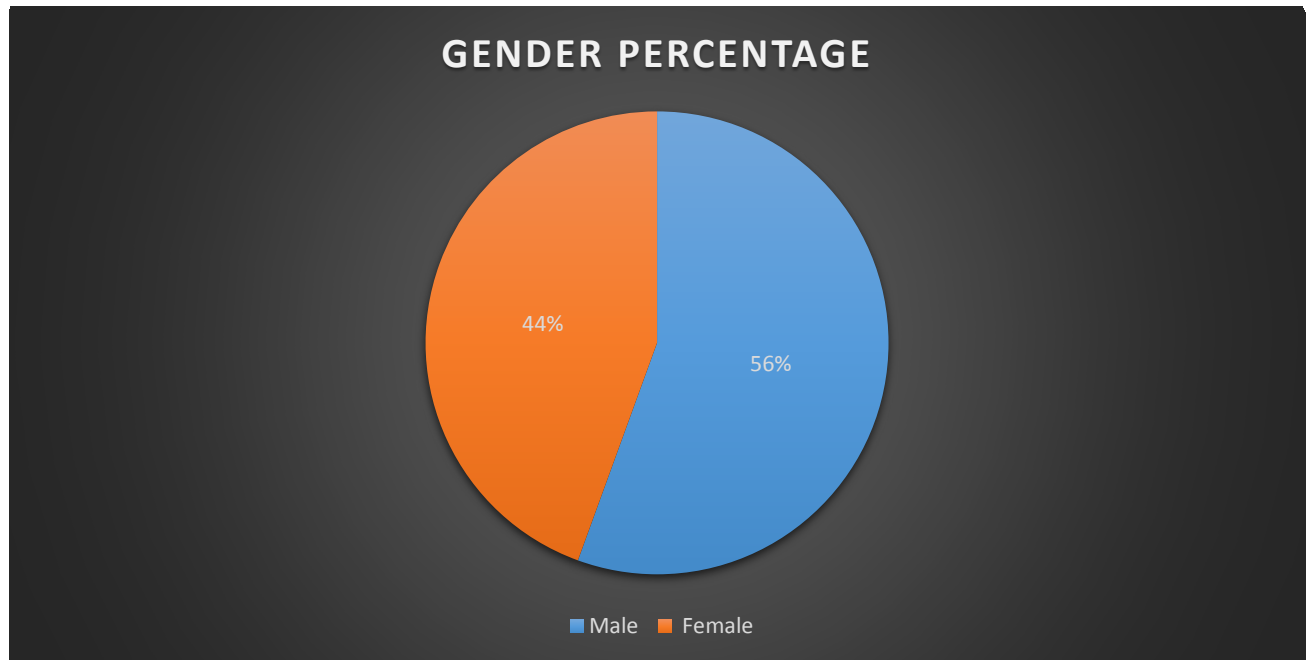
Today, Tata Motors ranks fifth in the world as a leading manufacturer of medium and heavy trucks having accounted for a 65.3% domestic market share while being the second in sales of passenger cars in the Indian market. Tata Motors have gone through some rough times when even the Indian commercial vehicle market was decreased by almost 40% resulting in a loss of millions of dollars which took everyone at the organization by surprise.

The latest endeavor for Tata Motors was the introduction of the “**people’s car**” which is considered to be the world’s cheapest car with the price tag of around \$2,500.

### **3.2 Research Findings and their analysis**

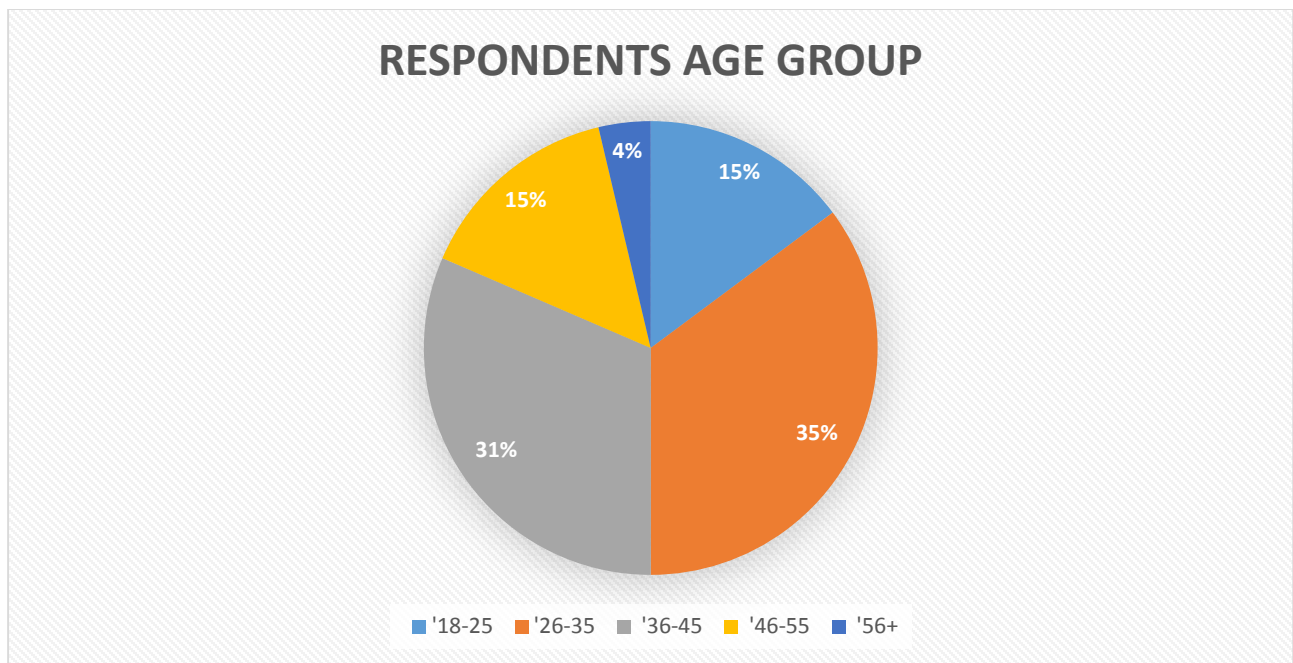
This section includes the research findings and their analyses based on the data obtained from the questionnaire and the interview at Tata Motors.

### 3.2.1 Quantitative Analysis Regarding Employees perception of Change Leaders competency to lead Successful Change



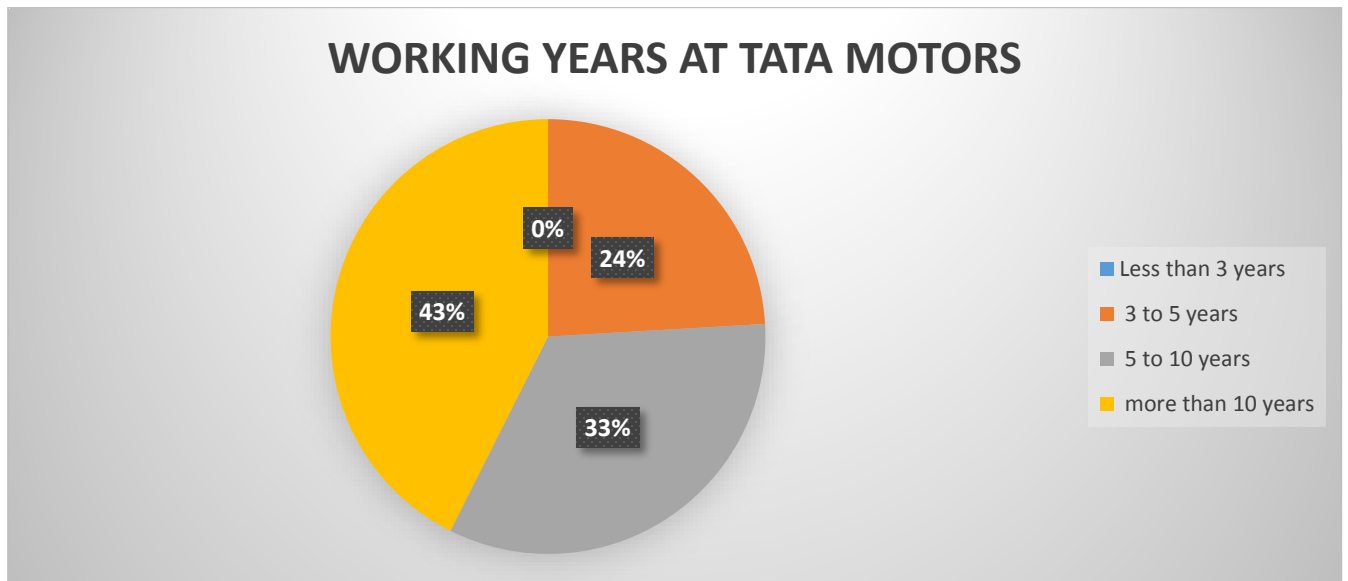
**Figure 3: - Respondents Gender Percentage**

In the above shown Figure 3 among the respondents 56% are males where as 44% are females. It is best that the respondents include almost an equal proportion of males and females in order to effectively measure the perception of the change leader as males and females might have certain different perceptions. Therefore as per the request of the researcher the HR was able to forward the survey to a mixed number of respondents. The gender representation is showcases because the reaction, expectations, etc. vary from males to females during the researched change. For example, due the change brought about by Tata Motors on acquiring Jaguar and Land Rover, certain employees had the possibility to go and work in UK. However, females tend to prefer some other form of incentives and motivation while males would tend to go with the option of going abroad to work. Therefore, it is essential to determine the gender of the respondents in order to gauge the different perspectives regarding the change and the change leader's behavior towards the change process.



**Figure 4:- Respondents Age Group Percentage**

The above Figure 4 represents the age group of the respondents. It can be noted that the majority of the respondents are between the age group of 26-35 accounting for 35% of the respondents where ages 36-45 represents almost 31% of the respondents. The respondent's age is important to consider because the changes may effects at different levels. It is to be noted that younger generation would be more receptive and accept change easily than the older generation. The younger generation are always looking for new and better opportunities however the older generation tend to look for a more secure and financial and recognition gains from the organization.



**Figure 5: - Years of Working Experience at Tata Motors**

The above shown Figure 5 represents the working experience of the respondents at Tata Motors. This is a critical aspect because the changes discussed analyzed within this thesis dates back to the year 2011 with the initiation of the Tata Nano and the year 2007 with global expansion with the acquisition of Jaguar and Land Rover. The respondents include 43% of the employees who have been working at Tata Motors for more than 10 years i.e. who have experienced both forms of changes whereas 33% of the respondents have been working at Tata Motors for at least 5-10 years and around 24% working for 3-5 years. This aspect is important for the research because it helps to identify employees who have experienced both the types of researched changes and are able to draw a difference in order to find what was performed wrong and when.

### Employee's perception of Communication during the process of change

**Table 6: - Analysis of employee's perception of the way change leader communicates**

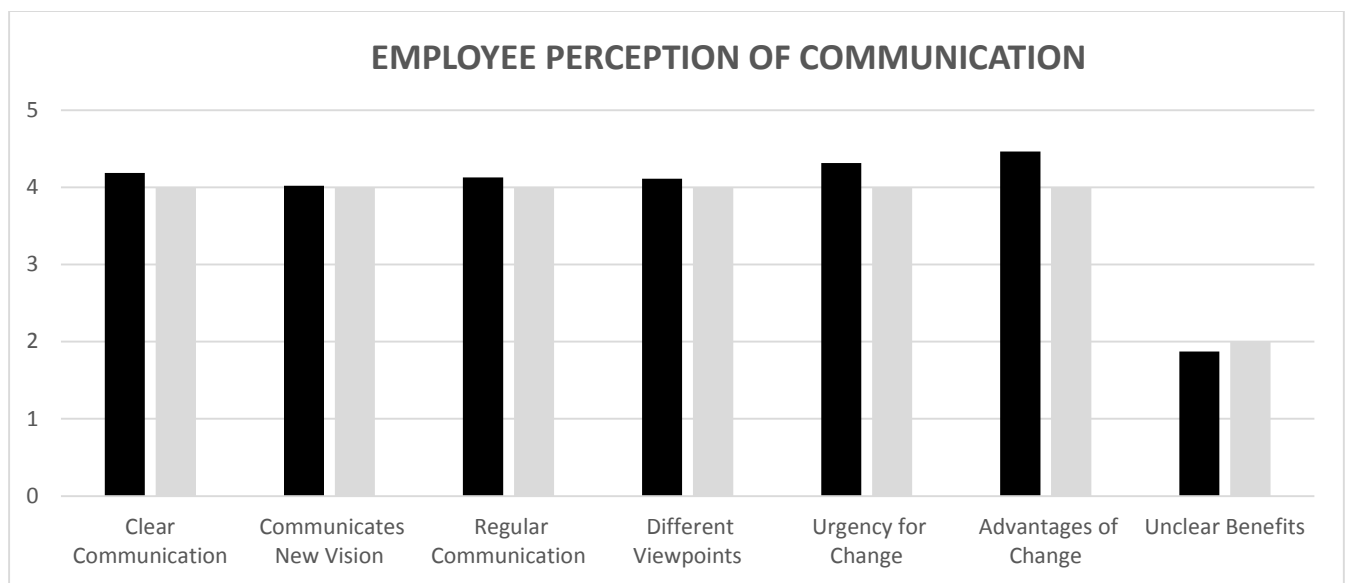
Statement	Disagree	Neutral	Agree	Total	Mode
Clear Communication	2	3	49	<b>54</b>	4
	3.7%	5.6%	90.7%		
Communicating New Vision	2	9	43	<b>54</b>	4
	3.7%	16.7%	79.6%		
Regular Communication	4	3	47	<b>54</b>	4
	7.4%	5.6%	87%		
Different Viewpoints	2	7	45	<b>54</b>	4
	3.7%	13%	83.3%		
Urgency for Change	0	1	53	<b>54</b>	4
		1.9%	98.1%		
Advantages of Change	0	0	54	<b>54</b>	4
			100%		
Unclear Benefits	47	5	2	<b>54</b>	2
	87%	9.3%	3.7%		

The above presented Table 6 represents the respondent's perception for the factor of communication during the process of change. Communication is an important factor for leadership and

during the process of change it is equally important. 90.7% of the respondents are of the opinion that the change leader makes clear communication with the employees regarding the initiation and ongoing change process. This statement is supported by majority of the respondents by answering agree thereby having a mode of '4'. The respondents also reveal that it is not only the clear communication but regular communication regarding the changes from the change leader that helps them feel safe and more acceptable towards the change. Almost 87% of the respondents agree on the fact that regular communication is not just in theory but is also practices at Tata Motors in some form or another. This particular aspect of regular communication during the times of changes has received an overall mode value of '4'

Another valuable information drawn from the aspect of communication is the change leader's able to take into consideration different viewpoints. It is impossible for an organization to take into account each and every one, however, viewpoints of key employees or employees who are needed to support and accept the change are taken into consideration. 83.3% of the respondents agreed to the statement with a mode '4' implying that they were content and appreciate the change leader's effort to taken their viewpoint into consideration. Urgency for change and the advantages of changes have received almost a perfect agreement as almost 98.1% and 100% of the respondents agreed to the statement with mode of '4' and '4' respectively. The initiators of change during the acquisition of Jaguar and Land Rover and the introduction of the cheapest car Tata Nano made it clear to employees regarding the urgency or the need to change. The message was communicated that in order to increase their global presence and enter into a completely new segment of cars i.e. luxurious cars was made clear, whereas the vision of Mr. Ratan Tata to make a passenger car for every home made the need for the product change quite clear. The benefits and advantages of these two changes were clearly stated.

However, what is to be noted that, who would benefit from the changes were unclear. Of course for a fact that Tata Motors would make significant benefits due the change, however, how the employees, especially the employees are the lower level were not made clear. This is possible due to the hierarchical level existing not just at Tata Motors but all major Indian corporations. The responses see an 87% of the employees disagreeing on the aspect of clear benefits and benefits for whom. The mode for this particular statement is measured to be at a low of '2'



**Figure 6:- Respondents Mean and Mode value in regards to Leaders Communication**

The above Figure 6 represents the change leader's communication competence. It is no surprise that communication plays a very critical role in effectively managing organizational changes. The questionnaire revealed that at Tata Motors change leaders take great effort in order to make a successful change. The respondents revealed that the change leader successfully implements Kotter's model of change management and the stages of communicating the urgency or the necessity of change and also communicating the new vision. With a mean of 4.5 the respondents make it clear that the change leader clearly communicates the advantages of the change on a regular basis. However, the change leader is unclear regarding who is getting what benefits due to the change. There is a strong communication between the change leader and the employees.

### **Employee's perception on their Participation during the initiation and process of Change**

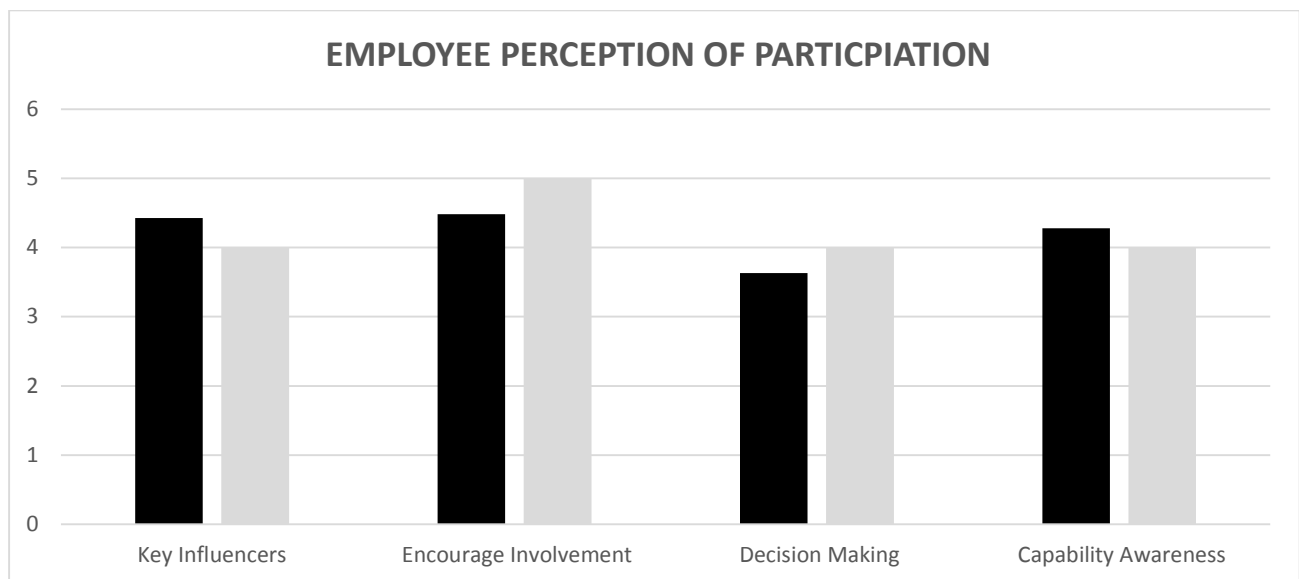
**Table 7: - Employees perception of Change Leaders ability to increase employee participation during the process of change**

Statement	Disagree	Neutral	Agree	Total	Mode
Key Influencers	0	2	52	<b>54</b>	4
		3.7%	96.3%		
Encourage Involvement	0	3	51	<b>54</b>	5
		5.6%	94.4%		
Decision Making	3	18	33	<b>54</b>	4
	5.6%	33.3%	61.1%		
Capability	0	4	50	<b>54</b>	4

Awareness		7.4%	92.6%		
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The above Table 7 consists of replies of the respondents of the factor of employee participation and the change leader’s role in increasing employee participation. From the analysis it is evident that the change leader plays a very important role in encouraging employees for participating in the process of change. The respondents strongly believe that the change leader is aware of who the key influencers are for the process of change. 96.3% of the respondents agree to the fact with a mode value of ‘4’. The identification and involving the key influencers of change is important for the change leader in order to remove obstacles and gather support for the change initiative. Another 94.4% of the respondents strongly to the fact that the change leader actively encourages employee participation during the process of change. The mode value recorded for this particular statement is strong agree at ‘5’. Encouraging employee participation through various measures like motivation, benefits, opportunities, etc. help the change leader to successful make the transition towards the desired change.

Once the change leader has identified the key influencers, he/she assigns various tasks and in turn give them freedom to make their own decisions. This decision making capability and empowering helps other employees to follow through and participate during the process of change. 61% of the respondents agree to the fact that the change leader does empower key employees to make decisions on their own, however a high 33.3% of the respondents are not sure whether it is empowering or just the act of duty. It is to be commended that as a change leader at Tata Motors, the change leader is aware of the capabilities of his/her employees. This is one of the most important factors for gathering support for the proposed change. A strong 92.6% of the respondents agree to the fact with mode value of ‘4’.



**Figure 7:- Respondents Mean and Mode value in regards to Employees Perception on Participation Level**



The above Figure 8 represents the respondents mean with respect to the employee participation during the change process at Tata Motors. With a mean of 4.5 employees at Tata Motors feel that the change leader motivates and encourages the employee to participate or involve themselves in the process of change. With a mean of 3.6 most employees are of the impression that the change leader does not give authority to everyone to make decisions. Depending of the level and prospects of change this decision making capability can either increase or decrease. However, in case of the organizational changes the decision making capability is low. According the employees, the change leader is aware of who the right or capable employees are during the change process. This fact focuses on another Kotter’s stage “Building a strong coalition” as it is seen the employees believe that change leader is not only aware of the capabilities of the employees during the change but also the key influencers during the process of change.

### Employee’s perception of having a Positive Work Atmosphere

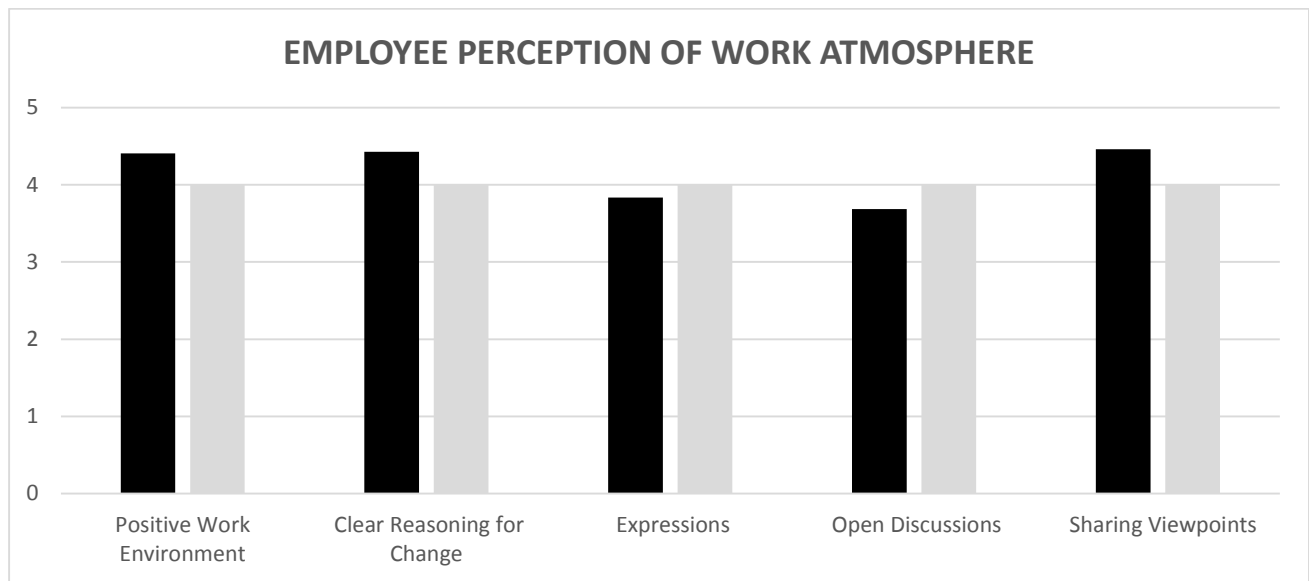
**Table 8: - Employee Perception regarding Work Atmosphere**

Statement	Disagree	Neutral	Agree	Total	Mode
Positive Work Environment	0	1	53	<b>54</b>	4
		1.9%	98.1%		
Clear Reasoning	0	0	54	<b>54</b>	4
			100%		
Expressions	0	15	39	<b>54</b>	4
		27.8%	72.2%		
Open Discussions	2	15	37	<b>54</b>	4
	3.7%	27.8%	68.5%		
Sharing Viewpoints	0	0	54	<b>54</b>	4
			100%		

The above Table 8 represents the respondent’s viewpoints regarding a positive work environment during the process of change. This aspect is necessary to analyze because if the work environment is disturbed then it might result in severe degree of resistance due to the unpleasant working condition. Therefore, when asked where the change leader is able to facilitate a positive work atmosphere, 98.1% of the respondents agree to it. The most common answer by the respondents was Agree with a mode of ‘4’. A reason for such positive work environment is the fact that nothing is kept as a surprise and a clear reasoning for the change is provided. Even though, clear reasoning is not needed at all levels of the

organizations, as a working rule at Tata Motors, the change leader provided and explains the need for change to everyone. With a mode of '4' the respondents agreed to the statement by a 100%.

Employees appreciate the efforts of the change leader to hold open discussions regarding the proposed change. A 68.5% of the respondents agree to the fact that they able to hold discussions with the change leader regarding not only the change, but the process of change as well. A 27.8% of the respondents hold a neutral stand on this aspect while a staggering 100% of the respondents feel that they are given a chance to share their viewpoints among themselves and hold discussion afterwards.



**Figure 8:- Respondents Mean and Mode value in regards to Work Atmosphere**

The above Figure 9 represents the corresponding mean in regards to the employee perception of positive work environment. From the questionnaire, the positive work atmosphere is measured by the employee's perception regarding the working conditions, expressions, sharing viewpoints, etc. From the above Figure it can be noted that the employees feel that the change leader encourages or creates a platform where the employees can not only share their ideas with one another but also share their viewpoints regarding the proposed change with the change leader. This aspect of change leadership was measured at a mean of 4.5. The employees themselves feel that the change leader provides a positive work atmosphere during the process of change as he clearly communicates the reason for change. Some employees feel that change leader does not hold open discussion regarding the proposed change whereas some do not feel safe to express their opposition for the proposed change.

## Employee perception towards reward during the process of change

**Table 9: - Employee perception regarding rewards during the process of change**

Statement	Disagree	Neutral	Agree	Total	Mode
Participation Benefits	0	0	54	<b>54</b>	4
			100%		
Fair Treatment	0	1	53	<b>54</b>	4
		1.9%	98.1%		
Respect	0	3	51	<b>54</b>	4
		5.5%	94.4%		
Recognition among colleagues	1	13	40	<b>54</b>	4
	1.9%	27.1%	70.1%		

The above Table 9 represents the analysis of the employee's perception of rewards during the process of change. It is well known that rewards are the most efficient means to motivate employees. The change leader is aware of what is needed by the employees and it is a common practice at Tata Motors to reward their employees for the contributions. The times of change are a crucial moment and the acquisition of Jaguar and Land Rover and the introduction of Tata Nano have been the most significant of changes that Tata Motors have ever ventured into. Therefore, it is no surprise that Tata Motors felt the need to reward its employees for their active participation and support during the process of change. It is absolutely clear from the respondents that the employees supporting or participating in the process of change is rewarded in some form be it monetary rewards, recognition, prestige, growth etc. The respondents without any doubt agreed to the statement with a mode of '4' with a 100%.

By principle, Tata Motors is known for its fair treatment of employees and the respondent's response towards fair treatment supports the fact that even during the times of change, employees were treated in a fair manner. 99.4% of the respondents believe that with their participation during the process of change, they were respected and acknowledged before their colleagues for their contributions towards the process of change. The factor of respect was met with mode score of '4' thereby implying that employees valued respect when it came to contributing the change because it was not look good if an influencing employees was to support and participate in a change that is going to bring harm to the employees then his/her reputation and respect among his colleagues would go down.



**Figure 9:- Respondents Mean and Mode value in regards to Rewarding of Employees during the Process of Change**

The above Figure 10 demonstrates the employee’s perception of how the change leaders reward the employees who indulge in the proposed change. Research with the employees of the Tata Motors show a very positive response where the employees are quite satisfied with the rewards. Most employees believe that the change leaders provides various kinds of benefits to the employee who willingly participate during the process of change. With a mean of 4.4 most employees believe that the change leader not only treats all employees in a fair manner but also treat all employees with respect. It is unclear how the employees perceive the idea of recognition among employees during the process of change, but based on the questionnaire, the employees feel that they don’t receive as much recognition as they would expect during the process of change by the change leader.

### **Employee perception regarding Education & Support provided during the process of Change**

**Table 10: - Employees perception regarding support and education provided during the Change**

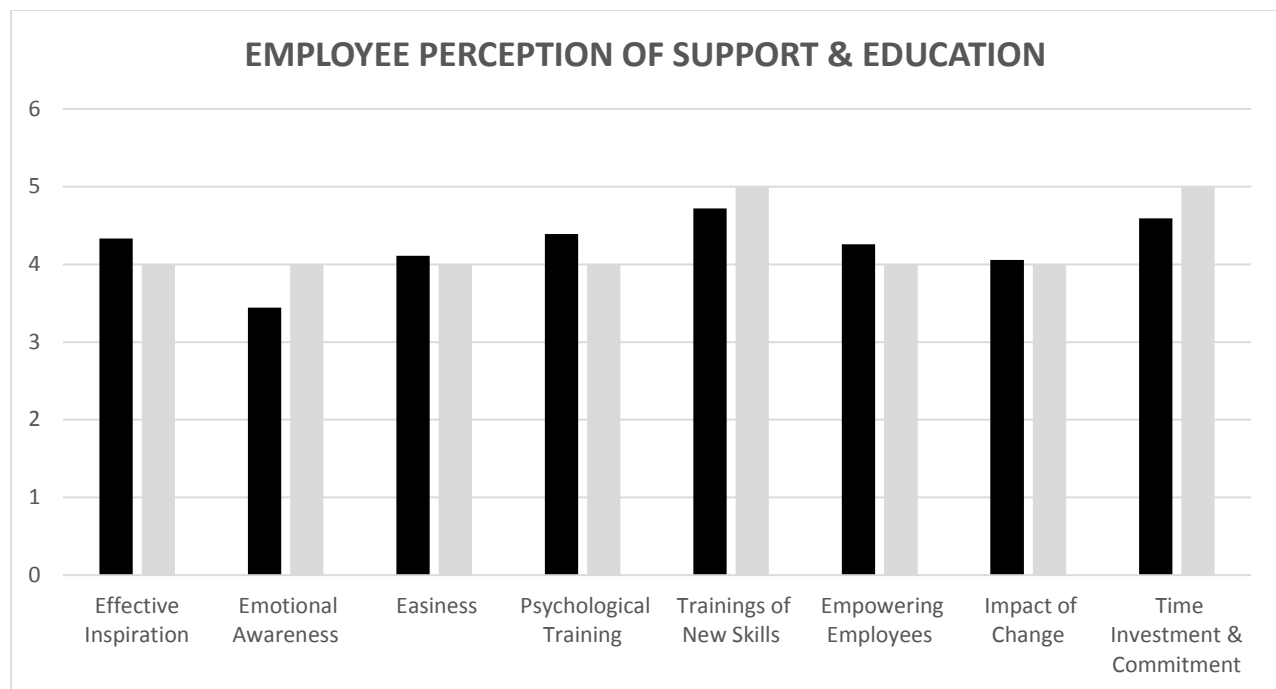
Statement	Disagree	Neutral	Agree	Total	Mode
Effective Inspiration	0	1	53	<b>54</b>	4
		1.9%	98.1%		
Emotional Awareness	5	20	29	<b>54</b>	4
	9.3%	37%	53.7%		
Easiness	0	7	47	<b>54</b>	4
		13%	87%		

Psychological Training	0	1	53	<b>54</b>	4
		1.9%	98.1%		
New Skills	0	0	54	<b>54</b>	5
			100%		
Empowering Employees		4	50	<b>54</b>	4
		74%	26%		
Impact	2	7	45	<b>54</b>	4
	3.7%	13.0%	83.3%		
Time and Commitment	0	0	54	<b>54</b>	5
			100%		

The Table 10 presented above represents the employee's perception of the training and support provided to them during the process of change. It has been noted by the respondents that the change leader puts in sincere amount of time and commitment towards initiating and implanting the desired change. The change leader and top management worked endlessly and throughout the initiation and the entire process of acquisition and introduction of Tata Nano. Both the changes required different set of trainings and support. The acquisition required some of the top level employees to adjust to the working conditions in UK whereas the working class need to be trained regarding the manufacturing and assembling of the luxurious cars which are completely different than the cars produced by Tata Motors in India. Therefore upon analyzing it is noted that a very strong almost 100% of the respondents agree to the fact that the change leader gives the process of change all his time and commitment with a strong mode of '5'. This dedication from the change leader inspires the employees even more when 98.1% of the respondents agree to the fact with a mode value of '4'

53.7% of the respondents believe that the change leader is able to understand what the employees are going through. The change leader is able to understand the emotions of excitement, nervousness, safety, eagerness, etc. of his/her employees. The change brings out a mix of emotions as some employees are excited about the new venture Tata Motors walked onto when it acquired Jaguar and Land Rover however at the same time some employees remain skeptical regarding their job security. The respondents appreciate the change leaders concern for the employees and credit him for putting them at ease by explaining the real purpose of change and the benefits that come along because of the proposed change.

A staggering 98.1% of the respondents agree to the fact that psychological training provided to them during the process of change helped them to cope up with the radical changes that were implemented. During the acquisition phased the workers were scared that they might lose their jobs due to foreign acquisition and bringing in new technology and advanced machinery which reduces the use of human resources. However, efficient consulting and support was given out the workers and they were made to believe that their jobs would not be hampered with and that they would be receiving trainings to a new set of skills that could be used for assembling the newly acquired automobile's. The set of new skills were rated with a strongly agreeing factor of mode '5' as many employees were trained in order to process working with the newly acquired changes.



**Figure 10:- Respondents Mean and Mode value in regards to Support & Education during the Change Process**

Training and Support are essential tools and techniques to improve employee efficiency and during the process of change it is no exception. The above Figure 11 represents the mean regarding the Support and Education provided by the change leader at Tata Motors during the process of change. Looking at Figure 9 it is evident that the employees are satisfied with the training and support provided by the change leader. With a mean of 4.6, employees are very happy and satisfied with the fact that the change leader not only spends time with the employees during the process of change but is also committed towards it. The change leader not only creates training for new skills to be developed by the employees but also provide psychological training in order to cope up with the changes. Some employees believe that the change

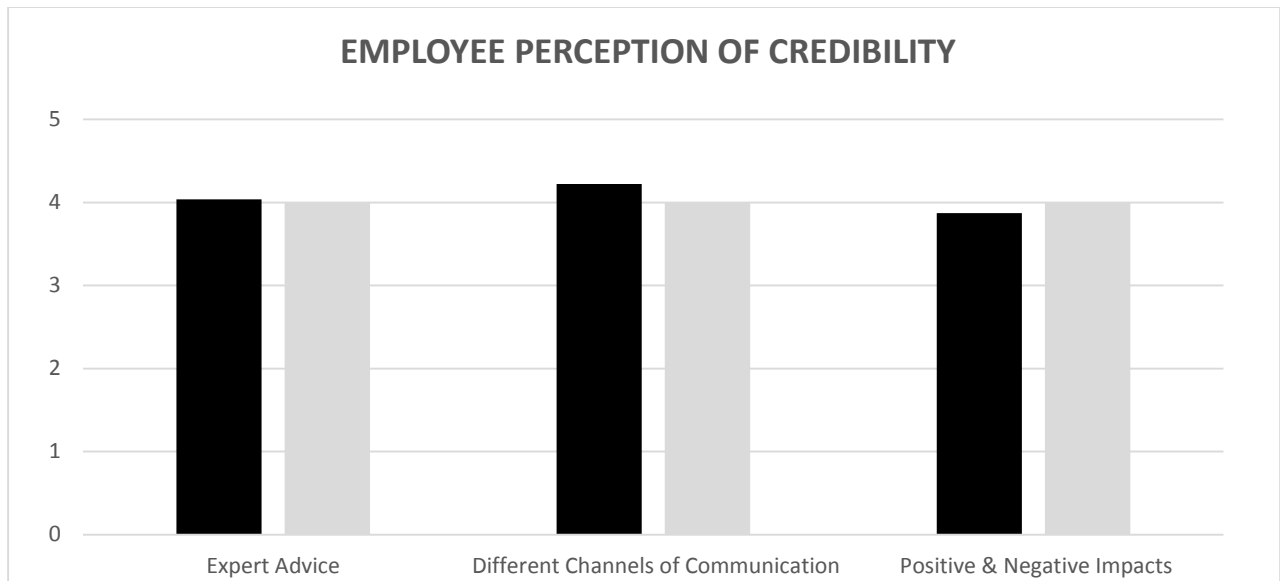
leader is not aware of their emotions during the process of change however he does understand the impact which the changes are going bring about in the working of the employees.

### Employee perception regarding the credibility of the change

**Table 11: - Employees Perception of the credibility of the change**

Statement	Disagree	Neutral	Agree	Total	Mode
Expert Advice	3	7	44	<b>54</b>	4
	5.6%	13%	81.4%		
Channels of Communication	0	3	51	<b>54</b>	4
		5.6%	94.4%		
Positive & Negative Impacts	6	9	39	<b>54</b>	4
	11.1%	16.7%	72.2%		

There are often times that organizations face that some of their decisions lack the credibility. Therefore, even during the times of change credibility plays a crucial role in gathering support and acceptance towards the change. A high of 81.4% of the respondents agreed to the fact that expert opinion was brought forward to not only the stakeholders but also for the employees in order to develop credibility for the proposed change. During the time of introducing Tata Nano, experts from the manufacturing, production research and development unit were called to verify the fact that the product launch is required. Back in 2007 when Tata Motors was about to close the deal with Ford regarding acquisition of Jaguar and Land Rover, the change leader called upon financial experts who could verify the fact that Tata Motors was in a position to not only acquire the company but also take it further and improve its sales and profitability. This enhanced the credibility of the change leader and allowed him to gather massive support towards the proposed changes. The mode for this particular statement is rated at '4'. The change leader employs all means of communication so that the message regarding the proposed change is carried to all levels of the organization. Every activity in a business has two sides to it, the good side and the bad side. Similarly, with change there are some positive impacts and some negative impacts. About 72.2% of the respondents believe that the change leader discusses both the advantages and disadvantages of change whereas 11.1% of the respondents believe that only the good things are mentioned while the bad impacts are kept hidden.



**Figure 11: - Respondents Mean and Mode value in regards to Employees perception of Change Credibility**

The above Figure 12 represents the credibility of the change in the minds of the employees. Often there are situations where the employees are hesitant to indulge into the process of change or to accept a change. The employees at Tata Motors say that experts back or explains the reasons for the change. The employees feel a sense of security when experts or specialists back the change leader's decision to implement or bring about the changes. With a mean of 4.2 employees feel that the change leader effectively uses different means of communication in order to reach all levels of employees during the change. The employee feel satisfied that the change leader is not being deceptive and that he/she elaborates or discussed not only the benefits from the change but also the drawbacks arising due to the change.

### **Employee Perception regarding the timing of change leaders**

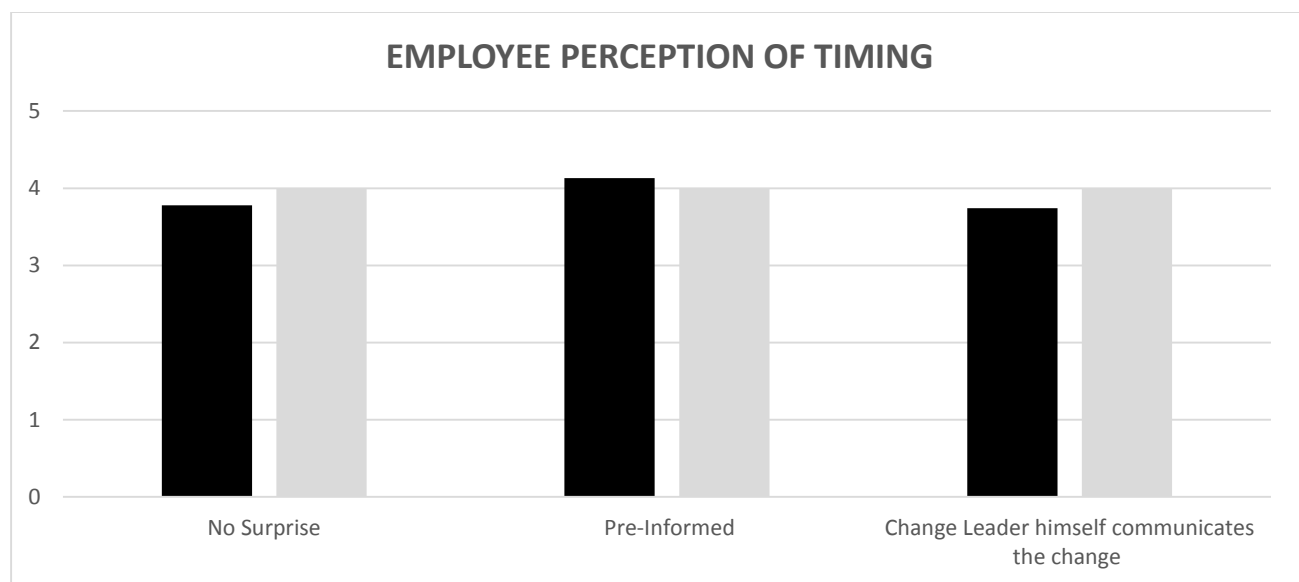
**Table 12: - Employees perception regarding the aspect of timing**

<b>Statement</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Total</b>	<b>Mode</b>
No Surprise	5	12	37	<b>54</b>	4
	9.3%	22.2%	68.5%		
Pre-Informed	0	7	47	<b>54</b>	4
		13%	87%		
Communication by change leader	6	13	35	<b>54</b>	4
	11.1%	24%	64.9%		

The above Table 12 represents the respondent's analysis for the factor of Timing. A 68.5% of the respondents agree to the fact with a mode of '4' that the change leader does not keep changes as a



surprise. A majority of the respondents are of the opinion that the change leader not only informs the employees regarding the change but also discusses about the change with the key employees. There are situations where employees might not be comfortable with hearing proposal of change from someone other than the change leader. The employees believe and trust the leader therefore they would prefer that the change leader himself communicates the change. For example, Ratan Tata had the visions of providing a cheap car to every household. With the new intent of change in production of his automobiles, Ratan Tata himself communicated the change in production to the employees. The employees appreciated the effort of the change leader and accepted the change that it was intended for. With a mode of '4' and 64.9% of the respondents agreeing to the fact that the change leader himself communicates the change.



**Figure 12: - Respondents Mean and Mode value in regards to Timing of Change Leaders**

The above Figure 13 represents the timing of change leaders. Most of the employee's state that the change leader at Tata Motors keep no surprises from the employees. With a mean of 4.1 most of the employees state that the change leaders inform about the changes beforehand. Very few employees feel that the change comes as a surprise to them. Employees appreciate the change leader's effort to communicate the change himself with a mean of 3.8.

## Employees Perception of Change Leaders Management Style

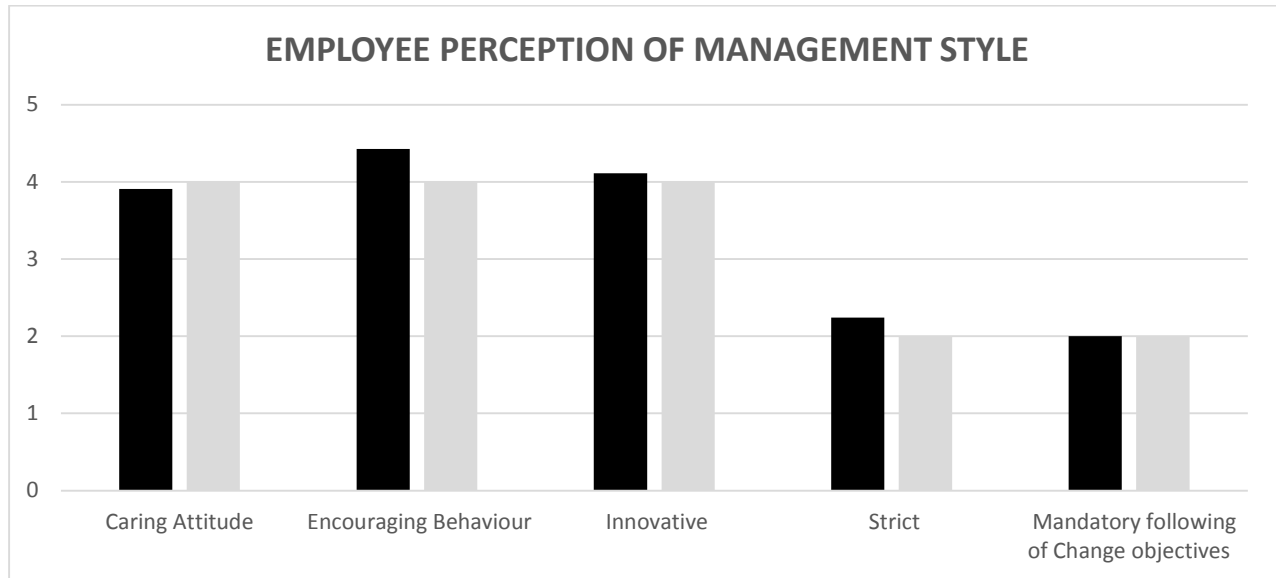
**Table 13: -Employees Perception of Change Leaders Management Style**

Statement	Disagree	Neutral	Agree	Total	Mode
Caring Attitude	3	11	40	<b>54</b>	4
	5.6%	20.4%	74%		
Encouraging	0	0	54	<b>54</b>	4
			100%		
Innovative	4	3	47	<b>54</b>	4
	7.4%	5.6%	87%		
Strict	38	9	7	<b>54</b>	2
	70.4%	16.6%	13%		
Mandatory	44	4	6	<b>54</b>	2
	81.5%	7.45%	11%		

The above Table 14 represents the employees perception of the leadership style adapted the change leader. From the table above it can be noted that 74% of the respondents feel that the change leader has a caring approach during the process of change. This caring approach helps the change leader to balance the employees and prevent any form of resistance. With the caring attitude the change leader at Tata Motors was able to identify what is worrying the employees regarding the proposed change and based on that proper steps were taken to put the employees at ease. A 100% of the respondents agree to the fact that the change leader holds an encouraging approach towards the employees when implementing the process of change. A high number of respondents agree to the fact that the change leader shows innovativeness when doing things and proposing the change. For example, no automobile manufacturer can phantom the idea of building a car for less than \$2000, but the innovative ideas and means of Ratan Tata made it possible for Tata Motors to create the car. Even though, the product was marked by failure yet Tata Motors is on the verge of making changes and bring back a more successful version of Tata Nano.

In terms of strictness, 70.4% of the respondents believe that the change leader during the time of the change is not strict but rather is encouraging. Strictness does not go well with employees and forcing employees to accept a change can be dangerous. Another 81.5% of the respondents rubbish the fact that the change leader makes it mandatory for employees to follow through the change objectives. The change may be happening with or without the happiness of the employees but there is no way it would be

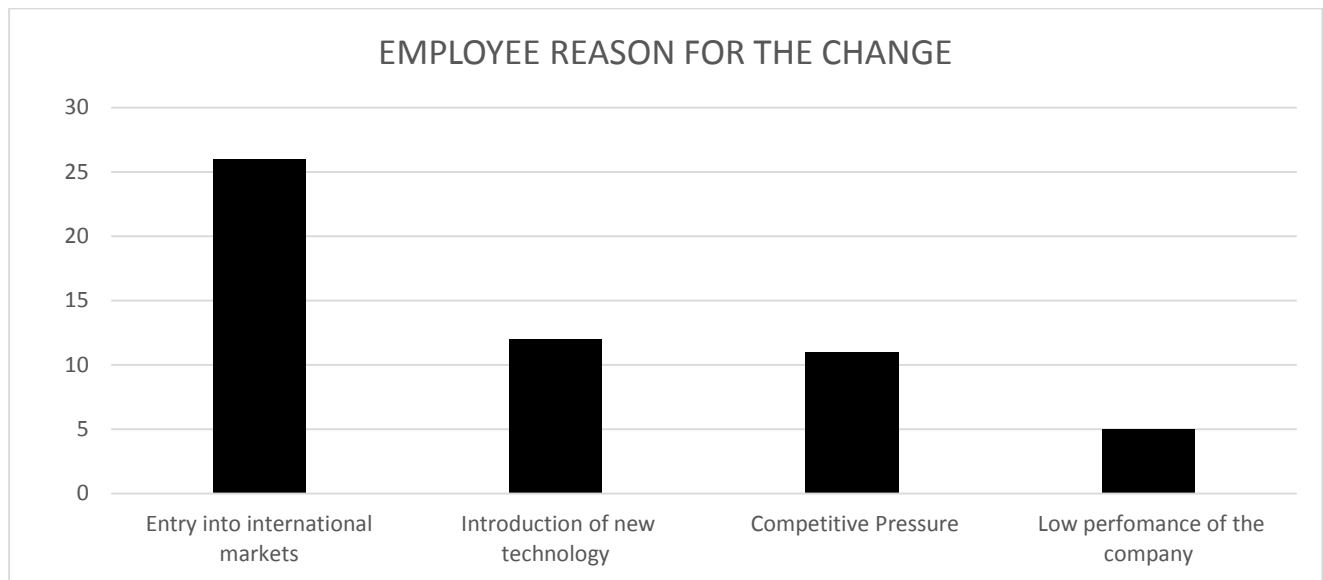
mandatory. However, the change leader uses all means to make employees accept the change and work with it.



**Figure 13: - Respondents Mean in regards to the Change Leaders Leadership Style**

The above Figure 12 represents the employee's perception of the change leader's management style. The research at Tata Motors show that the change leaders adapts a more caring and encouraging attitude towards their employees. Most employees with a mean score of 4.4 appreciate the encouraging behavior of the change leaders. Majority of the employees feel that the change leader is an innovative thinker which characterizes his initiation and commitment towards change. Very few employees feel that the change leader is very strict and not flexible towards the employees during the process of change. With a mean score of 2.0 the employees feel that the change leader makes it mandatory for employees to follow and fulfill the new change objectives.

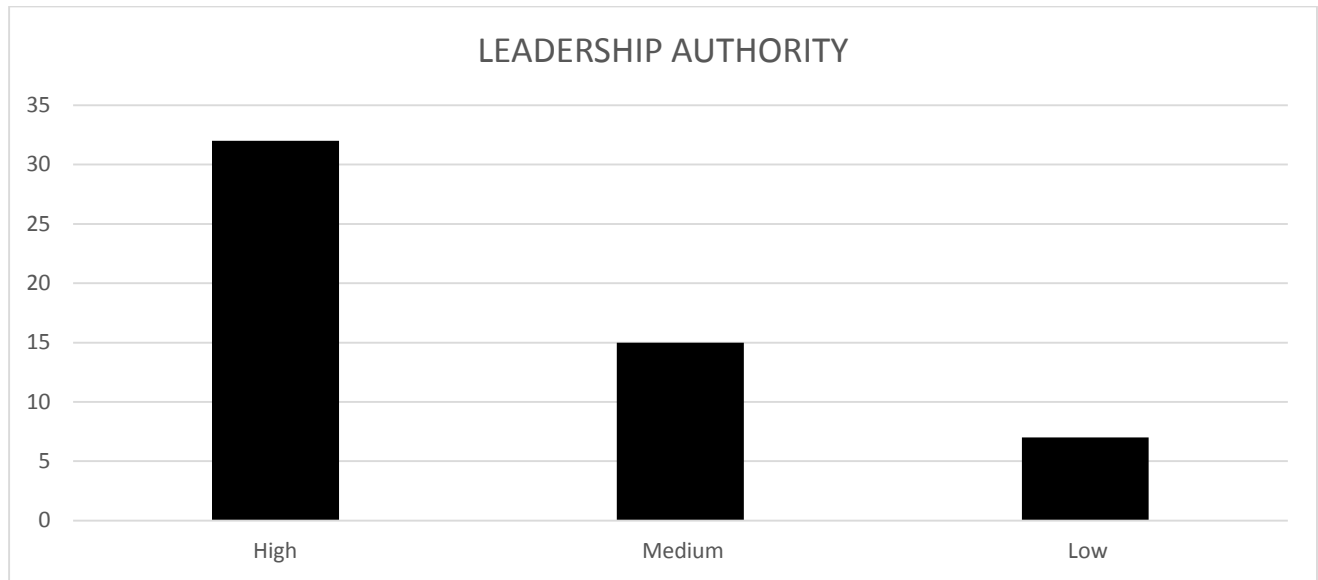
## Employee reasoning for the change: -



**Figure 14: Employee reason for the change to happen**

According to the above shown Figure 14, when the respondents were asked what according to them would be the reason for the change, 48.1% of the respondents believed that the change was to gain entry into the international market and that holds true with the situation of acquisition of Jaguar and Land Rover as the main motive for Tata Motors was to get an international entry and also enter into the market of luxurious cars. 22.2% of the respondents believe that the reason for the change was the introduction of new technology. The new technology is also true because Tata Motors adapts and brings in the best of the technology in order to create the world's cheapest car with a price tag of \$2,500. A 20% and 11% of the respondents believed that the reasons for the change could be attributed to the fact of competitive pressure and low performance of the company respectively. Many employees perceived that the launch of Tata Nano was because of the fact that Tata Motors lost quite a lot of money after acquiring Jaguar and Land Rover and trying to maintain and build its new image.

## Employee’s perception of the leadership authority



**Figure 15: - Leadership Authority during the process of change according to the employees**

The above Figure 15, represents the respondent’s perception of the change leader’s authority during the process of change. Almost 59% of the respondents felt that the change leaders authority style is high i.e. Autocratic, where all the decisions were made by the top management only. Whereas, only 28% of the respondents believed that the top management involved departmental heads during the process of change whereas only 13% of the respondents believed that the change leader adapted a participatory style of leadership and tried to involve everyone in decision making during the process of change.

### 3.2.2 Qualitative Analysis of the Change leaders approach towards handling Changes

Respondent 1: - Chief Human Resource Officer

Respondent 2: - Senior Vice President Product Planning and Program Management

Respondent 3:- General Manager, Lucknow Branch

**Table 14: - Interviewee response towards Change Resistance**

CATEGORY	STATEMENT
	<p><b>Respondent 1:-</b> “It is in the very nature of individuals to leave their comfort zone....there are times when we propose a change, some employees tend to resist it”</p> <p><b>Respondent 2:-</b> “When the Tata Nano project was initiated, a majority of the employees were skeptical</p>

<b>Resistance</b>	<p>regarding the success of the ‘world’s cheapest car’. There were some who opposed the change in product segment while some who saw new opportunities”</p> <p><b>Respondent 3:</b> - “Resistance brings out the best in organizations. During both the instances i.e. acquisition of Jaguar and Land Rover and the introduction of Tata Nano, Tata Motors encountered resistance from employees especially the workers (i.e. the lowest level of employees)</p>
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**Reflection:** - All the 3 respondents agree to the fact that no matter how good or beneficial is a change, there is always going to be some sort of resistance. There will always be people (employees) who would oppose the change just because they do not want to change their routine or habit of working. The main cause of the resistance have been identified as the uncertainty of the future. To overcome the resistance, the change leader needs to understand and identify the source of the resistance among the employees. The identification of the resistance helps the change leader to better the process of change so that the employees may feel comfortable accepting the change.

**Table 15: - Interviewee response towards the Role of Change Leaders**

CATEGORY	STATEMENT
<b>Leadership Role</b>	<p><b>Respondent 1:</b> - “In any scenario the role of a leader is very important and the process of change is no exception. The most important role for me as a change leader was to clearly communicate the need for change throughout the organization”.</p> <p><b>Respondent 2:</b> -“Leading from the front is a trademark quality of a leader and it is very essential that the change leader leads the change from the front through sheer determination and commitment. Apart from the communicating with the employees the change leader must ensure that the employees follow the process of change and for that the change leader must be seen as a</p>

	<p>motivator or an inspiration for other employees”.</p> <p><b>Respondent 3:</b> - “As a leader responsible for implementing the change the most aspect which needs to be focused on is the being the voice of the organization so that the change is heard to the lowest level of the organization”.</p>
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**Reflection:** - After concluding the interview with the 3 respondents, as a researcher it can be stated that the major roles that a change leader adapts are that of being the communicator, being a motivator and an inspiration for the employees. Going in depths in the interview it is evident that the role of the change leader is extremely crucial in order for the change to be successful. The respondents especially focused on their roles of communicating the need and urgency of the change to all levels of the organizations. The drawback for the communication is that due to the extreme hierarchical structure it is impossible for the change leader to reach to the lowest level of employees at Tata Motors. Another aspect of change leadership which the respondents stressed upon is the role of being the motivator. It is very essential for the change leader to not only lead from the front with sheer commitment but also involve and motivate employees to accept and become part of the process of change.

**Table 16: - Interviewee response towards the Process of Change**

<p><b>Process of Change</b></p>	<p><b>Respondent 1: - Same</b></p> <p><b>Respondent 2:</b> -“There is no one fixed process of change. During both the researched changes i.e. foreign acquisition and the launch of Tata Nano, the model of change that was adopted by us was the Kotter’s 8 step change process</p> <p><b>Respondent 3: - Same</b></p>
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**Reflection:** - According the interview only one interviewee responded on behalf of everyone. According to his response Tata Motors follows the Kotter’s 8 step model of managing change: -

- **Creating a Sense of Urgency:** - Although the acquisition of Land Rover and Jaguar was a radical change in itself in terms of its operations and global presence, however situation got even worse later due to mismanagement and the company’s making big losses after a few years of its

acquisition. Therefore, it was urgent matter in which the company need to make changes in order to recover. The company was successful in highlight the sense of urgency to its employees and shareholders.

- **Building a guiding coalition:** - According to the interviews the most important thing which the top management or the leader did when initiating a change was to gather all the key influencers and shapes of that change. He or she was aware of who would be taking care of the matter.
- **Communicating the new vision:** - Upon initiation of the change Tata Motors communicated the new vision. The new vision involved to reduce costs, improve working capital, and reduce investment and payroll costs. These changes were necessary and had to be communicated to all levels of the organization.
- **Communicate the need of change:** - The first and foremost thing that was under taken was to ensure that the reasons why the change was being implemented was communicated. On acquiring Land Rover and Jaguar from the Ford Group, Tata Motors would gain a global presence and would escalate its scale of operations and bring it into the segment of luxury cars as well. This was a very radical change and the need was clearly communicated. Similarly, for the introduction of Tata Nano, Mr. Ratan Tata himself made clear his vision of introducing the world’s cheapest car.
- **Empowering the employees:** - Since both the said changes are quite big and radical therefore it wasn’t for one person to make all the calls and make decisions. Employees are the right places were given tasks and were to make their own decisions who would be held accountable.
- **Create Short Term wins:** - Tata Motors was able to create short term wins by carefully handling its resources. The primarily reason for the delay of introducing Tata Nano was due to the fact that Tata Motors lost quite a big amount of money after acquiring Jaguar and Land Rover. However, after various cost cutting and changing the flow of funds, the success of Jaguar and Land Rover under Tata Motors started to get prominent.

**Table 17: - Interviewee response towards Employee Involvement**

	<p><b>Respondent 1:</b> - “Employee involvement at all stages of the process of change and at all levels of the organization is highly encouraged even though it is a challenging task”.</p> <p><b>Respondent 2:</b> - “Employee involvement during the change is important not just for the employee but it also</p>
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<b>Employee Involvement</b>	<p>gives a sense of security to the stakeholders regarding the success of the change”.</p> <p><b>Respondent 3:</b> - “Willingness of the employees to indulge in the change is in the hands of the change leader who through clear communication and motivation is able to win the employees towards the change”.</p>
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**Reflection:** - The interview with the 3 respondents at Tata motors revealed the fact that employee involvement during the process of change does matter. It is believed that the employee involvement at all level is not only important but also encouraged. However, for as big as Tata Motors, it is not practically possible to take into account each and every employee. However, key emphasis should be given to employees who are the influencers or who could influence the employees. For example, when Tata Motors was initiating the deal for acquisition of Jaguar and Land Rover, workers at the manufacturing level were encouraged with the help of the worker union. Once they union was convinced that the acquisition would not hamper the working and wages of the workers they actively supported and provided key inputs towards the radical change. From the stakeholder’s perspective, the involvement of employees and their willingness to work for the change creates a sense of security that the company is making the right decision. Stakeholders were very skeptical when Ratan Tata made the bid to acquire Jaguar and Land Rover because of its previous failed attempts to make profits. However, seeing a support from employees and others, it definitely changed their opinion.

Therefore, it is very important for the change leader to keep the influencing employees close to him during the process of change. With this they are able to encourage other employees to participate and indulge in the process of change.

**Table 18: - Interviewee response towards Understanding Employees**

<b>Understanding Employee Perception</b>	<p><b>Respondent 1:</b> - “It is a very important for me as a leader to understand the emotions and feelings of the employees. Knowing the perception of each and every employee is almost impossible but knowing of those whose actions matter is essential”.</p> <p><b>Respondent 2:</b> - “As a leader, I should be aware of how the change would impact the employees”.</p>
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	<p><b>Respondent 3:</b> - “Understanding the needs of the employees is very essential for a leader during the process of change. Bringing about the change from the top management is easy but we must not forget the employees working way below the hierarchical ladder”.</p>
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The above Table 18 represents the interviewee’s responses towards the change leader ability to understand the employee perception towards the proposed change. As a change leader it is best known what the change is going to bring to the organization, however, as an effective change leader he or she should be able to identify the consequences of change for the employees. It is the responsibility of the change leader to be aware of how and what will effect employees and at what level because of the proposed change. For example, the acquisition of Jaguar and Land Rover had different effects at different levels of the organization. The employees at the mid-levels or senior levels saw it as an opportunity to work internationally with the possibility of moving to UK to handle operations. However, at the lower workers level, the story was different, as some of them were scared that they might lose jobs as the company would bring in foreign workers or equipment in order to increase efficiency and decrease human labor. Therefore, as a change leader an attempt should be made to address to the needs of employees at all levels and proper effective understanding be reached among them.

**Table 19: - Interviewee response towards Trainings and Consultations**

<p><b>Training &amp; Consultations</b></p>	<p><b>Respondent 1:</b> - “Trainings and consultations are an important part of the corporate culture at Tata Motors. Detailed attention is given to equip the employees so that they are able to handle and accept the change in an effective manner”.</p> <p><b>Respondent 2:</b> - “Skill development program is initiate whose purpose is to train the employee with the new skills required after the change”.</p> <p><b>Respondent 3:</b> - “Training sessions are held on a regular basis for the employee to learn the new techniques or to better their performance during and</p>
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	after the change”.
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**Reflection:** - Training and consultation are very good and effective tools in order manage employees. The above mentioned Table 19 presents the viewpoints of the 3 interviewees regarding trainings and consultations for employees during the process of change. On delving further into the findings, it is noted that Tata Motors (as part of the whole Tata Group) pays a great attention towards trainings its employees and providing them with various kinds of consultations. The aspect of change that is being research is quite radical and therefore what kind of trainings and consultations were provided, it is essential to note. During the proposed change of acquisition of Jaguar and Land Rovers the employees were given consultations for providing psychological support so that they will see it as a growing opportunity and embrace the change which Tata Motors is going to enter into. Before this Tata Motors was primarily into heavy trucks and passenger vehicles (hatchbacks and sedans). However, with this acquisition, Tata Motors got into the manufacture of luxurious vehicles. This resulted in training sessions for the older employees regarding familiarity with the new product acquire while trainings for the new employees regarding the working of the company Tata Motors.

**Table 20: - Interviewee response towards motivating employees towards the change**

<b>Motivation</b>	<p><b>Respondent 1:</b> - “Employee motivation at Tata Motors is given utmost importance. Various benefits, incentives, career growth, etc. are used to lure and motivate employees to accept the change”.</p> <p><b>Respondent 2:</b> - “Motivating the employees at an earlier stage helps to reduces resistance towards the change. By clearly communicating the benefits and providing incentives to employees I am able to convince the employees to willing accept and involve in the change”.</p> <p><b>Respondent 3:</b> - “Different employees require different motivations therefore as a leader it is very important to understand the needs and requirements of the employees. It is impossible to take into account the needs of every employee therefore a general</p>
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	motivational process is established like providing incentives, career development, etc.”
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The above shown Table 20 represents the importance of motivation for involving employees to embrace the proposed change. Motivation is a very powerful managerial tool and attribute for a leader to be used in order to get things done as and how he wants. Handling and managing change successfully is not different. The change leader has the ability to motivate his employees to join him/her in order to embrace and accept the change. Every employees had different needs and desires and therefore would want different motivations from the leader. Some employees are motivated with financial rewards, while some are motivated with respect and recognition, some with opportunity to grow (promotions) and while some with the possibility to go abroad to work. For example, during the initiation of the acquisition, many senior level executives were motivated with the prospect of promotions or going overseas to handle operations in UK with the acquisition of Jaguar and Land Rover. During the introduction of Tata Nano, the workers from the manufacturing unit were motivated with better working conditions, better technology, etc. Therefore, it is up to the change leader to critically examine what motivates his key employees and then use that to motivate them to accept the change. The acceptance of change is like a chain process where when one joins and other see the benefits, then the employees keep on joining with time.

**Table 21: - Interviewee response towards the challenges faced during the change process**

<b>Challenges</b>	<p><b>Respondent 1:</b> - “Challenges tend to not only test the individuals capability but also puts the organizations efficiency under check. The most challenging prospect during the change was to convince the stakeholders and the employees”</p> <p><b>Respondent 2:</b> - “Two of the biggest challenges during the process of change was to communicate the idea of change even to the working class of employees and to coach the employees during that process of change.”</p> <p><b>Respondent 3:</b> - “When going through such major changes we as an organization had realized the major challenges from not only the employee perspective, but</p>
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Challenges and obstacles are common in every day to day business activities. The process of change is no exception especially for an organization like Tata Motors indulging in such a radical change like going global or introducing something as the world’s cheapest car. The above shown Table 21 represents the answers/statements obtained during the interview for the question regarding the challenges faced during the implementation of change. The interviewees mention several challenges not so quite different from one another. Convincing the stakeholders and the employees towards the change was quite challenging for the change leader. For example, the role of the change leader did not finish after acquiring Jaguar and Land Rover, however, he/she still needed a few more years in order to make the change successful as the acquisition started making profits. Communication is very essential tool for a leader, and especially during a time of change it is very important for the change leader to communicate with his employees. However, for an organization as big as Tata Motors, it is impossible for the change leader to communicate with each and every employee regarding the change and much more the workers or the lowest level of employees are often unaware of the process of change. It is also to be noted that since each and every employee may have different skills and therefore it becomes hard for the change leader to develop skills for everyone.

Overall, the research analysis revealed in depth the process of change and its benefits, challenges and importance. The change process has been successfully implemented at Tata Motors during both the times of acquisition of Jaguar and Land Rover and also during the time of introducing the world’s cheapest car Tata Nano. There were some issues and problems arising from the perspective of the employees, therefore the next chapter concludes the Master thesis along with recommendations to be considered during the next change initiative.

## CONCLUSION AND RECOMMENDATIONS

Having reviewed and analyzed the results obtained from the gathered data, this chapter is going to present a summary of the major conclusions drawn while making a sincere attempt to achieve the objectives of this particular Master thesis on Change Leadership at Tata Motors.

An extensive literature review was conducted in the initial stages of the thesis. The exploration of the literature review helped to not only understand the concept of change management but from a different perspective of change leadership. As a researcher it was possible to create a link between change management and leadership allowing for more understanding of the concept of change leadership. Change has been attributed as an everlasting feature of any organization. After the research I can venture to the fact that the very existence and survival of an organization depends on the change it makes to happen. The literature review helped to take into account various change management models with which organizations are able to successfully implement the proposed change however, this success depends on the leader who is initiating the process of change. Looking at the leadership perspective towards change i.e. as a change leader it is important to take into consideration certain factors which help overcoming resistance towards change making the process of change smooth and successful. The most common model of change discussed and used primarily in this research is the Kotter's 8 step model of change.

Tata Motors apart from being the leading automobile manufacturing company in India is also a part of the Indian corporate giant Tata Group. Tata Motors was chosen as organization to build a case study because of its size and influence in the market and the fact that has successfully implemented changes in last decade or so. The case study of Tata Motors was built primarily on two major changes being: -

- Acquisition of Jaguar and Land Rover: - This change was initiated for two primary reasons. One being to get into international markets making a global reach and presence and two, to enter into the market for the manufacture of luxury cars.
- Tata Nano: - This was a major change as Tata Motors had to get involved in a series of changes in order to bring Tata Nano, The People's Car, into the market with a price tag of \$2,500.

For the research, both quantitative and qualitative methods were used and the primary focus was the analysis of the above mentioned changes.

The quantitative analysis helped to gain an insight into the employee's perception of change leader's ability to handle change. The methodology involved was able to give an insight into how change leaders make an efficient and successful transition towards the change. The questionnaire helps to analyze how comfortable employees are during the process of change. The qualitative analysis is focused on understanding the process of change from the managerial perspective. On interviewing the chief human resource officer, senior vice president product and planning and general manager, the researcher is able to get insight into the aspects and practices of change management like resistance, role of leadership, process of change, employee involvement, trainings, motivation and challenges faces by the change leader when implementing the changes like the acquisition of Jaguar and Land Rover and the introduction of Tata Nano.

The empirical research analysis on Tata Motors revealed that the change leaders have played a very important role in effectively managing the change and handling the various challenges. The quantitative analysis revealed the change leaders role as a clear communicator who uses all means to encourage employee participation during the process of change by providing a healthy and positive work atmosphere. The change leader provides appropriate trainings and skills and successfully motivates employees to accept and embrace the change that was brought about. Even though problems occurred after the changes were implemented, but they were tactfully handled by the change leader within a few years.

The qualitative analyses helped reveal the major challenges which the change leader encounters. The two major challenges mentioned are to convince the stakeholders and employees to accept and participate in the process of change and to communicate not only the need for change but the benefits of change to all levels of the organization. Recommendations to overcome the challenges faced by the change leaders are mentioned below: -

- One of the drawbacks that were observed from the questionnaire was the fact that benefits at various levels of the organization were unclear especially at the workers level. In order to make clear the change leader could consult with the workers union regarding the proposed change and explain the benefits arising out of it for the workers. For example, the change leader could have explained to the workers union president the fact that after acquiring Jaguar and Land Rover, Tata Motors is not going to fire any workers but instead are going to provide comprehensive trainings in order to develop new skills and usage of technology.
- It has been proven theoretically and during the research that employees always favor a leadership approach that is not a results of power strategy or authoritarian approach as it not only complicate

matters but also provoke resistances among employees towards the change. The change leader must adapt into a more participatory leadership style when dealing with changes. Since, a vast majority of the respondents stated the change leadership authority as mostly autocratic, there is a greater need for more flexibility and employee's decision-making at all levels i.e. change leaders adapting a participatory style of leadership.

- Communication varies from level to level within Tata Motors. However, Tata Motors must take appropriate measure to transpire a communication strategy so as to create trust in management reducing the obstacles towards the change and creating acceptance of change among the employees at all levels of the organization.
- The management of the change leader should initiate and establish open and free means of communication allowing transparent flow of information and also providing valuable feedback. The research parameters focused primarily on communication as one way and failed to acknowledge the importance of feedback.



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## **APPENDIX A: - Questionnaire for the quantitative research**

Dear Respondents,

The questionnaire has been designed to understand the perception of employee's at the Tata Motors who have experienced and lived through the implementation and managing of the process of change. This questionnaire addresses two major changes i.e. Tata Motors acquisition of Jaguar and Land Rover and the introduction of Tata Nano. The questionnaire aims to find out how did the change leader behave during the process of change and what aspects of employee's did he consider when initiating and implementing the process of change. The questionnaire will focus on the change leader's behavior on factors such as communication, motivation, education and support, participation, work environment, rewards, credibility, timing and management style. The intention of using the data gathered from the questionnaire is solely for the academic purpose where the researcher is writing his Master Thesis on the topic of "Change Leadership at Tata Motors". The researcher undertakes to protect the anonymity of the respondents and to carry out the research and the use of all data collected by all ethical standards.

### **1. Age:-**

- 18-25
- 26-35
- 36-45
- 46-55
- 55+

### **2. Gender:-**

- Male
- Female

### **3. How long have you been working at Tata Motors?**

- Less than 3 years
- 3 to 5 years
- 5 to 10 years

- More than 10 years

4. Have you experienced or been effected by the process of change at Tata Motors?

- Yes
- No

<b>CRITERIA</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>COMMUNICATION</b>					
The change leader makes clear communication with the employees					
The change leader communicates the new vision to the employees					
The change leader sets up regular communications to keep the team informed regarding the proposed change					
The change leader regularly summarizes progress and takes into account different viewpoints					
The change leader communicates the urgency around the need for change					
The change leader communicates the advantages of the proposed change					

frequently					
The change leader is clear with the benefits arising from the change					
<b>PARTICIPATION</b>					
The Change leader is aware of the key influencers in shaping change					
The change leader encourages active involvement of employees					
The change leader allows employees to make decision during the process of change					
The change leader is aware of the capabilities of employees during the process of change					
<b>POSITIVE WORK ENVIRONMENT</b>					
The change leader provides a positive work atmosphere					
The change leader provides clear reasons for the need of change					
The employees feel safe to express their resistance towards the proposed change					
The change leader					

conducts open discussion with his employees regarding the proposed change					
The change leader creates a work atmosphere where people share views and ideas and exchange information with each other					
<b>REWARDS</b>					
Change leaders offer benefits to employees participating in the implementation of the proposed change					
The change leader treats all employees in a fair manner					
The Change leader treats all employees with respect					
The change leader publicly recognizes the extent of employee involvement towards change initiatives					
<b>SUPPORT AND EDUCATION</b>					
The Change leader effectively inspires people at work to embrace the change					
The Change leader knows which emotions employees are feeling					
The Change leader					



puts employees at ease by removing their fear due to the proposed change					
The Change leader arranges training for employees in order to cope up with health and stress during the process of change					
The change leader introduces trainings for new skill development needed due to the proposed change					
The change leader empowers employees to initiate the required change					
The change leader understand the impact of change on employees					
The change leader invests time and commitment in order to lead and support the drive for change					
<b>CREDIBILITY</b>					
The reasons for change provided by the change leader were supported by experts					
The change leader used different means of communication in					

order to get the message through to all employees					
The change leader not only mentioned the good aspects but also the negative side to the proposed change					
<b>TIMING</b>					
The change leader does not keep important decisions such as a proposed change as a surprise					
The Change leader informs the employees regarding the proposed change at the initial stages					
The change leader(s) is the one who informs the employees regarding the proposed change					
<b>MANAGEMENT STYLE</b>					
The change leader is caring towards the employees					
The change leader is encouraging					
The change leader is not scared to bring about innovative initiatives					
The change leader is strict toward enforcing					

rules and regulations					
The change leader makes it mandatory for employees to meet the company's change objectives					

In your opinion what prompted the organization or the change leader to think about the need for change?

1. Change in ownership
2. Introduction of new technology
3. Competitive Pressure
4. Entry into international markets
5. Change in company's top management
6. Low performance of the company
7. Other

Did the change leader involve any of the company's employees in the decision making about the implementation of change?

1. Yes- only top management
2. No
3. Yes- some middle managers
4. Yes-some normal employees as well
5. Yes- were specialists

How would describe the leadership authority of the change leader when it comes to implementation of the proposed change?

1. High (Autocratic- all decisions were made by the top management)
2. Medium (Some decisions were taken by the middle manager or head of departments)
3. Low (Participative- where a wide range of employees were involved in preparing decisions making and implementing the change)

## APPENDIX B: - Interview questions for the qualitative research

Research Question	Questions	Focus
General	For how long you have been in the position of power dealing with process of change?	Determines the criteria that the respondent is suitable since he has been in charge of managing the process of change.
1. What challenges do leaders face during change?	What were the challenges that you and other leaders faced while implementing the change?  How do you manage resistance towards the proposed change?	Resistance
2. How is leadership practiced at times of change?	What was your role as a leader during the time of change?  What changes can you observe prior to, during and after the change?	Leadership role and practices
3. How do change leadership overcome resistance to change?	What role as a leader do you play in managing resistance?  What are the key aspects that you keep in mind when addressing change to your employees?  What, in your view, is important to make people ready for the proposed change?	Resistance
4. How does a change leader initiate and	How do you initiate the process of change at Tata Motors?  What strategy do you employ	Change Process

implement the process of change at Tata Motors?	when executing the change process?	
	What do you feel is the general perception amongst employees regarding proposed change?	It helps to understand the leader's mindset regarding employee perception throwing light on how he/she would handle a process of change.
	How are employees involved in the change?	It emphasizes on the fact whether employees are involved in the process of change or not.