

Managing Planned Change in an Organization

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Abstract – “The environment of business consists of those entire external things which it is exposed and by which it may be influenced, directly or indirectly.” There is symbolic relation between business and the environmental factors. All environmental factors are dynamic which affects the business. So the policies and strategies are made while keeping the change in business environment because changes are necessary for survival, growth of the business. But this change is resist by the employees of the organization because they do not want to cope with new challenges. So is the duty of the manager that he adopt new policies while keeping the resistance of the employees so that the changes made by the business can be applied peacefully in an organization so that it can be successful.

Keywords: Business Environment, Changing, Resistance to Change

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INTRODUCTION

Change is essential for existence and development of an organization. Therefore, it is important to introduce change in organization with changing environment. The changing environment comprises of customers, suppliers, competitors, government, creditors, shareholders and communities. Since these demands are constantly changing, the organization must also change to keep pace with its environment. Failure to change at an appropriate time may result into some acute or chronic malaise eventually forcing the organization to die. Organizational change is the movement of an organization away from its present state towards a desired future state to increase its efficiency and effectiveness. It may be in the form of technological change, restructuring, change in the work process, strategic change etc.

The phases of changing process are:

- Unfreezing
- Changing
- Refreshing

Unfreezing the situation:

The Unfreezing phase is the first phase of change and is targeted at informing the individual about the process of change and ensuring that they get adequately prepared for the change. This is because it is important that employees of an organization should not be surprised with the induction of change.

This is because the change which is unannounced and for which the people are not prepared may move to be destructive in nature. Therefore, it is important for the unfreezing the situation.

CHANGING

Once the process of unfreezing has been completed which means the employees of the organization no start realizing the need for the change. They are now fully prepared to accept the change. Thus as a next step, it is now important to alter the behaviors of the individuals and redefine them. According to, **H.C Kellman 54**”.

- **Compliance:** The management can enforce the reward and punishment strategy and thus ensure compliance. For good behavior, a reward can be announced and for a bad behavior a punishment can be announced. Fear for a punishment and attraction for winning a reward can actually motivate a person and can induce the desired behavior. For example, many people have stopped smoking because of the warning given by the Surgeon of General of United states that smoking causes cancer of lungs.

- **Identification:** Identification generally occurs when the members are impresses upon psychological and are motivated to relate and then they can be motivated to consider these as role models for

themselves and change their behavioral patterns accordingly.

- **Internalization:** When the internal thought process of an individual are changed in order to match with the new or changing environment, then this process is termed as internalization. Members are given the freedom to themselves identify as to what best possible changes they would like to make in themselves in order to ensure that they succeed in dimension to the philosophy of existence and thus bring about changes in such behavioral patterns that are not considered socially or professionally redeeming.

REFREEZING

Refreezing may be defined as the when the changed behavioral patterns become the normal way of living that is when the new behavior completely replaces the older set of beliefs, behavior. Also, it should be permanent in nature. It is also important to continuously reinforce the changes that have ensured in the behavior so that the new behavior is consistent and stays with time.

RESISTANCE TO CHANGE

Change no matter how beneficial, is generally resented and its always difficult to implement, since man follows the path of least resistance, it is easier to employ known methods than to change to new method where the outcomes may not be certain. It is similar to difficulties experienced when moving to new location or changing a school or a college. However, a change will be easier to make and adjust to, if the potential rewards after the change are sufficiently attractive factors that increase resistance to changes. Some of these reasons are:

- Insecurity
- Lack of communication
- Rapidity and extent of change
- The group resistance
- Emotional turmoil
- Loss of power and control

MANAGING RESISTANCE TO CHANGE

If the changes are to be implemented successfully, they need full acceptance from employees. Some of the specific strategies employed in reducing the resistance to change are

- **Negotiation and agreement**

- **Willingness for the sake of group**
- **Timing of change**
- **Participation and involvement**
- **Communication and Education**
- **Leadership**

CONCLUSION

As change is necessary to be introduces, it is also necessary that it should be introduced with minimum opposition. However, to minimize the opposition is a difficult task. Every manager should know the art of introducing changes in a friendly manner. It cannot be denied that changes bring challenges, new experiences, new adventures and new rewards and hence a change may be easier to accept when it is accompanied by favorable benefits.

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