

## **A Study on Change Management with Context to Culture in Organization**

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### **ABSTRACT:**

Change management plays a vital role in every organization. The aim of the research paper is to study change management with context to organization culture in Sirsa, Haryana. The objectives were to determine the cultural changes in the organization and its management. To study the change and its management in organization. The culture of various organization is studied. We have identified the variables and tested its validity through the questionnaire. The results show that change management and organization culture go hand in hand. The changes occurring in the firms were studied and analyzed. This research is helpful to the organizations in coping with the changes and managing it according to the culture of the organization. To conclude changes, occur and our managed by understanding the organization culture.

**KEYWORDS:** Change management, Organization culture, cultural values, Resistant to change, hesitant to change, company, firm.

### **INTRODUCTION:**

Change management plays a vital role in any organization. When there are changes in the organization employees are hesitant towards change as it effects the cultural values which they inherit and the culture of the organization. We believe that the culture of the organization and change management go hand in hand. When there are changes in an company there are changes in the culture as well. Example: If a new CEO is appointed he changes the structure of the organization according to his experience and mindset. When the structural changes occur

automatically the culture of the organization changes. Hence change management and culture flow together in a company.

The challenge is to accept change and be ready to change. Every organization has little difficulty in managing change management. Research is being conducted to obtain specific information in a particular area; this research study has significance in the area of Human Resource Management in which one of the major factors like Organization Culture in the context of change is studied so as to understand the cultural policies in Organization and impact of Organization culture on employees.

### **IMPORTANCE OF THE STUDY:**

Research is being conducted to obtain specific information in a particular area; this research study has significance in the area of Human Resource Management in which one of the major factors like Organization Culture in the context of change is studied so as to understand the cultural policies in Organization and impact of Organization culture on employees. A common platform where individuals work in unison to earn profits as well as a livelihood for themselves is called an organization. A place where individuals realize the dream of making it big is called an organization. Every organization has its unique style of working which often contributes to its culture. The beliefs, ideologies, principles and values of an organization form its culture. The culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization.

### **LITERATURE REVIEW**

➤ This study investigates the influence of organizational culture on attitudes toward organizational change in Malaysia. Based on the work of Goffe and Jones and Dunham et al., a structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian Manufacturing directory. The results showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes toward organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes toward organizational change. This means that certain type of organizational culture could facilitate

the acceptability of change, while other types of culture could not accept it. The implications of this research are also discussed. (Rashid, 2006)

- Culture is critically important to business success, according to 84 percent of the more than 2,200 global participants in the 2013 culture and change management survey. Findings also suggest strong correlations between the success of change programs and whether culture was leveraged in the change process, pointing to the need for a more culture-oriented approach to change. However, there is a clear disparity between the way companies view culture and the way they treat it. Less than half of participants saw their companies effectively managing culture (Aguirre, 2013). Organizational culture – a popular but also a very complex concept – has been identified as an influential factor affecting the successes and failures of organizational change efforts. Many empirical organizational culture studies have been carried out in information systems (IS) research. However, culture is a very versatile concept, and there are many controversies in both defining and applying it. Therefore, this paper reviews different conceptions of organizational culture in the existing literature – in anthropology, organizational studies and in IS research.
- The study is conducted to examine the Organizational Culture theory and practices with emphasis on the effectiveness of satisfaction and motivational dynamics in the areas of employee's satisfaction and retention. The problem statement is based on whether it is only the compensation package which has the worth of retention and employee satisfaction or it is the overall organizational culture which has a pivotal role in retention and making employee satisfy. In order to testify problem statement, the R & D organization Integrated Services (IS), was taken as sample size. The employees were asked through questionnaires about the culture they perceive, prefer and job satisfaction at their workplace. The research study reveals that the overwhelming majority of employees at IS value the Organizational Behavior and Cultural variables such as "Organization as Result Oriented Place, Loyalty and Mutual Trust Factor, Risk Initiation, Innovation and Development in Work Setup, Challenging Work Environment". The reason the researchers have selected this topic is to find out the elements or variables, which influence employees motivation and satisfaction level. In this competitive world, these are key engines which enhance the organizational productivity that directly

leads to the organizational development and ultimately to the national economic development..(Jahanzeb, 2007)

- Proposed group size as a driver of cultural complexity. The research show that larger groups actually perform worse than smaller groups.However work culture perspective to educational institution has not been studied in detail. The present study is an attempt towards bridging this gap and investigates the organizational ethos of a premier business school. (read, 2003)
- We attended a conference where we were asked to play a game in which we were dived into 10 groups with 10 members in each and formed a company. We had a CEO and a group leader. We were asked to make 2 cruise in the beginning, time given 30 minutes. We began to prepare. 10 minutes passed the host called the CEO and gave certain instructions. We were now asked to make 1 cruise and 2 missiles. We began to prepare. The most working person in the company was asked to come out.20 minutes passed, the most working person was included back to the company and the host changed our CEO. With new instructions from our new CEO we began to prepare, our boat and missiles were ready. 30 minutes passed, time over.Through this game we learnt change management. (Shanan Jain, 2018)

## **RESEARCH METHODOLOGY:**

### **OBJECTIVES:**

- To determine the cultural changes in the organization and its management.
- To study the culture of various organization and related changes occurring in organization
- To study the change and its management in organization.

The main purpose is to see if there is an impact on the culture of the organization if there is an occurrence of change management.

Hence the following hypothesis is formulated:

### **HYPOTHESIS:**

**Ho:** Change management and culture are not significantly related

**Ha:** Change management and culture are significantly related

**Research Design:**

The study is empirical based on the secondary and primary data collected from the banks in Sirsa, Haryana. The data was collected through questionnaire from a sample of 100 working employees. The type of sampling used is simple random sampling. The instrument used in the study composed 2 parts. The 1<sup>st</sup> part included personal details such as name, organization, age, gender. The 2<sup>nd</sup> part included the **variables** such as Change made after evaluation, Change made is in context to organization culture, Change management and organization culture go hand in hand, Training provided before implementation of changes, Communication about changes to be made is there, Organization culture explained with changes to be made, You change according to organization culture, Willingness to change, Employees are flexible to change on a 4point **LIKERT** scale which denoted 4 being “Strongly agree, and 1 being Strongly disagree

**WEIGHTED AVERAGE OF ALL VARIABLES:**

NO	VARIABLES	WEIGHTED AVERAGE
1	Clear and Concise view of change to be made.	3.1
2	Change made after evaluation.	3.02
3	Change made is in context to organization culture.	3.12
4	Change management and organization culture go hand in hand.	3.1
5	Training provided before implementation of changes.	3.1
6	Communication about changes to be made is there.	3.05

7	Organization culture explained with changes to be made.	3.08
8	Making attempts to bring change on the basis of feedback.	3.08
9	You change according to organization culture.	3.07
10	Willingness to change.	3.09
11	Employees are flexible to change.	3.08
12	Your organization culture is the best.	3.09

**Change made is in context to organization culture component has the highest weighted average of 3.12 and change made after evaluation component has the lowest weighted average value of 3.02.** This shows that in banking organizations changes are made in accordance to organization culture and when new changes are to be brought in the companies they are made without evaluation.

#### **Data Analysis:**

The primary data collected through Google docs and later converted to excel for applying Pearson's rank correlation to check the reliability and validity of the questionnaire. The data was collected from 100 employees in various banks in Sirsa, Haryana. Reliability was verified by applying correlation to see if there is a significant positive relationship between change management and culture of the organization. Validity was established through the evaluation of the content evaluated by the banking professionals.

#### **RESULTS AND DISCUSSION:**

#### **HYPOTHESIS:**

**Ho:** Change management and culture are not significantly related

**Ha:** Change management and culture are significantly related

We have applied Correlation and have received the value **0.931**, The value of correlation is close to  $r = 1$ , Which signifies that the Change management and culture are significantly **positively** related to each other. This proves that change management and the culture of the organization have a significant relation and go hand in hand. Further representation of data in tabular form in **Table 3.1**.

**Table 3.1**

	Your organization culture	You change according to organization culture
Pearson Correlation	1	.813*
Sig. (2-tailed)		.018
N	100	100
Pearson Correlation	.813*	1
Sig. (2-tailed)	.018	
N	100	100

Correlation is significant at the 0.931 level (2-tailed).

**CONCLUSION:**

- From our research we have helped banking companies to accept change and manage according to the culture of the organization.
- “Organizational culture” focusing on its theoretical development based on studies conducted within the field of organizational theory. It may be concluded that organizational culture constitutes values, beliefs, attitudes and behavioral patterns shared

by organizational members in pursuit of organizational goals, which gives the organization a distinctive character.

- Organization has various of change management, it might be done at the introductory level when there are new employees or CEO in an organization or it might be done in between of the running system when there are technological changes. Likewise it changes form organization to organization.
- We have studied various banks because there are many changes in the system due to issue of new currencies.

**SUGGESTIONS:**

- Co-ordination and integration across organizational units in order to improve efficiency and quality of change management.
- Communicate employees about organization culture.
- Cultural innovation and the ability to successfully introduce new technologies and program.
- Effective management of dispersed work units and increase workforce diversity.
- Management of workforce diversity.
- Facilitation and support of teamwork.

**LIMITATIONS:**

- Major problem faced while approaching banks. They cannot be directly approached for the purpose of research.
- Collection of data only through mails and not personally.
- Difficulty in convincing the bank managers.

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