

A Study On Change Management Practices In An Organization

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Abstract: Managing change is probably the single most important issue today for all those who undertaken the difficult task of managing organizations. The complexity and dynamic nature of the environment has placed greater demands on organization to be flexible, responsive and efficient. Around the world, organizations big or small face the inevitable prospect of change. The study of organizational change is important because global and societal change is both pervasive and persistent. We live in a rapidly changing world. These changes have transformed and are continuing to transform the businesses and organizational environments around the world.

This article contains Research methodology, Statement of the Problem, Need for the Study, Objectives of the study, Hypothesis, Research approach, Data collection, Graphs, Findings, Suggestions, Bibliography.

I. THEORITICAL CONCEPT

DEFINITION

Organizational change refers to processes of growth, decline & transformation within the organization.

INTRODUCTION

Organizational change refers to processes of growth, decline and transformation within the organization. For most people, including managers and academics, organizations are 'things' which provide order and stability. We tend to think of organizations as enduring structures in a changing society. There is a widespread view of organizations being associated with constancy and permanence.

First, organizations play a dominant role in our lives. Every aspect of our life is in some way regulated or controlled by organizations. Increasingly, activities and functions that are considered vital for civilized life are becoming more organized.

Second, this interweaving of organizational activities and daily life has an effect on how we think about organizations. Few of us experience organizations as holistic entities.

Third, organizations play a major role in defining the individual and social identity of those working in these organizations.

REVIEW OF LITERATURE

A study has been undertaken on the best practices in change management by change management learning center with four hundred and twenty-six participants from 59 different countries took part in the 2007 change management best practices study. This report compares the most recent data with the results from the four previous studies (2005, 2003, 2000, and 1998) to provide the most comprehensive body of knowledge on change management over the past nine years. In all, the studies on the change management have been limited and are most focused on identifying the contributors/ obstacles to success of change management.

NEED FOR THE STUDY

Almost all theories and models of organizational change have evolved in the west, particularly in the Unites States. Are these models applicable in other parts of the world? We believe that the general principles of change are the same all over the world, however in what way Organization is different? There are many questions in change management that are unanswered. Why and how do organizations change? What are the processes that characterize change? What are the organizational levers that mangers can access to influence these processes? Are there limits to adaptation? Is change always messy and painful? These and other questions confront

anyone wishing to comprehend and influence the ways in which organizations adapt to changing circumstances.

STATEMENT OF THE PROBLEM

Organizations differ in their change management practices with respect to the ownership, industry, size, region etc.... These factors do play a significant role in the way the Organization respond to the change management initiatives.

Change is an abstract element. Individuals and organizations differ in their way of perceiving the requirement of change. Ascertaining them through their opinions is a challenge. Change can be at the organizational level and at the individual level. In this research an attempt is being made to study existing practices adopted by Organization in contributing to the success of the organizations. The specific factors that need to be addressed in implementing change in the Organization would be analyzed. A detailed analysis of organizational change, individual change would be taken up in the research.

OBJECTIVES OF THE STUDY

- ✓ To study the prevalent change management practices adopted in organizations and their advantages and disadvantages.
- ✓ To measure the employee response to these practices being implemented.
- ✓ To study the impact of organizational change measures on individual change mechanism.
- ✓ To assess the changes brought about in the organization and analyze the causative factors.
- ✓ To assess management initiative for implementing change.
- ✓ To measure the growth in individual performance and satisfaction post change process.

HYPOTHESIS

- ✓ Resistance to change is inversely influenced by the support for change.
- ✓ Leadership style of the superior influences the support for change
- ✓ There is a significant relationship between readiness to change and support for change.

II. RESEARCH METHODOLOGY

SAMPLING PROCEDURE

SAMPLING UNIT

Respondents have been selected from different wings of the Organization.

SAMPLING SIZE

Respondents are mostly selected from the Executive level (i.e., Engineering Cadre) so the Sample Size is limited to 50 due to availability and the busy schedule of the employees.

SAMPLING METHOD

The Sampling method used was convenience Sampling. This Sampling Method was used because of lack of time and based on my convenience. The sampling unit mostly selected from Executive level (i.e., Engineering Cadre). The sample size was fixed to 50 respondents.

III. DATA COLLECTION

PRIMARY DATA

The primary data is collected in the form of communication and observation of employees in the organization. Communication involves questioning the respondents to secure the desired information by using data collection instrument called 'Questionnaire'.

SECONDARY DATA

Secondary data is collected both internally and externally from the organization for the purpose of study. Internal Secondary data is collected with in company. This data includes company Records, previous research reports and other relevant information. External Secondary data is generated from out side. This data includes publication, government records and internet etc.

STATISTICAL TOOLS

Statistical tools chi-square test, t- test, f- test, would be done to analyze the data, hypothesis and present the findings.

GRAPHS

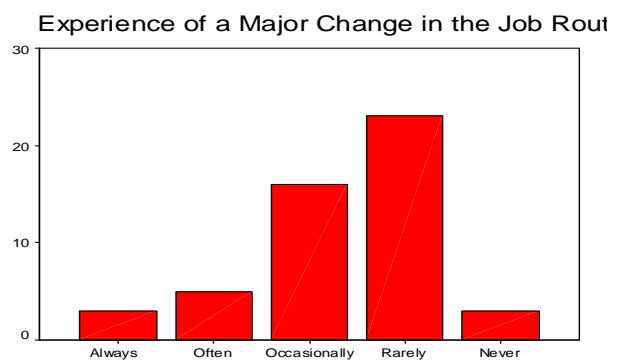
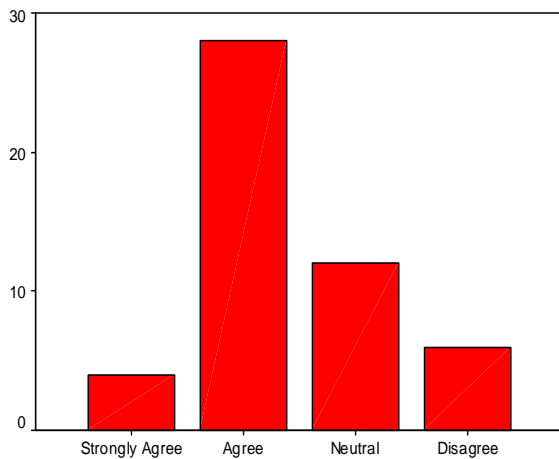


Figure 1

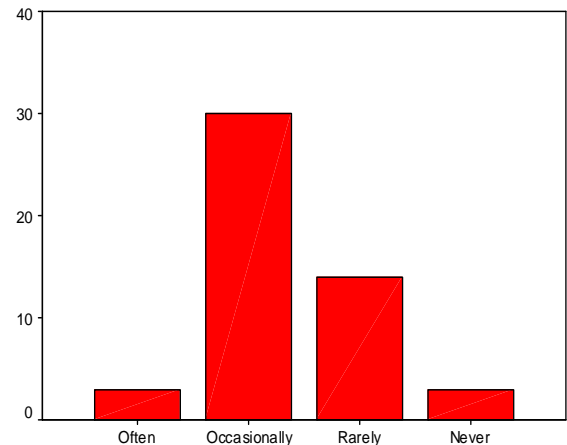
Reward for innovation



Reward for innovation

Figure 2

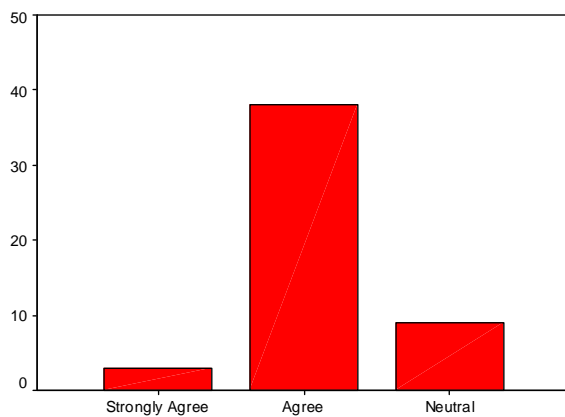
Resistance to Change



Resistance to Change

Figure 5

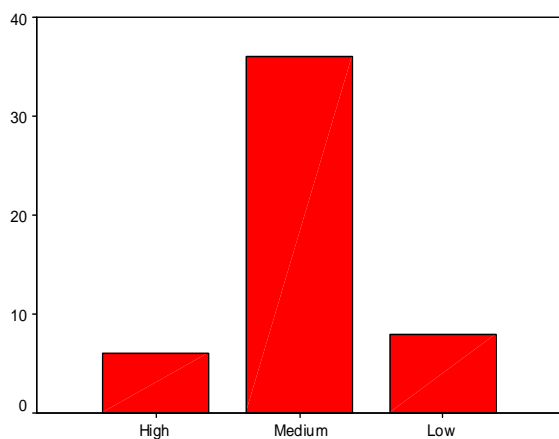
Readiness For Change



Readiness For Change

Figure 3

Support for Change



Support for Change

Figure 4

FINDINGS

- ✓ Without change, organizations and individuals will stagnate putting their future at risk, the employees in the organization has undergone various changes such as change in type of work, change in working hours and conditions and change in technology.
- ✓ It is observed in that out of 50 respondents 69% of employees say that change brought about in the organization is Continuous and 31% of employees say that Discontinuous changes has been taking place.
- ✓ It is observed Technology, Quality, People management, Leadership and Costs are the major causative factors which played a major role in bringing about a change programmes in the organization.
- ✓ The diagnosing models commonly seek to capture the essential features of the determinants of organizational performance.
- ✓ The Readiness for change will assess the readiness of any organization (or part of an organization) to undertake change effectively.
- ✓ In support for change out of 50 respondents 12% say there is high support for change, from the top management 72% say that it is moderate, & 16% say that the support is quite low. It is observed that the organization is giving more support for Status quo, Values and Vision, Culture, and Cooperation and trust.
- ✓ Resistance is a sign that not everybody is in agreement in terms of making the change. Resistance can and must be overcome in order to move change forward. The Major factors that causing resistance to change among the employees in the organization are
 - Feeling that there is no need for change
 - Timing is wrong in the implementation of change
 - Fear of personal impact
 - Fear of failure
- ✓ Implementing a change in organizations is a very important task. Most of the employees have adopted

change by changing habits, initiating social interactions and convincing the concerned.

SUGGESTIONS

- ✓ The best ways to avoid resistance to change is to assure that employees in the organization are to be motivated to support the change effort. Involving people from the beginning, clearly explaining the reasons for the change, having a clear strategy, direction, and vision, and respecting the viewpoints of other people are all parts of the process. Using strategic measurement can also be a way of building support for change.

- ✓ Readiness for change in the organization as well as in individuals can be improved through

KEEP AN OPEN MIND. Do not assume that the results of change will be negative. Change may be the best thing that ever happened to you.

STAY FLEXIBLE. Be ready to let go of the old and try the new. Talking with colleagues can help and foster a supportive environment.

BE SUPPORTIVE OF COLLEAGUES. It is important that people recognize each other's contributions on a regular basis and show appreciation for one another.

TAKE AN ACTIVE ROLE IN THE CHANGE PROCESS. Learn new skills, offer suggestions, set goals for the employee itself.

GIVE CHANGE A CHANCE TO WORK. Be patient; change takes time.

- ✓ Building change readiness in the dimensions in all the above said elements, effective change is through pilot programs.

LIMITATIONS

- ✓ The time was limited and hence it is a restriction for the study.

Most of the employees are not willing to express their opinions because of their work busy.

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