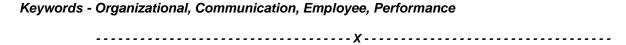# Organizational Change and Effective Communication on Employees' Performance

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Abstract - Maintaining productive relationships in the workplace requires an emphasis on open and honest communication. Good professional relationships and mutual trust may be built via open and honest communication. How you handle organisational change is the single most important factor in its success or failure. Communicating with workers and making sure they are aware of the changes and how they will be impacted is crucial. When it comes to implementing new technologies, most companies put their employees to work alongside management. Organizational change management is the focus of this research, and its success depends on open lines of communication. The same is true of organisations; change is inevitable, just as it is in people's lives. There is no way around the fact that any organisation with aspirations of expansion, improvement, and fulfilment of its stated purpose will be immune to the constant flux that is the result of the interplay between internal and external factors. It is important for businesses to adapt to their surroundings if they want to remain competitive and successful.

Keywords - Organizational, Communication, Employee, Performance

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INTRODUCTION

Disruptive changes to an organisation may be defined as those that affect the business as a whole. Organizational change includes any significant alterations to the company's structure, policies, mission, products, or processes. In other words, it's a rather general term. Business success requires a willingness to adapt and evolve. When a firm expands, it must adapt by replacing departing workers with new hires, forming new groups and divisions, and using cutting-edge technologies. How you handle organisational change is the single most important factor in its success or failure. Communicating with workers and making sure they are aware of the changes and how they will be impacted is crucial. The ability to effectively communicate is a key managerial skill. Effective management relies heavily on open lines of communication, whether it's to inform workers of policy changes, help them be ready for a natural catastrophe, check in on their feelings, or any number of other things. For companies to thrive, they need thorough policies and strategies for communicating with their constituents, workers, stakeholders, and the community at large. While other elements, like as management style, organisational culture, and social interactions, may have an impact on employee performance, improving lines of communication is one of the most cost-efficient ways to boost output.

THE IMPACT OF EFFECTIVE COMMUNICATION

There are a number of ways in which efficient communication may help a company succeed. It:

- Increases enthusiasm, contentment, and dedication in the workplace.

- Employees are more loyal and committed to the company because of this.

- Educates employees on the merits of remaining union-free.

- Allows workers to have their say, which is becoming an increasingly important factor in raising levels of job satisfaction.

- Increases clarity, which may cut down on complaints and legal action.

- Enhancing processes and procedures leads to increased productivity and lower expenses.

LITERATURE REVIEW

Kumarasinghe, H.P. Nuwansala & Dilan, H. (2021) The study of organisational transformation and management of change is important because it allows us to apply insights from the past to the dynamic, fast-paced world of today. The implementation of new strategies in a complex setting is aided by change management models and methods. As a result, this section provides a high-level overview of Change Management and Organizational Transformation. Key factors for successful change and a brief analysis of the

interdependent role of communication and employee involvement are covered, as well as an introduction to organisational change, different types of organisational change, an overview of change management, the implications of change management models like Kotter's eight-step Change Management Model and Kurt Lewin's three-step Change Model, and the benefits of Change Management to organisations.

Bicer, Can. (2021) Keeping in mind that organisational change (OC) and development must be a major goal and should become a way of life for an organisation in order to meet the challenges of the business environment is crucial as the old hierarchical model that relied heavily on a small number of people at the top for leadership and workflow in organisations is now obsolete and just cannot work. For any organisation to thrive and improve, change is necessary, and this change must initially begin with the individuals and come from within. After all, OC is about any alteration that occurs in the total work environment, and organisations should develop adaptability to change or else they might be left behind or be swept away by the forces of change. To be more specific, OC also necessitates a change in the individual behaviour of the workers; and regardless of the amount or degree of OC, the employees on the receiving end are the unique humans who could cause the change process in companies to be a success or a failure. Similar to how Foote and Campbell (2019) cited the famous playwright George Bernard Shaw's quote, "Progress is impossible without change, and those who cannot alter their thoughts cannot change anything".

Riehl, Charlotte & Koch, Thomas & Beckert, Johannes. (2019) Previous studies have looked at the causes of organisational change failure and the part that people play in it. Individual predispositions and the change communication workers encounter throughout the process contribute to whether employees impede or promote organisational change. This research investigates whether these three factors have a significant impact on workers' (1) outlooks on the change, (2) resistance behaviours, and (3) support efforts. Six hundred and eighty-eight German workers who had recently experienced a job transition were surveyed online. Findings: The findings indicate that scepticism, openness, involvement, and impact on choices are particularly significant predictors with regard to both person traits and organisational setting. The greatest amount of variation may be accounted for by factors related to how change is communicated. By identifying significant predictors, classifying them in three categories, and testing them simultaneously, this research contributes to the ongoing conversation on the variables that affect support for and resistance to organisational change.

Daniel, Cross. (2019) The standards that employers have for employees rise and fall in tandem with the changing needs of the company and the marketplace. Individual employee performance is a major factor in determining an organization's success or failure. Due to the dynamic nature of the business world, every company has its own procedures and practises. Organizations need to adapt internally to these shifts, which may have a positive impact on staff productivity and morale, and therefore on the organization's ability to expand and diversify. The overarching goal of this study is to determine whether or whether organisational change has an influence on workers' job performance, and if so, how that effect compares to the transformation framework proposed by certain change management theorists. The information gained from a content analysis will be used in this investigation. This is due to the reliance on information from secondary sources. The evaluation's findings will reveal ways to optimise organisational transformation. There are a number of reasons why it's crucial for every given firm to always be through some kind of transformation. The importance of the staff in carrying out a change process should not be underestimated by the company. The organization's long-term development and performance are contingent on the dedication and hard work of its staff.

Alshahrani, Mohammed. (2019) This case study set out to investigate how the College of Commerce at King Khalid University responded to an organisational shift. The term "organisational change" refers to the process by which businesses constantly reinvent themselves by redefining their dynamic capacity and strategic position in order to optimise their performance both in an ideal situation and in response to changes in their external and internal environments. At the business school where the research took place, both upper and lower level staff participated. Six university workers participated in semi-structured in-depth interviews through Skype for this case study. Their responses provided insight into their perspectives on the institution's recent organisational shift. Perception of change, leadership's support throughout the change process, and the dissemination of change-related information were the three overarching themes gleaned from the content thematic coding approach used in this investigation. There was a mixed reaction from staff members about the upcoming organisational changes. Staff members are appreciative of the open lines of communication established and the leadership's encouragement shown to them during the transition. The findings also revealed that respondents were unsatisfied with the organisational transformation process and worried about their position as a consequence of the transition. Just one college was examined within the university, therefore the results may not be generalizable to the whole institution. Other organisational issues may have have had a role in producing these results. The research suggests that for organisational change to be successful and effective, it is crucial for change initiators to take into account the needs of workers. Lastly, the research suggests that workers' professional identities (status) play a role in the organisational change process, as do their perceptions of the changes, the support they get

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from their leaders, and the information they receive about the process.

EFFECTS OF TECHNOLOGICAL CHANGE ON EMPLOYEES' PERFORMANCE

There has been a backlash against the widespread use of IT across industries. Organizations have changed their management systems, practises, and ethos in an effort to extract maximum value from innovations. But, fast technological advancement inadvertently limits the expected lifetime of many Information Technology (IT) systems. In order to adapt to changes in the market, businesses constantly redesign and redevelop their existing information technology systems. The outcomes of such inventiveness are often underwhelming. Technology is advancing at a dizzying rate, and the world is becoming increasingly more technologically advanced. Firms are able to obtain a competitive advantage, boost performance, and build new enterprises from a wide range of sources thanks to the convergence of data processing, communications, and software advancements. These days, IT is used less as a backbone and more as a strategic tool in businesses. The 2000s were noteworthy by huge advancements in computing in companies as firms had seen a revolution in the adoption and deployment of sophisticated information technology. Unfortunately, hurried technological advancement inadvertently limits the projected longevity of many IT systems. Companies construct and rebuild their present IT systems in response to demands and market changes. But, the results of such inventiveness are usually underwhelming. Half of these technical transformation breakthroughs suffer failure.

New technologies may change the way people go about their everyday lives. This encompasses both their personal and professional routines. To improve efficiency and production, small firms may benefit from adopting and implementing new technologies, provided these changes are handled well. In today's fast-paced, high-tech world, technological progress will only quicken in the years to come. The rules and procedures of a company are subject to revision as technology evolves. Competition, new technologies, increasing staff efficiency and repaid development, and changing leadership and management are only some of the sources of difficulty in any given firm. Studies consistently find that improving attitudes and actions on the part of workers is crucial to a company's success. Employees at most companies are actively engaged in management and contribute to the implementation of technical advances. The introduction of new technology often necessitates a retraining of current staff members, so businesses spend time and money on this endeavour well in advance. You need to make sure that the workers' union is taking into account how technological progress may affect their health. Staff members who have experienced both the old and new systems report feeling less enthusiastic about their work, and it seems likely that these feelings have spread throughout the organisation as a result of the latter's decreased commitment to its mission and increased likelihood of staff turnover. As a result, businesses need to incentivize their staff to embrace new technology, just like any other kind of change. Moreover, businesses invest in cutting-edge tech to boost productivity, streamline processes, enhance collaboration, and boost overall efficiency and effectiveness in the workplace. The way work is done has changed due to the advent of new technologies. Technological progress has boosted worker productivity and reduced the time and effort required to complete tasks. If a business or government wants to succeed, they must keep up with technological advancements, and this is also in the national interest. Old methods of doing business are no longer sustainable. When used for its intended purposes and in accordance with established ethical norms, technology may significantly boost human performance. It is difficult for an individual to adapt new technology, but this process is simplified when many individuals are involved. The computer is a marvellous innovation, but it serves its purpose only when it is put to use in the workplace. These days, you can employ cutting-edge innovation to either destroy or create anything you want. Technology has lightened the strain on workers. That also means fewer workers are needed to get the job done. Fewer workers are needed to do the same tasks at most companies. Technological progress lessens the need for human labour in other ways as well. No obstacle stands in the way of a single worker doing their job.

Technological Advancement and Employees Performance

Combining and rearranging existing bodies of information is what drives technological progress. When technology improves, businesses see a boost in productivity. Internal progress leads to technological progress, and internal progress is in turn driven by the competence of the workforce. As a result, technical progress and productivity in the workplace are intertwined. Only when technologies are successfully coupled with other resources by human resources or when done properly and ethically can they contribute to higher productivity or improved performance. Promotion increases the effectiveness and efficiency of a company's workforce. Business results are another area where technology may make a difference.

EFFECTIVE COMMUNICATION BRINGS SUCCESSFUL ORGANIZATIONAL CHANGE

The management literature has shifted its attention from other areas to organisational transformation. As much as we know and study about the need of organisational transformation, many efforts to actually create such change fail. Recent research has shown that many attempts to implement change ultimately fail. Research suggests a 30%–60% failure rate for large-scale campaigns to effect

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change; more pessimistic findings predict a percentage of failure as high as 80%–90%, or even worse. More than half of all organisational transformation projects fail to generate the desired outcomes, according to the research. Rumors, resistance, and exaggeration of the bad effects of the shift all come from mismanaged change communication. It is widely accepted that good communication is crucial for bringing about organisational transformation. Practitioners generally believe that effective communication is crucial during times of planned change. The data presented clearly showed that the processes of communication and organisational development are intertwined. There is a favourable relationship between communication and numerous outcomes in the workplace, including engagement, productivity, and a sense of belonging. As a counterpoint, ineffective communication may lead to unproductive outcomes including stress, work discontent, poor trust, decreased organisational commitment, severance intention, and absenteeism, all of which can have a detrimental impact on an organization's productivity. The aversion to change may be mitigated if employees are kept informed throughout the transition. A company's change-effort is more successful when employees show little to no opposition to the new direction. The strategy to modify will rely on how well the company can improve the performance of each employee. Since individuals' responsibilities may shift as a result of an organization's transformation, communicating relevant information to workers in advance of the change is an important aspect of the change strategies.

How effective communication will help an organization

Effective communication is critical to any organization and can help it in many ways. A company's operations rely on communication in almost every area, from product creation to customer service to personnel management. While communicating with other groups, employees are typically the go-between. Strong communications with various constituencies are a byproduct of an informed and engaged workforce.

Clear Expectations for Employees:

Clear expectations for both staff and, surprisingly, consumers, may be established via effective communication. In order to motivate workers and encourage them to do their best, it's important to set clear expectations for them and explain how their work will affect the business and how they may improve their standing with the firm. When consumers have questions or concerns about a service they received or about how they may best connect with a company, proper communication can help alleviate their concerns and set realistic expectations.

Building Strong Relationships:

We may strengthen our bonds with one another via clear and open dialogue. Communication that prioritises satisfying the needs of each party, sharing relevant information, and offering criticism that is both positive and constructive may go a long way towards building trust and loyalty in any relationship. Solid communication of goods, services, and business culture and values is another byproduct of solid interactions with external audiences.

Ideas and Innovation:

Having a free flow of information may spark creativity and innovative approaches in many different fields. If workers have a firm grasp of the issues that matter most to their employers, they will be better able to concentrate on solving those problems and identifying novel approaches that may be used to boost the company's prospects. Workers are more inclined to provide suggestions and comments if they believe their ideas will be heard and considered, and if they believe corporate leaders will be receptive to what they have to say. Good ideas for enhancing goods and services often come from customers.

Employees as Customer Ambassadors:

Employees can perform a better job of representing the firm to their friends, family, and professional networks if they have a thorough understanding of the organisation, its culture, its goods, and its reaction to any unfavourable concerns. Workers who have a favourable outlook on their jobs and who have faith in their companies' communication are more likely to pass along company news to friends and family. When it comes to learning about a firm and its offerings, employees may be invaluable resources.

Strong Teamwork and Achieving Goals:

When people at all levels of an organisation can effectively communicate with one another, they are better able to work together to accomplish common objectives. In addition, when workers get the information, support, and encouragement they need from their organization's communication, they will feel more at ease resolving conflicts and working through problems on the job.

CONCLUSION

A lack of communication, on the other hand, might promote staff turnover, absenteeism, and

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dissatisfaction. Nevertheless, the opposite is true for inefficient communication, which may have a chilling effect on business partnerships, productivity in the workplace, and the success of an organization as a whole. It's essential for a company to adapt to the changing market conditions by undergoing organizational transformation. The article demonstrates that technology progress affects worker productivity. The rules and procedures of a company are subject to revision as technology evolves. According to the research, effective change management depends on open lines of communication inside a company. Employees are the driving force behind organizational transformation. If businesses want their staff to make the changes they want, they need to address the concerns and fears that come with it.

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