



# Action Against Change

## Case Study

XL Manufacturing Ltd. has been in operation for 25 years producing concrete products for supply to the construction industry. The company has enjoyed significant success in recent years and the workforce has now grown to 100 employees.

The company management is proposing to introduce a new computerised time-keeping and attendance system which requires each employee to electrically sign into the building when they commence and leave work.

There is considerable resistance among the employees to the introduction of the clock-in system and they are refusing to cooperate with its implementation.

The company insists that the change is an absolute necessity to cope with the growing employee numbers and will bring significant efficiencies to the human resource and payroll functions of the company.

The employees are threatening the management with industrial action if the company persists with the new technology.

### Questions:

**What factors might be motivating the employees to resist the introduction of the new system?**

**How might the company have better handled the proposed change?**