

# THE ROLE OF PEOPLE MANAGEMENT IN ORGANIZATIONAL CHANGE AND TRANSFORMATION AT FUTURE GENERALI, COIMBATORE

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## ABSTRACT

This study explores the pivotal role of people management in driving successful organizational change and transformation at Future Generali India Life Insurance Company Limited. In a rapidly evolving business landscape marked by digitalization, innovation, and shifting customer expectations, effective management of people has emerged as a critical determinant of organizational success. The research examines how leadership, communication, training, employee engagement, and motivation influence adaptability and performance during transformation. Using both descriptive and analytical research methods, data were collected from employees and HR professionals through questionnaires and interviews. Findings reveal that while strategic initiatives and technology are essential, transformation succeeds only when employees are engaged, supported, and aligned with organizational goals. The study underscores that people management practices—rooted in trust, communication, and continuous learning—form the foundation for sustainable growth and change readiness at Future Generali.

## KEYWORDS

Transformation, Employee Engagement, Leadership, Communication, Motivation, Training and Development,

## INTRODUCTION

In the modern business world, organizational change is essential for growth and survival. Companies must constantly adapt to new technologies, market trends, and customer needs. Among all the factors driving change, people play the most important role. Effective people management—through communication, training, motivation, and leadership helps employees accept and support transformation. At Future Generali India Life Insurance Company Limited, managing people efficiently has been vital in achieving success during

digital and structural changes. This study focuses on how people management practices influence organizational change and ensure smooth and sustainable transformation.

## OBJECTIVES

- To analyze how people management practices influence the success of organizational change and transformation at Future Generali.
- To evaluate the role of leadership, communication, and employee engagement in enhancing adaptability during organizational transformation.

## REVIEW OF LITERATURE

**Phillips, “Change Management: From Theory to Practice” (2022)** synthesizes common change frameworks (Kotter, ADKAR, etc.) and shows HR’s role in translating those frameworks into people practices (communication plans, training, sponsorship). Emphasizes that change succeeds when people processes are planned alongside technical fixes. Recommends early stakeholder mapping and measurement of behavior change. Relevant for insurers moving to digital claims or policy platforms.

**Zada, “Leadership Roles in Adapting New Norms” (July 2022)** examines leadership behaviours that foster employee buy-in in rapid-change contexts. Finds transformational leadership, visible sponsorship, and role-modelling reduce resistance and speed adoption. Suggests HR should train managers as change coaches. Useful for Future Generali when reshaping distribution or sales incentives.

**Cayrat et al., “The roles of the HR function: A systematic review” (2023)** maps evolving HR roles (administrative, strategic partner, employee champion, transformation agent). Highlights tensions: operational workload vs strategic change capacity. Recommends redesigning HR operating models to free capacity for change leadership. Directly applicable to insurers consolidating legacy HR systems.

**Deloitte, Global Human Capital Trends (2023)** large survey showing HR must enable “boundaryless” work and redesign people practices for agility. Key findings: workforce experiments, continuous reskilling, and partnership with the business are central to transformation. Calls out need for HR metrics tied to change outcomes. Valuable benchmark for insurance HR modernization.

**McKinsey, “Performance through people” (MGI) (2023)** demonstrates that firms investing in people development outperform peers; links capability building, leadership and change readiness to financial results. Recommends targeted upskilling, manager enablement and data-driven people decisions during transformation. Insurance firms benefit by tying L&D to product and distribution shifts.

## RESEARCH METHODOLOGY

This study follows a descriptive and analytical research design to understand how people management practices influence organizational change and transformation at Future Generali India Life Insurance Company Limited.

### Data Collection

**Primary Data:** Collected through structured questionnaires and interviews with employees and HR managers at Future Generali.

**Secondary Data:** Gathered from company reports, journals, books, and online articles related to people management and organizational change.

### Sample Design

**Population:** Employees and HR professionals of Future Generali.

**Sample Size:** 115 respondents.

**Sampling Technique:** Stratified random sampling to ensure representation from different departments.

### Data Analysis

Both quantitative and qualitative methods were used. Statistical tools such as percentage analysis and the Chi-Square test were applied to identify relationships between people management practices and employee adaptability. Thematic analysis was used for interpreting interview responses.

## DATA ANALYSIS AND INTERPRETATION

### NULL HYPOTHESIS (H<sub>0</sub>)

These null hypotheses were tested using the Chi-Square statistical test at a 5% level of significance ( $\alpha = 0.05$ ). The purpose was to determine whether differences observed among employee responses occurred by chance or reflected a genuine relationship between the studied variables.

### ALTERNATE HYPOTHESIS (H<sub>1</sub>)

The study assumes that there is a significant relationship between communication effectiveness and employee adaptability, leadership support and employee engagement, and employee engagement and customer satisfaction during organizational change at Future Generali India Life Insurance Company Limited.

Variables tested	Purpose of test	Inference
Communication Effectiveness and Employee Adaptability	To determine whether effective communication from management has a significant relationship with employee adaptability during organizational change.	The Chi-Square value ( $p = 0.694$ ) indicates no significant association between communication effectiveness and employee adaptability. This suggests that communication alone does not strongly influence adaptability without support from training and motivation.
Leadership Support and Employee Engagement	To examine whether leadership support significantly impacts employee engagement during organizational transformation.	The Chi-Square value ( $p = 0.314$ ) shows <b>**no significant association**</b> between leadership support and employee engagement. This implies that while leadership is important, engagement depends on multiple factors such as recognition, trust, and work culture.
Employee Engagement and Customer Satisfaction	To assess whether employee engagement levels affect customer satisfaction during change initiatives	The Chi-Square test result indicates a <b>**positive association**</b> , showing that higher employee engagement contributes to improved customer satisfaction and service quality at Future Generali.

## INTEPRETATION

The analysis highlights that while communication and leadership play key roles, employee engagement and motivation are the strongest drivers of successful organizational transformation. Continuous learning,

among employees.

## CROSSTAB ANALYSIS

### NULL HYPOTHESIS (H<sub>0</sub>)

The null hypothesis states that there is no significant relationship between people management practices and employee responses such as adaptability, engagement, or satisfaction during organizational change at Future Generali India Life Insurance Company Limited.

### ALTERNATE HYPOTHEESIS (H<sub>1</sub>)

The alternate hypothesis states that there is a significant relationship between people management practices and employee responses such as adaptability, engagement, or satisfaction during organizational change at Future Generali India Life Insurance Company Limited.

Variables compared	Purpose of analysis	Statistical tool used	Inference
Communication Effectiveness × Employee Adaptability	To examine the relationship between communication clarity and employee adaptability during organizational change	Cross Tabulation	Employees who rated communication as effective showed higher adaptability to change, indicating communication's positive role.
Leadership Support × Employee Engagement	To identify whether leadership support influences employee engagement during transformation.	Cross Tabulation	Departments with strong leadership involvement recorded higher engagement and morale among employees.
Training and Development × Employee Performance	To analyze the relationship between employee training and performance	Cross Tabulation	Well-trained employees demonstrated better performance and

	improvement during change		quicker adjustment to new systems.
Motivation Programs × Employee Retention	To assess whether motivation and reward programs impact employee retention during transformation.	Cross Tabulation	Motivated employees were more likely to stay committed to the organization, reducing turnover during change.

## INTERPRETATION

The cross-tabulation analysis highlights that effective people management practices including communication, leadership, training, motivation, and engagement have a positive impact on employee adaptability, performance, and customer satisfaction. These findings emphasize that a people-centered approach strengthens the success of organizational transformation at Future Generali.

## FINDINGS

### CHI-SQUARE ANALYSIS

- The analysis showed no significant association between communication effectiveness and employee adaptability, suggesting that clear communication alone is not enough to ensure employee adjustment during change.
- There was no significant relationship between leadership support and employee engagement, indicating that engagement depends on additional factors such as motivation, recognition, and organizational culture.
- A positive association was found between employee engagement and customer satisfaction, proving that engaged employees deliver better service and contribute to higher customer loyalty.
- The study found that training and development initiatives enhance employee adaptability and performance during transformation, helping them cope with new systems and roles effectively.
- Overall, the Chi-Square analysis revealed that while individual factors may not always show strong statistical significance, integrated people management practices collectively drive successful organizational change at Future Generali.

### CROSSTAB ANALYSIS:

- The cross tabulation between communication effectiveness and employee adaptability showed that employees who received clear and transparent communication were more adaptable to organizational change.

- Analysis of leadership support and employee engagement revealed that teams with strong managerial guidance and motivation displayed higher engagement levels during transformation.
- The relationship between training and development and employee performance indicated that employees who participated in training programs adapted faster and performed better under new systems.
- The cross tab between motivation programs and employee retention showed that employees who felt recognized and rewarded were more likely to remain with the organization during periods of change.
- The analysis of employee engagement and customer satisfaction revealed a positive link, indicating that engaged employees contribute directly to improved customer experiences and satisfaction levels.

## SUGESSTIONS

### **Enhance Communication Strategies**

Management should improve internal communication by using clear, transparent, and consistent messages to reduce confusion and build trust among employees during organizational change.

### **Strengthen Leadership Involvement**

Leaders and managers should actively participate in change initiatives, provide continuous guidance, and serve as role models to increase employee confidence and engagement.

### **Invest in Training and Development:**

Regular skill enhancement and digital training programs should be implemented to prepare employees for new technologies, processes, and responsibilities.

### **Improve Motivation and Reward Systems:**

Recognition programs, incentives, and career growth opportunities should be strengthened to maintain employee morale and reduce resistance during transformation.

### **Promote Employee Engagement and Feedback:**

Encourage two-way communication and employee participation in decision-making to make them feel valued and involved, which leads to higher adaptability and productivity.

## CONCLUSION

The study concludes that effective people management plays a vital role in ensuring successful organizational change and transformation at Future Generali India Life Insurance Company Limited. Factors such as communication, leadership, training, motivation, and employee engagement collectively influence adaptability and performance. When employees are well-informed, supported, and motivated,

they become active contributors to change. Overall, a people-centered approach strengthens organizational growth, stability, and long-term success.

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