

Navigating Organizational Change: An analytical study of the influence of change Management Strategies on Employee Behavior

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Abstract - Official university libraries are the only official entities responsible for ensuring the safety of learning outcomes through the services they provide to their patrons, and this poses a significant challenge to the study's stated goal of improving performance. The study's significance lies in the fact that libraries are influenced by various external factors; specifically, the study's theme is changing management, and the study's recommendations and results have the potential to yield substantial financial gains that would benefit the Indian community at large. Using a case study of Indian university libraries, this research sought to determine how change management affected staff productivity. The study focused on three types of change: organizational, technological, and personal. The research strategy used in this study was a descriptive survey. We used stratified random sampling to choose 311 people at random from the whole population. The data collected from a structured questionnaire using a five-point Likert scale was analyzed using regression analysis.

Keywords: Management, Performance, organizational leadership, technological

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INTRODUCTION

It would seem that in this age of inventive growth, change management is crucial for university staff to do their jobs well. In any given circumstance, change is a continual and unavoidable process. Change management is defined by the Society for Human Resource Management (2015) as a methodical strategy for coping with change via the use of information, resources, and expertise. The ability of university leadership to adapt to innovation and change is dependent on their strategic management functions in the areas of planning, organizing, coordinating, reporting, directing, evaluating, communicating, motivating, and delegating. Organizational effectiveness is enhanced by a sequence of new occurrences, developments, operations, and downsizing, all of which are part of change management.

Every part of life is always evolving, and every kind of company has its own unique approach to managing change. In most cases, employees' negative actions are what really cause them to be resistant to change. According to Stensaker et al. (2012), the leadership dynamics of a change initiative may either amplify the negative effects or transform them into a positive that benefits the whole organisation. Managers should be

present in the workplace and conduct surveys to gauge the population's attitudes, beliefs, and values while guiding their organisation through a big process that would impact workers (Whyte, 1991). Prior to implementing a change, management can gauge employees' perceptions of the change through surveys. Failure to include those tasked with implementing organizational change in decision-making increases the likelihood that the process will fail to meet its objectives and overcome its obstacles (Whyte, 1991).

"The gap between the failure of management plans and their success may, therefore, be a function of the gap between worker resistance to and acceptance of these plans" (p. 19), according to Sagie and Koslowsky (2000). Even more so than the difficulty of learning new technologies, the employee's resistance to change might be a problematic issue. Mitigating the negative consequences of employee responses to changes in procedure, workflow, and technology is vital due to the increased resistance in corporate culture caused by advancements in technology and fast innovation (Craine, 2007). An enormous shift has occurred in the management of people as a result of the commercial aspect of management at universities, which now resembles the structure of corporate

organizations. When it first started, Business Process Redesign (BPR) was an approach to help companies with IT transition. A shift in higher education was included into BPR throughout its reengineering (Casey, 1995). A corporate organization's change management models and procedures should be implemented in tandem with an organizational practice's adoption in order to better train workers and foster a healthy work environment (Hall, 2003).

Employees at universities seem to place a premium on keeping up with technological developments in their work. Every country relies on technology, and its use in businesses has increased at an astounding pace. Technology, according to Pohekar (2018), is a collaborative instrument that facilitates the flow of knowledge and lends credence to more conventional issues. Changes in global policy, programming, operations, and strategy have resulted from the quick adoption of new technologies throughout the previous two decades.

Improvements in staff performance, less human effort, and shortened work completion times seem to be outcomes of the university's adoption and use of new technology tools. Employees' job performance and workload have been influenced by changes and advancements in technical instruments, according to Imran, Maqbool, and Shafique (2014). Organisational leaders take the lead in implementing strategic reforms and practices that may alter the long-term viability of both employee and company performance.

A leader is someone who takes on the role of guiding the actions of others, namely their subordinates or followers, in order to accomplish certain objectives. This is one of the management functions (Ibrahim & Daniel, 2019). The capacity, aptitude, attitude, and skill of university administrators and managers to envision, formulate, communicate, and announce goals; resolve disputes; and overcome opposition to change is organizational leadership transformation. Possessing the personal advocacy, vision, and motivation to inspire others and to get access to resources necessary to establish a strong foundation for change (Higgs & Rowland, as referenced in KbManage, 2020). According to Korbi (2015), a shift in leadership, whether dramatic or subtle, signifies a break from the status quo and the beginning of a new equilibrium or an improvement over the present. Changes in leadership are inevitable in every company, but employees may be resistant at first. Typically, when there is a change in leadership, employees are forced to adjust to new routines and ways of thinking that they are not used to. For example, the dean of the college or faculty may instruct staff who normally report to work at 11 a.m. to begin their shifts at 8 a.m. and to sign the attendance book. Employees may feel uneasy about this choice and provide pushback as a result. Leadership adjustments including interpersonal skills and instrumental roles seem to impact the job performance of university personnel. According to Wuestman and Casey (2015), leaders may help their teams maintain

process improvements in employee performance over the long term via effective communication techniques and teamwork.

STRATEGIES FOR CHANGE MANAGEMENT

There are several strategies to tackle change. Overcoming the change in the organization requires effective change management strategies. Five different approaches are used to achieve this goal:

- **Directive Strategy**

The top-level management often employs this strategy to manage change, with little to no input from lower-level employees. The benefit of this approach is that it can be implemented swiftly because fewer people are involved. The drawback is that it doesn't take into account the opinions of those who are involved or affected by these changes. Lastly, the staff may feel resentment because these changes are imposed on them without discussion or preparation.

- **Expert Strategy**

This method approaches change as a problem-solving exercise and seeks the advice of an expert in order to find a solution. Even with this method, the people who will be most impacted by the changes are not heavily involved. The key benefit of this method is that the change may be executed efficiently and successfully with the assistance of professionals.

- **Negotiative Strategy**

In this method the senior management addresses the many concerns with individuals who are impacted by the changes. This technique entails discussion and bargaining on the part of the senior management to execute the changes in the company. The adjustments to be made are addressed and the means of execution and the prospective consequences are also agreed upon. The key benefit is that this technique involves considerable engagement of all people who are touched by these changes which leads in participation and support from everyone. The biggest downside of this strategy is that it takes longer to execute the modifications. Another problem is that it is difficult to forecast all the potential results. In this technique the adjustments made are not always as per the expectations of the management.

- **Educative Strategy**

In order to get people to support the changes being implemented, this strategy relies on reinterpreting and reframing their values and conventions. Those who are actively participating in the transformation are the focal point here. Social norms and values regulate people's behaviour and thinking, according to this approach's premise. In order to transform individuals, it's necessary to reform and reinterpret these norms and values. Also required for this are

consultations, training, and educational opportunities. An benefit of this method is the positive commitment it fosters towards the improvements that are being made. Consequently, this method garners the backing and engagement of the personnel inside the company. One big drawback is that it requires more time to execute due to the participation of several persons.

- **Participative Strategy**

It relies on everyone taking part in the transformation, as the name implies. Even while upper-level management makes the final choices, they nonetheless consult with staff and get their feedback before making any major changes. Those impacted by the changes must be actively involved. Experts and consultants are also asked for their opinions. The main benefit is that everyone can be involved and participate, which means the transformation process will have everyone's support. This is a great chance for people to learn more about the company and how it works while also enhancing their own abilities. The most significant drawback is the length of time it takes to execute the modifications because of how slowly it is. Due to the many meetings and debates involved, it is both time-consuming and expensive. Aside from that, the potential results are hard to foretell. Therefore, this approach demands more resources and money and is more difficult to oversee.

LITERATURE REVIEW

Singh, Ruzual. (2023). Since many companies struggle to deal with employee pushback when they introduce new policies or procedures, the field known as "Psychology of Change Management" within the field of organisational management seeks to understand this phenomenon. Fear of the unknown, a lack of control over one's own life, and worries about one's job security are some of the psychological elements that this research finds to be a barrier to change acceptance and implementation. Anxiety, worry, and dissatisfaction are some of the emotional reactions studied. Consequently, the paper details critical change management tactics meant to foster an encouraging culture of change within businesses. Crucially, open and honest communication is highlighted as an essential component that promotes trust and successfully resolves issues. Furthermore, educational change management initiatives play a vital role, with personalised training and development programmes aiming to provide staff the tools they need to deal with unpredictable futures. By considering the many perspectives of their employees, organisations may make their change programmes more successful. Organisations may better adapt to the dynamic contemporary business environment by fostering an atmosphere that encourages active employee engagement, comprehending the concepts of change management, and promoting long-term viability.

Ali, Gohar & Hassan, Masood. (2022). The rivalry among the firms across the globe is moving at the leaf because to change in their work method goods and

services. In order to demonstrate the importance of change in their organisations, change management executives must gauge staff preparedness. Change management is just as critical as change management itself. Important for change adaption are employees' desire to change, as well as their attitude and behaviour. How people, organisations, and businesses transition from where they are now to where they need to be in the future is what change is all about. Consequently, the effect of empirical change management on the productivity of Pakistani workers is the focus of this research. Employee performance is greatly affected by change management. Organisational success in managing change depends on employees' readiness, attitude, and behaviour to change. Organisations can gain a competitive edge through the high performance of their employees when they embrace change and effectively manage that transition.

Daniel, Cross. (2019). Companies raise the bar for employee performance as they adapt to stay competitive. An employee's entire performance determines the success or failure of an organisation, making them an essential component of every successful business. Due to the ever-changing nature of the business environment, every company has its own unique approach. To adapt to these changes, organizations must make internal adjustments that impact employee performance and, by extension, the company's ability to develop. The overarching goal of this study is to determine whether organizational change has an effect on workers' productivity on the job and, if so, how much of an impact, by comparing the results to the transformational framework put out by various change management theorists. The results of the content analysis will be used in this investigation. This is due to the fact that secondary source data plays a crucial role in it. Organizational transformation may be enhanced based on the evaluation's findings. An organisation must constantly implement a change process for many essential reasons. In order to successfully implement change, the organisation must keep in mind the critical role that workers play. Employees are the key to the company's long-term viability and performance.

Al jaradat, Omar & Naqrash, Mohammad & Jadallah, Nurah & Al-Shoqran, Abdullah. (2013). The study's central issue is that, while all changes should lead to improved performance, official university libraries are the only ones legally obligated to ensure the security of their patrons' educational gains by virtue of the services they offer. The study's significance lies in the fact that libraries are influenced by various external factors; specifically, the study's theme is change management, and the study's recommendations and results have the potential to yield substantial financial gains that would benefit the Jordanian community at large. Using a case study of Jordanian university libraries, this research set out to determine how change management affects staff productivity in response to

changes in organisational structure, technological advancements, and personal development. A questionnaire was created by the researcher to gather raw data. The researcher used a random sample to collect the data. Out of 220 questionnaires, 200 were retrieved and 20 were excluded due to invalidity. This means that 200 questionnaires, or 95% of the study sample, were acceptable for analysis. SPSS was used for data analysis. Among the many results obtained by the research were: 1. The organisational structure is not conducive to change, which means that it is not suitable for the University Library's business needs and results in overlapping authorities and duties. 2. The areas of change (organisational structure, technology, and persons) are positively correlated with worker performance at a level $\alpha = 0.05$, with correlation coefficients of 0.589, 0.648, and 0.711 accordingly. Among the many suggestions made by the research were: 1. Organisational structure, human connections, and technology should all be considered in order to make sure the change programme is a success. They all need to be balanced so that people can perform better, which shows in the quality of their production.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive survey research design to examine the effects of change management on staff performance. The research population included both academic and nonacademic staff members, and data was collected through the administration of a structured questionnaire. According to Adebiji and Adebayo (2016), descriptive research includes gathering data, organising it, explaining it, and then presenting the facts to back up a phenomenon. Demographics and Experiment According to Creswell (2014), researchers and programmes often refer to a group of individuals as a population when they are interested in collecting data or information from them.

Table 1: Population of Non-academics and Academics Employee

Institution	No. of non-Academic and Academic Employees
Non- Academics	800
Academics	600
Total Population	1400

Sample size

In order to administer the structured questionnaire for this research, a sample size of 311 was determined using the Taro Yamane 1967 statistical approach. The participants were selected using a stratified sampling procedure.

Research variables:

Independent variables:

The following factors are considered independent in the study:

1. Change in the organizational structure.
2. Change in technology
3. Change in individuals.

Dependent variables:

1. The performance of workers

DATA ANALYSIS

HO1: Staff service quality is unaffected by organizational structure changes.

A high positive association ($r=0.812$) between organizational structure modification and employee performance is seen in Table 2. In addition, the results showed that 65.9% of the variance in employee performance was attributable to changes in organisational structure, suggesting that these changes contributed 65.9% to employee performance. Because of this, we may conclude that the effect on employee performance was not coincidental and can therefore accept the alternative hypothesis. The conclusion drawn from this was that the performance of the personnel is significantly impacted by changes in organisational structure. In addition, for every change in employee performance, 4.468 were attributable to changes in organisational structure, according to the regression analysis.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square
1	0.812	0.659	0.648

Predictor: (Constant)Change Management
Dependent

Variable: Employee performance

Table 3: Coefficients

Model	Under standardized coefficients		Standardized coefficients		
	Beta	Std error	Beta	T	Sig
I. Change Management	163228.89	55662.819	2.932		0.006
	4.468	0.560	0.812	7.981	0.000

Dependent variable: Employee performance

HO2: We have found no correlation between the rate of technical advancement and the satisfaction of our customers. A positive association ($r = 0.428$) between technological change and employee

performance is seen in table 4, which presents the results. The fact that technological advancements only accounted for 35% of the total impact on worker productivity suggests that they had a negligible effect. In terms of adapting to new technologies, the worker's performance was not exceptional. Another finding from the regression analysis was that for every change in employee performance, technological advancements accounted for 2.151. What this meant was that employees' productivity is greatly impacted by technological advancements.

Table 4: Model Summary

Model	R	R Square	Adjusted R square
2	0.428	0.354	0.223

Predictor: Technology change

Dependent variable: Employee performance

Table 5: Coefficients

Model	Under standardized coefficients		Standardized coefficients		
	Beta	Std error	Beta	t	Sig
2. Technology change	6307.048	1637.028	0.428	3.853	0.001
Employee performance	2.151	0.406	0.678	5.292	0.000

HO3: Leadership change does not influence the quality of employee service delivery

Table 7 shows that there is a positive correlation of 0.669 between leadership turnover and productivity in the workplace. The findings also confirm that a 44% boost to employee performance was a consequence of a change in leadership. Further analysis revealed a statistically significant relationship between leadership turnover and worker output. Employee performance varies by 2.970 points for every leadership change.

Table 6: Model Summary

Model	R	R Square	Adjusted R square
3	0.699	0.448	0.431

Dependent variable: Employee performance

Table 7: Coefficients

Model	Under standardized coefficients		Standardized coefficients		
	Beta	Std error	Beta	t	Sig
3. Leadership change	35052.206	11962.136	0.669	2.930	0.006
Employee performance	2.970	0.574	0.669	5.172	0.000

Dependent variable: Employee performance

The fourth hypotheses: there is a statistically significance relation at 0.05 moral level between change in Organizational structure and performance of employees.

Correlation between the change in organizational structure and personnel performance

dimension	statistics	change in organizational structure
workers performance	correlation coefficient	0.589
	level of significance	0.000

calculated R value at "283"point of freedom and "significance level 0.05" = 0.113

The Pearson test is employed to determine if there is a correlation between changes in organizational structure and worker performance, with $\alpha = 0.05$. The preceding table shows that the value of the indication level for organizational structure changes is 0.000, which is less than 0.05. The computed r-value for change in organizational structure axes is 0.113, which is equal to the largest value indexed r of 0.589, indicating a statistically significant relationship between organisational structure changes and worker performance. This proves that scientifically sound organizational structure changes will lead to improved performance.

The fifth hypotheses: there is a statistically significance relation at 0.05 moral levels between change Technology and performance of employees

dimension	statistics	change in organizational structure
workers performance	correlation coefficient	0.648
	level of significance	0.000

The Pearson test is employed to determine if there is a correlation between technological advancements and worker performance at a significance level of $\alpha = 0.05$. The data from the preceding table shows that the level indication of technological advancements is 0.000, which is less than 0.05. Additionally, the calculated r value for the technological change dimension is 0.648, which is higher than the indexed-r value of 0.113. Thus, there is a statistically significant relationship between the technological change element and worker performance. This proves that businesses adapt technology to meet their needs, which in turn increases worker efficiency.

Results:

- 1) There is a lack of adaptability in the current organisational structure, which makes it inappropriate for the University Library's commercial needs and causes duties and authority to overlap.
- 2) Work has slowed down as a result of the department's efforts to centralize rather than distribute authority.
- 3) The University Library's departments lack clear lines of authority and duty, causing conflicting powers and obligations and eventually leading to obstruct action.
- 4) Despite the negative effect on employee performance, management continues to treat workers badly by failing to recognize or reward their efforts, excluding them from decision-making processes, and by failing to treat them as people.
- 5) Although technological advancements have made delivery easier, faster, and more efficient, these advancements have not been accompanied by training programmes or new ways of working; hence,

administrative tasks have not been enhanced by the use of technology.

6) A lack of future-oriented strategies and dependable criteria for estimating human resource needs.

CONCLUSION

In light of recent developments in organizational structure, technology, and leadership, as well as the correlation between employee performance and the quality of service they provide, it has become clear that an effective change management process is essential for achieving these goals. This finding is based on the study's hypothesis testing: Workers' performance was positively correlated with organizational structure, leadership, and technology at a significance level of $\alpha = 0.05$, with correlation coefficients of 0.812, 0.428, and 0.669, respectively, according to the research. Hao, Kasper, and Muehlbacher (2012) found similar results, further demonstrating the critical role of organizational structure as an infrastructural determinant of performance. The absence of command inconsistencies, the free flow of information, and the ability for members of an organization to work together towards a shared goal are all benefits of a well-structured business. A leader's attitude, temperament, and leadership style determine how they think, act, and lead change; an effective leader inspires followers to want to participate, not be coerced into it. Evidence from the results shows that the institution has upgraded its systems for teaching, registration, admissions, internet access, and more to keep up with technological progress.

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