

# Imbibing Organizational Change Management: A Pre-Requisite Among The Employees

Dr. M. Dhanabhakym<sup>1</sup> and Fahad K.P<sup>2</sup>

Professor, Department of Commerce, Bharathiar University, Coimbatore, India<sup>1</sup>

PhD Research Scholar, Department of Commerce, Bharathiar University, Coimbatore, India<sup>2</sup>

fahadmaddiax@gmail.com

**Abstract:** *In the present competitive world, the modern organizations are highly concerned about the change management process for their existence in the industry. Adapting to the changes and managing them are important for the organizational success. Change Management is a comprehensive process of methods and manner in which change in an organization is implemented internally or externally. The present study emphasizes on strategies for Change Management among employees within the organizations, role of communication in Change Management, indicators of effective Change Management and consequences of employee resistance towards change. This study provides valuable suggestions to the organizations in fostering the existing change management practices and fully collaborated organizational transformation*

**Keywords:** Change Management, Organizational Changes, Change Communication, Employee Resistance

## I. INTRODUCTION

Changes are inherent part of any organization. Every organization is mandated to adapt changes for better development as well as to cope up with the dynamic business environment. Frequent changes in the internal and external environment of the organizations hinge the need for Change Management in better adaptation and implementation of such changes. Moreover, it is important for the management of every organization to get full-fledged support from the employee side for going ahead with these changes. The essence of explicitness of Change Management lies in reducing the employee resistance to the change to a great extent. Hence, Change Management is considered as a challenging process for all the organizations as it requires co-operation at many levels of change implementation and also due to the risk of change failure. Proper Management of Organizational Changes is essential for organizations thriving for success.

Change Management enables the organizations to align their resources with business strategies for supporting the change. Thus, it helps them in assessing the need and impact of change in the competitive world. It also helps in reducing the time needed for change implementation. Due to all these reasons, Change Management paves the way for increased productivity, improved employee morale and enhanced efficiency. At the same time, it also reduces the stress and anxieties associated with the change.

## II. LITERATURE REVIEW

The relevance of Change Management among employees in the organizations in the recent context is explained in this section.

For better Change Management, effective communication and trust building between employees and change leaders are essential. Fear of uncertainty, lack of confidence in change process, mistrust in management, anxieties and past negative experiences of Change Management are the core reasons for employee resistance towards change. (Gentisa, 2021).

Change Management is an opportunity for the organizations for improving competitive edge, profits and productivity, which ultimately enhance the employee satisfaction. Communication, Organizational Culture and Leadership are the crucial indicators of Change Management in the organizations. (Dimitrios Drosos et.al. 2021)

Change Management as a combination of Change Communication and Change Implementation, has significant positive impact on the Employee Satisfaction in the Nigerian Banking industry. This enables the banks in Nigeria for creating a work environment that is supportive and encouraging. (Oladimeji et.al. 2021)

Communication, Leadership and Employee commitment to change are the most important factors of Change Management, which helps the employees remaining competitive within the organization. it is also worthwhile to note that the attitudes and behaviours of the employees can impact the success of change initiative. (Gentisa Furxhi and Elda Dollija, 2021)

Effective and efficient communication of changes along with employee participation and involvement in change related decisions help the management to eliminate the employee resistance towards change in selected textile manufacturing firms in Laos State of Nigeria . (Amosa et.al. 2021)

Change Adoption Success in Architect, Construction and Engineering industries is significantly correlated with different dimensions of Change Management like Senior Leadership Commitment, Training the changes, Communicating the change benefits, Realistic time frame for the change, Change agent effectiveness, Benchmark for change process and Workload adjustments. (Omar Maali et.al. 2020).

Communication, Employee Involvement and Training & Development are the most important drivers of Change Management and this has significant positive impact on Employee Commitment in pharmaceutical and medical supplies industries in Jordan. (Mohd Ahmad Abdel-Qader, 2020)

Cultural Change Management determines the environmental happiness and health for the employees in Parliamentary Service Commission of Kenya, which also has a significant effect on their performance. (Andrew Shangarai Jumanne and Dr. Jane Njoroge, 2019)

Change Management is one of the important drivers of Change Outcomes among employees in public and private organizations of Denmark. The higher degree of Change Management reported in private organizations is characterized by satisfaction with change implementation of the leaders, trust in change competencies of the leaders and communication of reasons of change.( Ann-Louise Holten et.al. 2019)

Affective attitude, Behavioural attitude and Cognitive attitude of the employees in Atma Jaya Hospital in Indonesia are significantly influenced by the Change Management aspects. The importance of active and persuasive communication in the organizational change process is highlighted in this study. (Yohanes Temaluru, 2019)

## II. RESEARCH METHODOLOGY

The present study is purely theoretical in nature. The study exclusively focuses on the insights drawn from theories and models of Organizational Change Management among employees. it employs different secondary sources like literature reviews, books, websites and other reliable sources for extracting information about the Change Management process among employees in the global context. Findings and conclusion drawn from the previous studies and other secondary sources provide the base for the developing the inferences for the present study.

## III. DISCUSSION

Based on the literatures reviewed and other theoretical insights, the Change Management among employees are summarized as following:

### 3.1 Role of communication in Change Management

- For effective Change Management, the change communication should be open and transparent among employees
- The reasons for change, desired outcomes and benefits for the employees due to change have to be clearly communicated to the employees
- Persuasive communication is recommended for creating an emotional connection with the employees
- The communication channel should be two-way and continuous

### 3.2 Key elements of change communication for effective Change Management:

- The reason for change

- The nature of change
- The methodology of change implementation
- The outcome of change

### 3.3 Major indicators of effective Organizational Change Management among employees:

- Enhanced job satisfaction
- Low chances of employee resistance to change
- Improved employee productivity
- Better job performance
- Increased openness to change
- Reduction in employee turnover

### 3.4 How to achieve the major indicators through effective Change Management?

- Clear communication about the purpose and benefits of change
- Proper involvement of employees in input, feedback of participation in change process
- Provision of adequate training and skill development programme
- Reward and recognition
- Supportive and inclusive organizational culture

### 3.5 Consequences of employee resistance to change:

- Chances of incurring of additional costs due to inadaptability
- Delay in making better decisions
- Creation of negative organizational atmosphere
- Low morale among the employees
- Low productivity in the organization
- Hindrance in the adoption of new and emerging technologies

## IV. CONCLUSION

Change Management is a multitasking and complex process as well as required process for all the organizations irrespective of their nature, size, structure and ownership basis. Adaptability to changes welcomes better developments in the working of the organizations and improves the operational efficiency. However, it is worthwhile to note that mere implementation of change cannot be solely beneficial. Involvement of employees and incorporation of employee suggestions and considerations have to be the significant components of organizational change process. The necessity of Change Management in better organizational transformation is explicitly discussed in this study. The results of the study help the management in nurturing their knowledge about the impact of effective Change Management, role and elements of change communication, indicators of effective Change Management and the consequences of employee resistance to change.

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