

for productivity, capacity, and competitiveness (Jönsson, Schölin 2016).

The field trips organized by Companies for its employees, whether it is related or nonrelated to understand and learn good manufacturing practices, is essential. In addition, experienced staff to create opportunities to disseminate their explicit and tacit knowledge of its products and processes (Rothwell, 2002) are important. Learning from the history, provide change leaders with access to historical data, as important as Jørgensen (2009) argued. However, in too many situations the change has resulted in a significant amount of waste and anguish in organizations according to Stanleigh (2008).

6 CONCLUSION

Changes to the company were not easy to come by, with a culture of strikes, work stoppages for various issues due to the resistance to change. As Eastman (2012) put it, resistance can be in many forms. Leadership was determined to create an investor friendly environment and turnaround complex manufacturing operation to a profit-making entity, thereby reap benefits to employees. In the change process, bringing discipline, improving working condition of employees, engagement of employees for the change process were key highlights. (Jönsson S, Schölin T 2016)

Transformational leadership is all about creating positive change, (Jönsson, Schölin 2016) motivation, morale and performance of the followers. Thereby bring about innovation and creativity, significant change in

the life of people and organizations. Cadres came down with freezing recruitments, (Lorange and Nelson, 1987) use of new technology, and change in systems, procedures, Training and development. When changes are being embraced company started to make profits, brought a good investor friendly environment and a good feeling amongst all stake holders. Maintaining minimum stocks, disposing of redundant assets, flat department structure, sharing and empowered teams, simple and transparent management, and logical approach to problem solving are some of the key highlights.

The ability to manage and adapt to change is an essential ability required in the workplace today. However, major and rapid organizational change is a challenge because of the structure, culture, and routines of organizations; are often reflects a resistance to change internally even with the external environment changes rapidly. These diverse range of change activities include ultimately to achieve customer satisfaction improvement, sales and revenue growth, cost reduction, process innovation, technology implementation, new market entry, through satisfied workforce Jørgensen et al (2009).

7 FUTURE RESEARCH DIRECTIONS

It is important to measure the effectiveness of the change in terms of financial performances, market share improvement, global competitiveness, customer satisfaction, shareholder value, and employee satisfaction etc holistically from different perspectives from different

stakeholders such as employees, customers, suppliers, and shareholders. Stanleigh (2008), in his recent surveys, according to 75 percent of CEOs do not yield the promised results in organizational change. Further state, change efforts fail to produce the expected and always produce unintended and unhelpful consequences.

Also, from the change point of view, it is noteworthy to observe and measure how effectively the change can be frozen, in other words sustained, in a duration to which it is practically possible. The commitment from different stakeholders, especially from the leadership and employees towards its sustainability.

After the fundamental changes are carried out, it is important to freeze the change and move on to next phase of technological advancements, (Velu, Khanna, 2013) with required shareholders financial commitment. As such it is noteworthy to study how the technological adaptation is feasible and sustained after a change procedure is completed.

After completely out sourced non-core areas, whilst sticking to the knit (Zhao 2009), the situation, has to be preserved into the future. As such effectiveness of the outsourcing after categorizing the firms' activities into core and non-core activities are worth studying

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