



ORGANISATIONAL CHANGE: A CONCEPTUAL FRAMEWORK

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ABSTRACT

Change is the only unchanging feature of the world. Organisational change means moving beyond the organisational established practices, techniques, ideas, system and climate. Actually change is any alteration, substitution, new development in process and system or difference from the way things once were change occurs due to dissatisfaction with the old one and belief in the new. Organisational change is the process by which a business alters key components of its operations. This may involve changes to organisational culture, technologies, structure and major initiatives and objectives. Nothing in this universe is permanent except one thing that is change. It is change which is the only unchanging thing in this world. An organisation which ignores change can no remain in existence. Any organisation do not have second option either change or ready for quit.



KEYWORDS: Behavioral Pattern, Organisational Change, Reallocation.

INTRODUCTION:

The organisational change refers to such actions by which a organisation alters a major components of its working, like its culture, its underlying technologies and infrastructure and its internal system. Universities are facing the features of organisational change in the era of the globalization. The principal of change considers the economic and social forces affects value system of the university. The Organisational drivers of Oranisational Change are stated below:

1. Growth Opportunities
2. Culture Shifts
3. Competitive Pressure
4. Technological Innovation
5. People Desire
6. Strategy Changes
7. Process Improvement
8. New Product and Services

Organisational Change : Meaning

The organisational change is a gradual alteration or modification of an organisation from the existing state to the intended state. The change can be in various elements of the organisation such as technology, culture, system and strategy. The significant requirement which drive change are basically the need for growth. With the current competition, an organisation has to keep up, sustain and to get a

competitive edge. Another cause of change can include expansion of the organisation, merger, and acquisition and implementing new organisational culture. There may be both types of changes in an organisation, planned change and unplanned change. When it is planned, the organisation can may have been preparing for it for survival years. On the other side, the unplanned change can not be anticipated by the organisation.

It is difficult to understand the significance of implementing change in an organisation. There may be various types of organisational change, stated below:

Change in organisation are many types, and it is entirely dependent on the organisation as to which change to implement. The adoption of a change strategy is depend on the needs of the organisation and external requirement. In present environment Pokhara University (PU) is giving more focus on adopting organisational change.

Objectives of Organisational Change

- To attain modified level of external adaptability.
- To achieve modification in the behavioural pattern of employees.
- To remove the deficiency of the organisation. The term of deficiency can be
- Large number of management levels
- Unmanageable span of management
- Lack of uniformity in Policies decisions.
- Lack of co-ordination among different departments.
- Lack of co-operation between line and staff.
- To adapt changes in promotion of technology.
- To achieve a modified level of structural adaption.
- To attain equilibrium between jobs and people antidote to inertia of flexibility.⁵

Features of Organisational Change

Organisational change throws light regarding the following features which are stated below:

Change the way of life: Organisational change, for all practical purposes implies a change in the established way of life for the people in the organisation

All encompassing: Organisational change may involve almost each and every aspect of an organisation such as; work schedules, bases for departmentation, span of management, organisational design, etc

Inter-component relationships: Organisational change alters not only the various components of an organisation but also their inter-se relationships.

Behavioural pattern: Any change in any component of the organisation, whether structure or technology or any other factor constituting internal environment of the organisation calls for a change in behavioural pattern of people.

Diffusion of effects: The effects of change in an organisation is not limited to the actual area where it is implemented; it tends to spread also in other areas of the organisation.

Reallocation: Changes in most cases lead to reallocation of resources within the various functional aria of the organisation.

Change in culture: In its broad sense change encompasses change in the customs, norms and culture of the organisation.

Stable: Change is a long and sustainable process. The change agent must ensure that the changes are of a stable and enduring nature.

Incremental: There may be continuous small changes called incremental.

Directive or participative: changes can be 'directive' that implemented through the 'top-down' device or 'participative' that is, one of participative nature, involving those parties affected to be affected by change.

In order to be successful such changes have to be strong enough to overcome the resistance to change.

Improve the functioning: Change of all hues and dimensions are intended to improve the functioning of individuals, groups, departments or entire organisation in one way or the other such as; “through higher productivity, greater employee motivation, more innovation, new technology or increases share”.⁶

The important characteristics of organisational change are stated below:

1. The specific need of the organisational changes is real, understood, and meaningful.
2. Adoption has been achieved by adopting change.
3. By change capability is increased.
4. People demonstrate a very high level of readiness for the change.

Managing a successful organisational change can increase morale among workers and create a positive team work and provide job enrichment. These can force may have direct and positive impact over quality of work and productivity. By adopting change organisation can strengthen production cycle and reduce cost.⁸

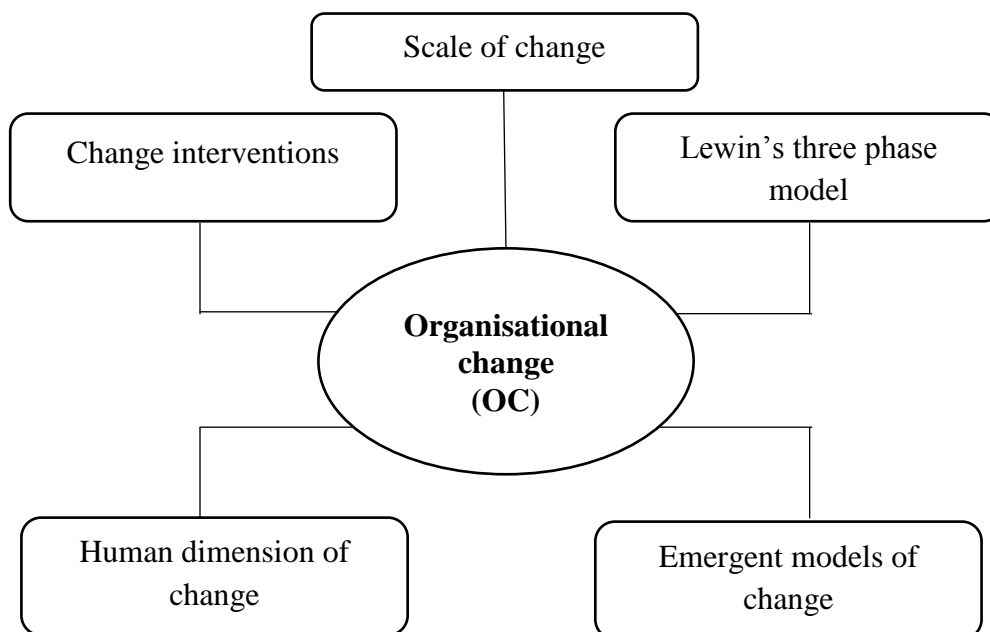


Fig : 1 – Organisational Change Intervention

Significance of Organisational Change

It is crystal that change is inevitable for the survival and growth of the organisation. Hence, all organisations must adapt to the demands of their environment and their own stages of growth. An organisation cannot and should not remain constant over time. Even in most stable organisation, change is necessary just to maintain the level of a given stability. The economic and social environment is so dynamic that without the change adaptive to the new environment, even the most successful organisations will be left behind, unable to survive in the new environment. Change in all-pervasive process. There is hardly any component of an organisation which remains unaffected by change.

Making project has been the objectives of a business. A business runs for-profit and also for earnings. Any system which threatens these factors is supposed to be changed. In the same way change for increasing the revenue, business and image of the organisation. Once decided that change is to be made in the structure of professional. The main challenge is its implementation. Implementation may be viewed as realizing a change in the organisational system. Adopting changes to attain the decided goal is the success of implementation part of changes. It is very natural and intimidated by differences.

Levels of Organisational Change

Broadly speaking change occurs at various levels, which are given below:

1. Individual Level;
2. Group Level; and
3. Organisational Level

Individual Level: At very first place, changes occurs at individual level. This change may manifest in many forms like,

- I. **Knowledge changes:** Changes in knowledge tend to be the easiest to make.
- II. **Attitudinal changes:** Attitudinal change refers to changed mindset of people. It can be emotional changes, positive or negative.
- III. **Behavioural changes:** Behavioural changes are a change or changes in the behavioural pattern of an individual or individuals working in an organisation.

Individual level changes may get manifested in such developments as changes in job assignments, physical movement to a different location which occurs overtime.

Group Level: Most activities in the organisation are managed in group basis. Therefore, most changes are effected at the group level only. The group to which changes are effected may be formal which like a department or an informal group within an organisation. Changes at group level have great potentials to affect work flows, job design, communication systems. Because of their tremendous potentiality to influence the individuals or the organisation as a whole, groups must get a particular attention of management while planning and executing changes. Effective implementation of change at the group level may be greatly instrumental in overcoming resistance to change at the individual at the organisation level.

Organisation Level: These may organisation-wide changes that occur over a long duration of time. It represent a major shifts in organisational individuals.

Broadly speaking there are following types of Organisation level change:

- Organisational change
- Transformational Change. Change specifically targets of organisational strategy
- Personnel Change
- Unplanned Change
- Remedial Change

These change may be as follows:

Forces of Organisational Change

The significant forces that makes the change not only desirable but also inevitable are technological, social, political, economic, legal and international.

Forces causing organisational change are below:

1. Changed technology
2. Competitive innovation
3. Social changes
4. Change in market demand
5. Change in governmental policies
6. Cost cutting

Resistance of Change

In many cases managers of the University are likely to be confronted with resistance of change. Hence, it becomes imperative for managers to have a clear-cut understanding about the nature and

implications of change. They also need to know their causal factors and the strategies to deal with them. Resistance to change refers to unwillingness and inhibitions on the part of the employees to help implement the changes contemplated by management. In other words, resistance to change refers to the tendency for organisational employees to be unwilling to go along with change either because of individual fears of the unknown or organisational impediments. Thus Resistance to change, refers to a situation where employees are found unwilling to cooperate with the management in effecting desired changes in the organisation.

Forms of Resistance to Change

Resistance to change may be of several forms, which are stated below:

- There may be overt resistance under which workers may resort to wildcat strikes, work stoppage, turnover and protests about a proposed change. Also there may be covert resistance under which we may find increased tardiness and absenteeism. Covert resistance may also be expressed by seeking transfers, resignations.
- Yet another form that resistance may take is implicit resistance. Forms that Implicit Resistance may take are more subtle, loss of loyalty to the organisation, loss of motivation to work, increased errors or mistake. Managers may come across deferred actions on account of change.

Sources and Causes of Resistance

The causes of resistance mean, the quarters from which resistance or opposition to change may come. Broadly speaking, resistance to change may stem from individuals, groups and the organisation itself.

Individual Resistance

Individual resistance to change find their origin in the nature and basic instincts of the human being. Needs, desires, expectations, aspirations, perception and personality and similar other factors prompt people to resist changes. Any change is likely to affect people in different ways: **economic, psychological and sociological.**

Economic Factors: A change may cause an economic loss to some people. Some of them may be rendered unemployed, laid-off, they may suffer on account of stopping of overtime or their hourly wage rates may be reduced. Their existing skills may no longer be of any use to the Organisation. There may be threat to the employees' jobs and if somehow they manage to hold their jobs, they may have to spend money and time on learning new skills. Some economic forces are below:

- (i) Skill Obsolescence
- (ii) Fear of Economic Loss
- (iii) Fear of Incentive Loss

Psychological Factors: Change affects people psychologically, too. Apart from fears and apprehensions about what will happen after change, people are also emotionally and sentimentally disturbed at times. Psychological factors tend to be perfectly subjective and hence may vary from person to person, depending of course, on their emotions, sentiments and attitudes towards change. Prime psychological factors responsible for resistance are may be

- (i) Ego-defensiveness
- (ii) Fear of the Unknown
- (iii) Lack of trust in Management
- (iv) Failure of Recognise Need for Change
- (v) Selective Processing of Information

Social Factors: Change is likely to disturb people's social relationships also. Normally, people form their own social groups at the workplace for the satisfaction of their social needs. Change may result in

breaking up of work groups, totally or partially. To the extent the relationship of people in the Organisation is affected by a change, people resist it.

Few major social factors promoting people to resist change are stated below:

- (i) Feeling of Social Isolation
- (ii) Peer Pressure
- (iii) Feeling of External Interference
- (iv) Group Level Resistance to Change

Organisation Resistance

Resistance to change also stems from the very nature and characteristics of the organisation and the conditions associated with them. Some important causes of organisational resistance are identified below:

- (i) **Structural Inertia:** Organisation prefer stability in their working. As such, organisations have built-in mechanism to produce needful stability. Selection and training of new employees, job assignments, performance evaluation, provisions for rewards, punishments and measures for disciplining employees are some examples of such measures that help maintain stability in organisations. These mechanisms are characterised by structural inertia in which the same effect on employees performance could be achieved with fewer procedures and safeguards. In other words, the structure of the Organisation provides resistance to change because it was designed to maintain stability.
- (ii) **Group Inertia:** Inertia to continue performing jobs in a specified way comes not only from the jobs themselves but also from the social groups within which people work. This is called Work-Group Inertia. Because of the development of strong social norms within groups, potent pressures exist to perform jobs in certain ways. Introducing change disrupts these established normative expectations, leading to formidable resistance. An individual union member, for instance, may be willing to accept changes in his job suggested by management. But if union norms dictate resisting any unilateral change made by management, he is likely to resist.
- (iii) **Threats to Balance of Power:** Any redistribution in the power structure such as; decentralization of decision-making authority has the potential to threaten long established power relationships within the Organisation. Such a measure generally leads to resistance at the organisational level.
- (iv) **Threat to Expertise:** Changes in Organisational patterns may threaten the expertise of specialized groups. The introduction of decentralized personal computers, which allow managers to gain access to information directly from a organisation mainframe is an example of a change that was strongly resisted by many information system departments in the early 1990s. Because decentralized end-user computing was a threat to the specialized skills held by those in the centralised information systems departments.
- (v) **Resource Constraints:** In many cases, change efforts in Organisations are impeded on account of resource crunch. If the organisation doesn't have enough resources to meet these expenses, it may not be possible for it to introduce necessary change.
- (vi) **Unsuccessful Efforts:** People who have an experience of past disaster while bringing in a change are quite naturally reluctant to endure another attempt at the same type. Similarly, groups or entire organisations that have been unsuccessful in introducing change in the past may be cautious about accepting further attempts to introduce change into the system.

Management of Organisational Change

Organisational change may come out in various forms. It gives focus on creating latest system, procedure, technology and rebranding of product and services apart from this layoff. Mergers and acquisition also affect the organisational change. Other changes are of internal nature in which HR function plays significant role. Further in addition to general framework for management of change, the organisational leaders and professional should be aware and consider the kind of change being made.

All managers such want to undertake key transformation to stay competitive should work with HR people get employee recognition and support. For an organisation having the right leadership the executive team is critical to unifying an Organisation behind a common strategic direction. Other point to make sure that all managers are equipped to coach their direct reports. Managers must address with their employees regarding follows:

- That what is changing
- That why is it changing
- That how it will affect area
- That how will is affect directly

Further, several managers are not ready to adopt change management. The lack of change in management skills among managers may make change difficult to achieve. For increasing manager skill, HR must provide training that is tailored to the specific change. In an organisation HR may play dual role in change management by introducing and leading the change by serving as a facilitator for changes that other departments started. The HR department perform various functions related with the communication and implementation. HR often coordinates meeting and communication regarding the change and concerned initiatives. Common HR roles are responsibilities are stated below:

- Providing communications to the employees about change.
- Developing proper training programs.
- Preparing actual informational documents.
- Accessing readiness before the change.
- Analysing potential impact of change.

HR also play a strategic role in change by mapping the post-implementation return on investment and by identifying key performance measures and by tracking and communicating such results. Broadly speaking HR professionals frequently help other parts of the organisation for making change. These the kind of transformations, like moving to a shared services model, integrating with another HR function following a merger to new clients, may be difficult for HR managers to manage than organisational changes. For major changes within the HR, following points must be considered:

- What HR professional asks other leaders and managers to do during major change practices.
- The HR department must serve employees while facing problem, and confusion.
- When top leaders decide to implement an HR Shared services model, like the information technology, finance and procurement functions also can move to a similar model.
- HR leaders must assess staff engagement through interviews and surveys. After evaluating the results they should make necessary adjustments.
- HR leaders can hire and fire, or can retrain and develop.

CONCLUSION

Successful change must be planned and integrated. Other success factors include a proactive approach that encompasses communication, for the sponsors of the change, training programs that go along with the overall project and a plan for dealing with resistance. Change leaders need to be active and visible in sponsoring the change, not only at the beginning but also throughout the process. Organisational change may come in various forms. It may focus on creating new system, structure, technologies and rebranding products and services. Other transformations stem from the appointment of a new leader or major staffing changes. Still other changes, such layoffs, bankruptcy, mergers and acquisitions and closing a business operation, affect business units or the entire organisation. Further, the types of change selected must be applied very carefully and the reaction form employees is expected in all circumstances. Therefore organisations should be prepared to deal with adverse reactions, and it should deal with those reactions before they are supposed to be aggregated.

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