

## A Study on Employees' Adaptability to Rapid Organizational Change towards Kothari Sugars and Chemicals Ltd at Trichy

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### Abstract

Employee adaptability to rapid organizational change is a critical determinant of organizational success in dynamic industries. This study examines the level and nature of employee adaptability at Kothari Sugars and Chemicals Ltd (KSCL), Trichy a leading sugar and chemical manufacturing company in Tamil Nadu. The sugar and chemical industry is undergoing significant transformation driven by technological modernization, automation, and regulatory compliance, making adaptability a key workforce competency. A descriptive research design was adopted, with primary data collected through a structured questionnaire from 123 employees across various departments. Secondary data was sourced from books, journals, and company records. Statistical tools including Simple Percentage Analysis, Chi-Square Test, Correlation Analysis, and One-Way ANOVA were employed to analyze the data. Findings reveal that Technological Change (34.1%) is the most prevalent form of organizational change at KSCL. Training ( $r = 0.712$ ) and Leadership Support ( $r = 0.684$ ) emerged as the strongest drivers of employee adaptability. ANOVA confirmed that experienced employees demonstrate significantly higher satisfaction levels ( $F = 5.82, p < 0.05$ ). The study concludes that employee adaptability is a cultivated competency requiring strategic investment in training, leadership, and communication, and offers targeted recommendations for improving change management practices at KSCL.

**Keywords:** Organizational Change, Employee Adaptability, Change Management, Employee Performance, Workplace Transformation, Organizational Development

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**How to cite this article:** Mr. S. Sri Ram Prabhu, Ms. R. Shariiga, Dr. B. Velmurugan, A Study on Employees' Adaptability to Rapid Organizational Change towards Kothari Sugars and Chemicals Ltd at Trichy, Journal of Management and Science, 16(2) 2026 24-29. Retrieved from <https://jms.eleyon.com/index.php/jms/article/view/952>

**Received:** 1 April 2026 **Revised:** 30 April 2026 **Accepted:** 27 May 2026 **Published:** 30 June 2026

### 1. INTRODUCTION

Employee adaptability has emerged as a vital aspect of organizational management, especially in agro-based industries such as the sugar and chemical sector. In an era marked by rapid technological advancement, globalization, and competitive market pressures, organizations are increasingly recognizing that the adaptability of their workforce plays a crucial role in determining productivity, operational

continuity, and long-term sustainability. Employee adaptability encompasses the ability and willingness of employees to adjust their attitudes, behaviors, and skills in response to new demands, roles, and work environments. The sugar industry, particularly manufacturing units, relies heavily on continuous operations, often exposing workers to technological transitions, workflow restructuring, and policy revisions. In such an environment, employee

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adaptability assumes even greater importance. Kothari Sugars and Chemicals Ltd (KSCL), established in 1961, is the flagship company of the HC Kothari Group and operates two sugar manufacturing units in Tamil Nadu. The company also has facilities for co-generation of power, production of industrial alcohol, and bio-compost manufacturing, making it a comprehensive agro-industrial enterprise with a large and diverse workforce.

### STATEMENT OF THE PROBLEM

Employee adaptability plays an important role in ensuring smooth organizational transitions and sustaining productivity during periods of change. However, it is not clearly known whether employees at Kothari Sugars and Chemicals Ltd are adequately adapting to the rapid organizational changes occurring in the sugar and chemical industry. Technological modernization, environmental regulations, automation, and competitive pressures have significantly altered traditional work practices. Factors such as resistance to change, skill gaps, inadequate training, and poor communication may hinder employee adaptability. Therefore, this study aims to examine the level of employees' adaptability to rapid organizational change at Kothari Sugars and Chemicals Ltd, Trichy, and analyze the key factors influencing it.

### 2. OBJECTIVE OF THE STUDY

- To examine the level of employees' adaptability to rapid organizational change in the sugar and chemical industry.
- To identify the key factors influencing employee adaptability such as training, leadership support, and communication.
- To analyze the challenges faced by employees during technological and structural changes.
- To evaluate the impact of organizational change on employee performance and job satisfaction.

### NEED OF THE STUDY

Employee adaptability is essential for improving organizational efficiency, reducing resistance, and sustaining performance during periods of change. In a sugar and chemical manufacturing unit, employees work under conditions of continuous technological upgradation and process restructuring, making adaptability a fundamental requirement for operational stability. This study is needed to understand whether employees at Kothari Sugars and Chemicals Ltd are effectively adapting to the rapid changes occurring in the organization. It helps management identify gaps in training, communication,

and leadership support that hinder adaptation. The study also helps in reducing change-related anxiety, improving employee morale, and enhancing overall organizational performance. Another important need for the study is to identify gaps in existing change management practices so that management can take corrective action and introduce targeted interventions based on employee feedback and perceptions.

### SCOPE OF THE STUDY

The scope of the study focuses on the employees' adaptability to rapid organizational change at Kothari Sugars and Chemicals Ltd, Trichy. The study covers aspects such as technological adaptation, skill development, behavioral flexibility, and response to management policies during organizational transitions. It includes employees from various departments such as Production, Maintenance, Administration, and Quality Control to understand both managerial and worker-level perspectives. The study also examines the role of training, leadership support, and communication in facilitating adaptability. The scope of the study is limited to the selected organization and a specific period of time, and findings are based on data collected from employee responses.

### HYPOTHESIS OF THE STUDY

The hypothesis of the study refers to a clear, testable statement about the expected relationship between variables. It acts as a guiding framework for the investigation and helps determine whether the assumptions hold true when tested with data.

### RESEARCH DESIGN

Research design refers to the plan and structure of investigation to obtain answers to research questions. This study adopts a descriptive research design, as it describes the nature of organizational change at KSCL and analyzes employee adaptability levels. The study is structured and systematic in nature.

### 3. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods and techniques but also the methodology.

**SAMPLE DESIGN**

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it.

**SAMPLE SIZE**

Out of the total workforce, the sample taken amongst the employees, i.e., 123 respondents.

**4. METHOD OF DATA COLLECTION****PRIMARY DATA**

The primary data was collected from the respondents by administering a structured questionnaire and also through observation, interview and discussion with management. Researchers collect primary data directly from the subjects they are interested in. The questionnaire covered demographic profile, perceptions on organizational change, and

employee adaptability levels using a five-point Likert scale.

**SECONDARY DATA**

Secondary data refers to information that has already been collected, processed, and possibly analysed by others. For this research, secondary data was obtained through reliable sources such as internet databases, reference books, company records, and library resources. These sources provided supportive background information and helped in understanding the existing literature related to employee adaptability and change management.

**ANALYTICAL TOOLS FOR THE STUDY**

The collected data is analyzed using simple statistical tools such as:

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis
- ANOVA (Analysis of Variance)

**4. DATA ANALYSIS AND INTERPRETATION****GENDER OF RESPONDENTS**

S.No	Category	No. of Respondents	Percentage
1	Male	78	63.4%
2	Female	45	36.6%
	TOTAL	123	100%

**AGE OF RESPONDENTS**

S.No	Category	No. of Respondents	Percentage
1	Below 30 years	22	17.9%
2	30 – 35 years	31	25.2%
3	35 – 40 years	28	22.8%
4	40 – 45 years	25	20.3%
5	Above 45 years	17	13.8%
	TOTAL	123	100%

**TYPES OF ORGANIZATIONAL CHANGES IN THE FIRM**

S.No	Category	No. of Respondents	Percentage
1	Strategic Change	28	22.8%
2	Structural Change	31	25.2%
3	Technological Change	42	34.1%
4	Cultural Change	15	12.2%
5	Fundamental Change	7	5.7%
	TOTAL	123	100%

**EFFECTIVENESS OF CHANGE MANAGEMENT**

S.No	Category	No. of Respondents	Percentage
1	Strategic Change	28	22.8%
2	Structural Change	31	25.2%
3	Technological Change	42	34.1%
4	Cultural Change	15	12.2%
5	Fundamental Change	7	5.7%
	TOTAL	123	100%

**CHI-SQUARE TEST - GENDER AND SATISFACTION LEVEL**

**H<sub>0</sub>:** There is no significant association between gender and satisfaction level towards organizational change.

**H<sub>1</sub>:** There is a significant association between gender and satisfaction level towards organizational change.

Statistical Parameter	Value
Chi-Square Value	8.642
Degrees of Freedom (df)	4
p-value	0.071
Level of Significance	0.05
Result	Not Significant (H <sub>0</sub> Accepted)

The Chi-Square value is 8.642 with 4 degrees of freedom. The p-value (0.071) is greater than the level of significance (0.05). Hence, the null hypothesis is accepted. There is no significant association between gender and satisfaction level towards organizational change. This implies that both male and female employees have similar perceptions regarding organizational change at KSCL.

**CORRELATION ANALYSIS - KEY FACTORS AND EMPLOYEE ADAPTABILITY**

**H<sub>0</sub>:** There is no significant relationship between training, leadership support, communication, job satisfaction and employee adaptability.

**H<sub>1</sub>:** There is a significant relationship between training, leadership support, communication, job satisfaction and employee adaptability.

Variable	Correlation Coefficient (R)	Interpretation	12.2%
Training & Adaptability	0.712	Strong Positive	5.7%
Leadership Support & Adaptability	0.684	Strong Positive	100%
Communication & Adaptability	0.648	Moderate Positive	
Job Satisfaction & Adaptability	0.596	Moderate Positive	

The correlation analysis reveals that Training has the strongest positive correlation with employee adaptability ( $r = 0.712$ ), followed by Leadership Support ( $r = 0.684$ ), Communication ( $r = 0.648$ ), and Job Satisfaction ( $r = 0.596$ ). All correlation values

are statistically significant. Hence the null hypothesis is rejected. It is inferred that adequate training, strong leadership support, and open communication are critical drivers of employee adaptability during rapid organizational change.

**CHALLENGES IN THE PRODUCTION DEPARTMENT**

S.No	Category	No. of Respondents	Percentage
1	Technology Changes	45	36.6%
2	Workflow Changes in Manufacturing	32	26.0%
3	Lack of Communication	28	22.8%
4	Resistance to Change	18	14.6%
	TOTAL	123	100%

**SUGGESTIONS**

- The organization should invest in structured and continuous training programs focused on new technologies, digital tools, and automated systems to bridge the skill gaps among employees.
- Management should adopt a participative and transparent leadership style during change initiatives, involving employees in decision-making wherever feasible.
- Clear and transparent communication channels should be established during all change processes through regular town halls, briefings, and departmental meetings.
- Technological changes should be implemented in phased, manageable stages with dedicated IT support to reduce employee anxiety about new system adoption.
- A feedback mechanism should be put in place to allow employees to raise concerns and receive timely responses from management during change implementation.
- Senior, experienced employees should serve as internal mentors to guide newer employees through change transitions.
- Recognition and reward systems should be implemented to appreciate employees who demonstrate adaptability and willingness to embrace change.
- Pre-change orientation workshops should be organized before any major organizational change so that employees are mentally and technically prepared.
- A structured change management framework such as Kotter's 8-Step Model or the ADKAR Model should be adopted to systematically plan, implement, and sustain change.
- Post-change evaluations and reviews should be conducted to document lessons learned and make iterative improvements to the organization's change management capabilities.

**5. CONCLUSION**

The study on Employees' Adaptability to Rapid Organizational Change at Kothari Sugars and

Chemicals Ltd, Trichy reveals that the organization is undergoing significant transformation, primarily driven by Technological Change (34.1%), followed by Structural and Strategic changes. Employees are broadly aware of and receptive to organizational change, with the majority perceiving it as necessary for growth, innovation, and competitive sustainability. The most critical finding is that Training ( $r = 0.712$ ) is the strongest enabler of employee adaptability, followed by Leadership Support ( $r = 0.684$ ). This underlines that organizational change is as much a people management challenge as it is a technical one. Experienced employees exhibit significantly higher satisfaction and can serve as internal change champions. Despite the overall positive orientation, challenges in the production department particularly technological integration (36.6%) and lack of communication (22.8%) require targeted interventions. The study affirms that employee adaptability is a cultivated competency, and for Kothari Sugars and Chemicals Ltd to sustain its growth trajectory, a holistic and people-centric approach to change management is essential. By investing in training, leadership, communication, and organizational culture, the company can build a resilient, adaptable, and motivated workforce capable of navigating a rapidly evolving business environment with confidence and competence. improvement to enhance employee motivation, participation, and overall organizational performance. The study concludes that effective management practices and employee involvement play a significant role in achieving organizational growth and improving workplace efficiency.

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