Managing Change in Turbulent Time: A Perspective of Indian Private Sector

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Abstract

In the current climate of liberalization, globalization and tough economic pressure, organization change for employee is becoming a mounting priority. Even when change is a complex process that have both positive and negative effect on organizational societies and it has meaning to look at the available proof so that the process is managed efficiently and effectively. In order to facilitate manager access the vast series of writing on organizational change, this paper focus on the process of organizational change, causes and their change agent and it is hoped that it will provide a base for people to manage the change as well as resistance of change.

It starts by discussing the literature on change management from a view of private organization. It also looks at concept of psychological contract between employee and organization. The paper also looks on the effects of organizational change on organization productivity, culture, climate, efficiency with reference to Indian private sector.

Keyword: Business Management, Change Management, Change agents, organizational productivity, efficiency, resistance to change.

1. Introduction

In the current scenario how well do you deal with change is one of the main questions in organization. No one is impervious to the desire for things to stay the same- after all, life’s easier if you never have to grow or adapt. But the truth about life is that every moment environments change, organizations change and people change. It is important
to have a strategic business plan that is also adaptive by all. Virtually nothing will ever stay the same. Especially during these times of economic crisis, it’s more important than ever to prepare ourselves and our employees for change - both expected and unexpected.

Managing change in organizations is one of the most challenging and critical experience for leaders and senior executives. In times of economic turbulence, the ability to successfully lead change is even more crucial as organizations try to adapt and make tough decisions. Often these situations call for far-reaching change efforts that are burdened with pitfalls and barriers. Bringing about successful change is reliant on the presence of a few key ingredients: the need for change, an idea for the change, sufficient resources for carrying through the change, the support of senior management, and effective implementation. First, all change efforts should be taken care by a clear need for change. Such a need have to be clearly articulated to the employees so that there is collective commitment to the change.

2. Causes of Change in Indian Private Sector
The organizations are vigil enough to see the market changes and accordingly try to incorporate changes in the organizations. There are many reasons to it and understanding it is also the necessity of ours. The causes concerns are:

2.1 Security
People are positioned to set patterns of working within a comfort zone of daily activities. So they feel discomfort in breaking the comfort zone and coming out of it.
2.2 Fear of Unknown
Many employees don't want to change because of fear that what that unknown thing will bring to us.

2.3 Domination
Changed practices may cause a loss of domination over daily routines and activities. This may come through changed reporting lines or responsibilities which can evoke a level of anxiety.

2.4 Buoyancy
The introduction of new practices may emasculate employee buoyancy in their ability to perform. Some may accept this as challenge, for others it can be taxing.

2.5 Expertise
To be able to work in a changed work environment there is always an element of re-expertise required. This necessarily means that current skills and work related know how, often developed over an extended period of time will need modernize or may become unneeded. This uncertainty can impact on an employee’s expertise and ability to perform.

2.6 Change In Strategy
The company changes or expands its core business due to market constraints, competition or shareholders.

2.7 Change in Culture
The company realizes that there is a shift or fruition in values and business culture. So they try to make changes in people working style.

3. Managing Change in Turbulent Times
People don’t resist change. They resist being changed – Peter Senge What a powerful, and fun, fable about change. Change, even though we often resist it, is inevitable. In fact, organizations strategic planning process may trigger changes in their own ways, either in terms of the work done or in the internal structuring of the work. No matter how management presents it, employee struggle with change. They may need help accepting and adapting positively to the changes, though. That’s where we need to focus determining which changes require action and which require monitoring. The various ways to manage this change in turbulent time can be explained with the following points:
3.1 Education
The first and foremost measure to manage organizational change is providing education to the entire employee in advance so that their resistance to change can be lowered down.

3.2 Participation
Participation, I think, or one of the best methods of educating. - Tom Glazer. With this quotes we come to know about that without the participation of all employee we will not be able to create blaze amongst the employee.

3.3 Negotiation
Negotiation is a dialogue between two or more people or parties, planned to reach an understanding, resolve point of difference, or gain advantage in outcome of dialogue, to produce an agreement upon courses of action, to bargain for individual or collective advantage, to craft outcomes to satisfy various interests of two people/parties involved in negotiation process and it is very important to manage in time when organizations are undergoing a change.

3.4 Coercion
Coercion is the process of making other to do something without their willingness out of fear of punishment. It is not positive, so it should be controlled in the organization.

Fig. 1: The diagram shows the various ways in which change can be managed.
3.5 Top Management Support
It is very necessary for top management to give confidence to their employee and staff that they want their development and that is why they have imbibed change in the organization.

3.6 Make Sure Everyone Understands The Change And Why It’s Necessary
It is again very important to notice that organization senior manager should understand that it is necessary to make other understand that why they are introducing change in the organization and why it is necessary to handle timely.

3.7 Respond To People’s Ideas And Feelings
It is not always true that employee don’t have strategic mind and they cannot think like top management. Organization should always welcome and reply to people’s idea and feeling about change management. They should be able enough to go to the grassroots problem of employee.

3.8 Develop A Planned Process Of Change
Without proper planning any fruitful strategy can be waste. So organization should always develop a planned process of change to manage change in the organization.

3.9 Be Human Be Real
Employee also wants that their leader should have heart. He should be of selling style according to Hershey and Blanchard theory of leadership. People rarely go for out of the way for a person who works on only logic and no emotion.

3.10 Strengthen Relationship And Maintain Lines Of Communication
During the turbulent time people feel disconnected with the organization, so it is very important to strengthen the bond between organization and employees to keep their morale high toward future task and association with the organization.

4. Conclusion
When organizations have complete observable capacity into change, they know what to assume, they identify the crisis, and they are able to remediate quickly, either reverting back the environment to a secure arrangement, or moving it forward to its next desired state. With this added visibility, any organization can now understand who is making what change with accountability that eliminates unexpected changes that cause service outages and costly mistakes. And finally, any organization can get even better at what they do best; bringing the organization to the next level of best possible performance, by delivering better services, and compelling cost efficiency throughout all levels of operation.
References


