

Employees Involvement in Organisational Change Management

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Abstract:

In a Volatile, Uncertain, Complex and Ambiguous (VUCA) World, disruptive technology has changed the way of doing businesses. In order to survive, compete and succeed, business entities should carefully analyse and manage the change. In a competitive environment, every organisation has to undergo different types of Changes viz., Organisation wide change, Transformational Change, Personnel Change, unplanned change and remedial change. Change Management is a structured approach for individuals, teams and organisations in order to change from a current state to a future state for achieving the vision and strategy. Change management is an organisational process and it aims to empower the employees to accept and embrace change with smooth transition. Organizational Change Management is a broad framework in order to manage the impact of new business processes, organisational structural or cultural changes. Organisational Change Management addresses the people's aspect of change management. In this study an attempt has been made to analyse the employee's involvement in organisational Change Management process.

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I. INTRODUCTION

The success or failure of any organisation / institution mainly depends upon the employees. Great deeds are accomplished only by attracting the best and talented people. It is often said that people are the hidden asset in the Balance Sheet of any organization. With the sharp rise in Multi-National Corporations, international mobility and global technology, the world has become economically intertwined and informationally linked. As newer technologies come into vogue, the people need to be armed with different skills and knowledge to use those technologies to meet changing goals and objectives. In the current scenario of globalization and rapid changes taking place in all walks of life, development of human resources assumes vital importance. Change is a transformation from one state to another. The main aim of change management is to improve the organizational results and outcomes by effectively engaging the employees and inspiring them to adopt a new way of working. Change Management needs individual and organizational perspective.

Change Management helps to improve the efficiency of employees by preparing for the upcoming challenges. It also helps to have a close interaction with employees in

order to adjust the perception of change within the organisation. It provides a positive attitude towards change and increases the readiness and willingness of the employees in order to apply new knowledge and skills.

Benefits of Involving Employees in Organisational Change Management

The benefits of involving employees in organisational change management has manifold advantages such as

- ☐ Reduced Turnover and Absenteeism
- ☐ Foster Creativity and Innovation
- ☐ Focussed efforts
- ☐ Better Results
- ☐ Higher Levels of Energy
- ☐ Higher Productivity
- ☐ High level of Commitment

NEED FOR THE STUDY

Organisations should realise that Change is Permanent. Due to Technological advancements and innovations, the changing needs of the customer also change. A business should take into consideration about the changes that has been taken place and address them. A Business may fail due to various reasons. One of the

main reasons for business failure is to adopt or cope up with the change. A recent study suggests that more than 50% of the businesses fails because of non-adoption of change. Hence the present study highlights the importance of organisational change management.

STATEMENT OF THE PROBLEM

Change is a transition from one state to another. Undoubtedly Employees are the backbone of any organisation. It is often said that success or failure mainly depends upon its employees. Employees always resist to any new change in the organisation. Change Initiative should come from each individual employee. Managers and all departmental heads should act as a change agent in order to motivate the employees. Without employees' involvement change is not possible. This study made an attempt to analyse the employee's involvement in organisational change management.

PRIMARY & SECONDARY DATA

Primary data was gathered through a structured Questionnaire and personal interview. Primary data have been collected from the 52 employees working in Vidyut Info Services in Chennai Division. Data regarding organisation's history were collected from records, annual reports, publications, and websites of the company.

VIDYUT INFO SERVICES – An Overview

VidyutInfo Services is a technology based consulting and engineering solutions provider. It is headquartered in India. Since its inception, the key differentiators have been the world-class processes and standards. It embraces innovative technology capabilities and strong domain expertise combined with client-centric policies. The profound domain expertise is to offer cutting edge solutions for complex enterprise issues. It always ensures that clients stay ahead of the curve. The company's best practice is zero functional gaps, reliable timely delivery and maximized Return on Investments. The company's integrated solution helps to reduce costs and improves business efficiency. It provides innovative and quality assured services across the globe.

II. LITERATURE REVIEW

Organisational change management is applicable for all businesses irrespective of size, industry and age. It is omni present in organisational life. (Burnes (2004)

According to Dent & Goldberg, 1999 organisational changes vary in scope depending upon the intensity, technological and administrative changes. The reasons for implementing change is to improve productivity and increase the market share of the organisation (Murphy 2002). According to Messinger&Havely, 2013 change management initiatives will result in new roles and responsibilities for the employees. Organisation should involve the employees during the change management process. (Bouvey&Hede, 2000). Increased efficiency is the main motivator factor for organisational changes for effective use of new technology.

TABLE NO. 1 OBSTACLES TO ORGANIZATIONAL CHANGE

Skills	Yes		No		Total
	Count	Percentage	Count	Percentage	
Employee Resistance	44	84.6	8	15.4	52
Time Devoted to Training is insufficient	32	61.5	20	38.5	52
Lack of Communication	42	80.7	10	19.3	52
Staff Turnover during Transition	38	73.0	14	27.0	52
High Cost	28	53.8	24	46.2	52

Source: Primary Data

The table clearly portrays the obstacles to organizational change. A majority of 84.6% of the respondents agreed that employee resistance is the major obstacle to organisational change. Whereas 80.7% of the respondents had stated that Lack of Communication is the second obstacle to organisational change. 73% of the respondents had agreed that Staff turnover during transition period is also a main obstacle.

TABLE NO 2 STRUCTURED COMMUNICATION WITH THE EMPLOYEES

Response	Frequency	Percentage
Structured	44	84.6
Not Structured	8	15.4
Total	52	100.00

Source: Primary Data

The above table demonstrates the opinion of the Employees on the structured communication system in the organization. A good majority of 84.6% of the respondents have agreed that the organization has a

structured communication system. Only 15.4% of the respondents had responded that there is no structured training system.

TABLE NO 3 PLANNED TRANSFORMATION HELPS IN SUCCESSFUL IMPLEMENTATION OF CHANGE MANAGEMENT

Response	Frequency	Percentage
Yes	46	88.4
No	6	11.6
Total	52	100

Source: Primary Data

The aforesaid table clearly depicts the importance of planned transformations which helps in successful implementation of Change management. Vast majority of Employees (46) representing 88.4% have agreed that planned transformations will help in successful implementation of Change Management.

TABLE NO 4 SUCCESS OF CHANGE MANAGEMENT DEPENDS ON LEADERSHIP COMMITMENT

Response	Frequency	Percentage
Yes	46	88.4
No	6	11.6
Total	52	100

Source: Primary Data

It is clear from the above table that 88.4% of the respondent have agreed leadership commitment plays a pivotal role in the success of change management process. Only 11.6% of the respondents have stated that success not only depends upon the leadership commitment but also depends upon the employees commitment.

TABLE NO 5 CHANGE RESISTANCE DEPENDS ON CORPORATE CULTURE

Response	Frequency	Percentage
Yes	42	80.7
No	10	19.3
Total	52	100

Source: Primary Data

The above table portrays that change resistance. 80.7% of the respondents have agreed that the change resistance mainly depends upon the corporate culture. Only 19.3% of the respondents have stated that change resistance mainly depends upon the individual employees.

TABLE NO 6 CHANGE READINESS TRAINING HELPS FOR BUSINESS TRANSFORMATION

Response	Frequency	Percentage
Yes	48	92.3
No	4	7.7
Total	52	100

Source: Primary Data

The above table clearly depicts the importance of change readiness training in organisational change management process. A vast majority of 92.3% of the respondents have agreed that change readiness training is very helpful for successful business transformation. They also agreed that Change process is formulated clearly. Change implementation phases are carefully planned and confirmed by all business units

III. FINDINGS

□ A majority of 84.6% of the respondents agreed that employee resistance is the major obstacle to organisational change.

□ 80.7% of the respondents had stated that Lack of Communication is the second obstacle to organisational change. 73% of the respondents had agreed that Staff turnover during transition period is also a main obstacle.

□ 84.6% of the respondents have agreed that the organization has a structured communication system.

□ 88.4 % of respondents agreed that the level of employee involvement in change management directly depends on the level of leadership commitment

□ Vast majority of Employees (46) representing 88.4% have agreed that planned transformations will help in successful implementation of Change Management.

□ 86.2% of respondents opined that personal interaction between managers and their subordinates to be the most important communications channel.

□ 92% of the respondents agreed that the impact of change on their organizations is timely assessed and controlled by the leadership.

□ 80.7 of the respondents have agreed that the change resistance mainly depends upon the corporate culture.

□ 92.3% of the respondents opined that change readiness training helps them for successful business transformation.

IV. SUGGESTIONS

□ Managers and Leaders should fully involve the employees during change management process.

□ Top Management Support is an essential for change management processes.

□ Top down Communication plays a vital role in change management. Hence the top management and business leaders should clearly communicate the change process implementation to all the employees in order to have a smooth transition over change.

□ Rigorous and periodic training for employees is required in order to cope up the changes.

□ Strategic employee communication is considered as a key ingredient during organizational change

□ Proper Feedback of the employees helps to implement changes quickly

□ Employee empowerment plays a major role in change management process.

□ Change management programme must address the needs of everyone in the organisation.

□ Organisational Change Management mainly depends upon the involvement of change agents inside the organisation.

V. CONCLUSION

To sustain and withstand in the competition, organizational change is vital for both short-term competitiveness and long-term survival. Undoubtedly an organization which involves its employees will definitely succeed in the change management process. Information on change is always accurate, timely and credible. It should also take periodic feedback from the employees in order to create a platform for open employee participation. To succeed in the change management an organisation has to involve all stakeholders who will feel the impact of the change. An organisation should take into consideration the 3Ps (People, Policies and Process) before initiating any

change. Open Communication should be prevalent for the successful change management process. To conclude, Change is never done alone. It takes every aspect of an organization (leaders, individual employees) to make change management successful.

VI. SCOPE FOR FURTHER STUDY

Since this study was only studying employees at one specific company, it would have been interesting to compare our findings with similar studies within other companies, sectors, industries, cities or countries.

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