



## UNDERSTANDING ORGANIZATIONAL CHANGE

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### ABSTRACT

*Change is one of the most important issues in today scenario. As we know change is the rule of nature everyone who wants to survive in this world they have to change according to the need of environment. This theory is also applicable on the organizations each and every organization who wants to sustain or who want to be successful in today environment they have to manage change properly by adopting effective change management practices. For managing organizational change successfully first each and every organization have to understand what is organizational change. This paper trying to explain what is organizational change.*

**Key words** – organization, change, organizational change, change management

### INTRODUCTION

Nowadays, there are rapid changes in organization which increased the markets and opportunities in terms of gaining the growth and revenues. Normally, the concept of organizational change more regards to the organizational wide change that would include the change in term of mission, restructuring operations, mergers, collaboration and others. There are research sayings that organizational change means organization transformation (Kotter and Schlesinger, 2008).

We live in an era of rapid and continuous change and no end is in sight. Every organization has to deal with the demands of its (changing) environment, forcing the organizations to change accordingly in order to survive (Caplow, 1983)

From a historical perspective, the growing interest in change management began when there was a fundamental shift in the organizational structure of factories operating within the U.S. economy. In the nineteenth century factories were lean, flexible, and adaptive to change in headcount, work, and financing. Top managers were owners focused mainly on sales and

distribution, subcontractors made up as much as 50 percent of the workforce, outsourcing was widespread, and middle managers were virtually non-existent. As sub-contractors profits grew factory owners began to change their organizational structures such that foremen, with their autocratic leadership style, and employees replaced most subcontractors (Ogilvie & Stork, 2003).

Fast forward to the 1980"s and 1990"s: Global competition began to replace local and regional competition. Advances in technology speed up processes and improve an organizations ability to imitate, thus eliminating many companies" ability to find competitive advantages and exploit them for extended periods of time. The responses to these changes were widespread and included large-scale M&A"s, downsizing, and realignments As a result, interest in change management experienced tremendous growth to reach its current level.

(Ogilvie & Stork, 2003).

## Review of Literature

Organizational change is an ongoing process rather than a disruption to business equilibrium he defined organizational change as the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment. (Nicolaidis, 2007).

Organizational change refers to wide changes such as restructuring operation as in layoff, self-managed team, and change in technologies, major collaborations, and rightsizing. organizational change refers to wide changes such as restructuring operation as in layoff, self-managed team, and change in technologies, major collaborations, and rightsizing. However, whilst many organisations appreciate the need for change, as many as 70% of the change programmes do not achieve their intended outcomes. ( McNamara n.d.),

Change needs to be constant in organization as it consumes more complexity and occurs more rapidly in greater volume. Organizational changes provide a significant event around which shared meanings, beliefs and values that are constructed, destructed, and modified. (Nicolaidis, 2007)

The nature of the organization will affect the conception of organizational change. Change means —narrative describing a sequence of events of how development and change unfold (Kassim et al., 2010).

Change can be defined as —trigger event which will stimulates an evaluation process of perceptions, opinions, emotions and attitudes. (Ye et al., 2007)



The main objectives of having the organizational change were to make sure there are improvements of customer-friendly services and to gain better cooperation between the departments. The objectives of the changes and the consequences that will be happen normally can be informed through newsletter, intranets and also team meetings.( Nelissen and SelmM 2008)

Successful organizations are the organization that continually and consistently rise and meet the challenge. These changes in organization can help employees to improve their job performance if the organization implement it changes it effectively (Madsen, 2003).

The development and the survival of the organization are based on how success changes being implemented. In turn, positive implementation of these changes depends on the work performed by the employees (Dahlberg, 2007)

The organization need to continue change their strategic direction, structure and staffing levels in order to stay competitive in this challenging business environment. The changes that been implement are more concern towards the organizational efficiency and effectiveness. (Armenakis and Bedeian 1999)

Change management presents challenges when attempting to measure its effects in an organization. Organizations' engaging in the measurement of the effects of change may temporarily halt some of their processes at any given time if these are proving to be unsuccessful, though it can still be possible to accurately measure the effects of change. For example, the effects of change on individual attitudes can be measured by the use of formal and informal interviews (Sarantakos 2005).

Organizational change also bring the benefits include development of experienced supervisors and employees, improvements in economic, liability and public image, develop competitiveness, and increased overall company performance. (Govindarajulu and Bonnie 2004)

Organizational change will also bring redundancy, delayering and downsizing (Worall, Parkes and Cary, 2004)

Change brings impact in high costs in terms of human and physical resources, share prices, stakeholder uncertainty, customer dissatisfactions, receivables and cash flow. (Mowat 2002)

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mission, restructuring operations, mergers, collaboration and others. (Cao and McHugh, 2005)

Different methods of organizational change having different effects all change initiatives must be planned actively with all the relevant stakeholders. Furthermore, planned change must have a specific purpose in order for the organization to remain in a viable state. In addition, such change should be a continuous and adaptive process in order to sway 'employees so that they buy into new ideas or shaping the formation of employees' identities so that their intuitions become consistent with the organizational strategic direction' (Lawrence, Dyck, Maitlis and Mauws 2006, p. 66)

## CONCLUSION

Through this study we are trying to understand organizational change and on the basis of this study we can conclude that organizational change is a continuous process each and every organization has to face changes and has to manage these changes by adopting proper change management techniques. Organizational changes having different type of impacts on different organization. Sometimes organizational changes having positive impacts and sometimes it having negative impact. This study limited to the findings of above literature. In order to understand organizational change more precisely further work is needed.

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