

Organizational Change

Session 11
Sem II (HRM)

Organizational Change

- Organizational change was expressed as an empirical observation of difference in form, quality, or state over time in an organizational entity. The entity may be an individual's job, a work, a group, an organizational strategy, a programme, a product, or the overall organization.

Nature of Organizational Change

- Change disturbs old equilibrium.
- Change affects whole organization.
- Change is a continuous process.
- Change affects individuals in the multiple roles.
- Change is natural.

Goals of Organizational Change

- Survival and Growth.
- Organizational Development.
- Mould and Modify the behavioural pattern.

Forces of Organizational change

EXTERNAL FORCES:

- Technology
- Market condition
- Social changes
- Political forces
- Globalization
- Workforce Diversity
- Changing economic conditions

INTERNAL FORCES

- Changes in managerial personnel
- Changes in operative personnel
- Deficiencies in existing structure
- Changes in Employee expectations
- Changes in work climate

Types of Organizational Change

- Happened change
- Reactive change
- Anticipatory change
- Planned change
- Incremental/evolutionary change
- Disruptive/revolutionary change
- Process-oriented
- Strategic change
- People oriented change
- Operational change

Kurt Lewin's Theory of Change

- According to Kurt Lewin: Effective change occurs by unfreezing the current situation, moving to a desired condition, and then refreezing the system so that it remains in the desired state.

Three Stage Model of Change System

1. Unfreezing: It leads to unlearning of old things to learn new ones. The individuals are made to feel that they have to give up the old work habits, for learning new types of behaviour.
2. Introducing change or moving to new level:
individuals should be guided to learn new methods and techniques implicit in the proposed change.
3. Refreezing at new level:
It is the phase of stabilization, assimilation and institutionalization of changes which are successfully implemented.

Resistance to Change

- Resistance to change is a concept that describes an individual's or group's psychological tendency to protect and maintain the status quo.

Types of Resistance to Change

1. Psychological resistance.
2. Sociological resistance
3. Logical resistance

Levels of Resistance to Change

- Individual Level
- Organizational Level
- Group Level

Benefits of Resistance to Change

1. Re-examination of change Proposals
2. Identification of problem area
3. Provides information