ORIGINAL RESEARCH PAPER

Management

A Study of Impact of Personality Traits on Strategic Change Management in Selected Organizations of Rajasthan

KEY WORDS: .

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ABSTRACT

This paper presents a in-depth research in Change Management. This article examines the origins of Personality that drives Change Management: the idea that there is resistance to change and that employees must overcome it. The Personality traits, of employees at all levels, interferes with successful change implementation. The article traces the personality trait as a systems concept, as a force affecting managers and employees equally. Personality traits confuses an understanding of change dynamics as traits may be infinite. Focusing on selective traits author established the impact of personality traits on change management and conclude with a discussion of alternatives to resistance to change. This paper suggests Personality Traits Changes for Effective Strategic Change Management through application of Shrimadbhagwad Geeta.

1. Introduction

Change is one reality with which individuals, groups and organizations must constantly cope in order to survive. Change is one of the most critical aspects of effective management. Change is the coping process of moving from the present state to a desired state that individuals, groups and organizations undertake in response to dynamic internal and external factors that alter current realities.

Survival even for the most successful companies cannot be taken for granted. In many sectors of the economy, organizations must have the capacity to adapt quickly in order to survive.

Kotter 2002, define "Change Management is a set of principles, techniques and prescriptions applied to the human aspects of executing major change initiatives in organizational settings." CM provides a competitive advantage, allowing organizations to quickly and effective implement change to meet market needs.

Prosci's states "Change Management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome." Change Management emphasizes the "people side" of change and targets leadership within all levels of an organization including executives, senior leaders, middle managers, and line supervisors. One size doesn't fit all when comes to Change Management. All organizations, however share the need to address the complexity of how change impacts people.

2. Unfolding Conceptual Framework of Personality Traits.

Gordon "Personality is the dynamic or organization with in the individual of those psychological systems that determines his unique adjustment to his environment." It is the sum total of ways an individual reacts to and interacts with others. Personality is measurable traits.

The Big 5 Model

2.1 Extraversion: This refers to the extent to which a person is comfortable with other people.
2.2 Agreeableness: This refers to the extent to which a person subjugates his interests for the sake of the group.
2.3 Conscientiousness: This trait refers to the extent to which a person is responsible and achievement oriented. People who are very conscientious limit the number of goals they set for themselves, devote their time and energy to those goals and often succeed in achieving their goals.
2.4 Emotional stability: this trait determines an individual's ability to withstand stress; individuals who have positive emotional stability feel emotionally secure and tend to be calm.
2.5 Openness to experience: This personality trait refers to an individuals' range of interests and indicates how innovative or how rigid he is on his beliefs.

adapted from Digman [1997], Griffin & Bartholomew [1994], John [1990], and McCrae & Costa [1996].

3. Basic Structure of Personality Trait
3.1 Affect-Emotions-Mood
3.1.1 Affect: range of feelings which encompass emotions and moods.
3.1.2 Moods: feelings which are less intense than emotion and is not directed towards anything.
3.1.3 Emotions: intense feelings that are directed towards someone or something. Reactsions, Object specific, Emotions can turn into moods.
3.1.4 Emotional Labor: Emotional Labor: Employee displays desired (organizational) emotions. Almost all jobs require high emotional labor (customer dealing, sales, doctor, pilots service jobs, cricketer etc.)

3.2 Emotional Constraints:
3.2.1 Organizational Influences:- Though no list of emotions is there for organizations. Some organizations laid out display of certain emotions. Expression of negative emotions is discouraged.
3.2.2 Cultural Influences: Understand the cultural value for emotions. Different cultures read one emotion differently.
3.2.3 Organizational Applications: An understanding of emotions can help us predicting a number of processes in an organization:
3.2.3 Ability and selection: Person who can read own and others emotions has found to be a good performer. This is called Emotional Intelligence (EI).

3.3 Nature of Persons
The types of persons involved in the interaction process determine to a great extent the degree to which the interaction may be cooperative or conflicting. Following factors are important in this context:

3.3.1 Ego States: People interact with particular ego states. Ego states are the person's way of thinking, feeling and behaving at any particular time.
3.3.2 Value Systems: Value system is a framework of personal philosophy which governs and influences individual reactions to

any situation. Thus people having different value systems may interpret the things and situations differently which may reflect the choice of different methods of working and behaving.

3.3.3 Interest: The most important situational variable is when people in a group or intergroup see their interest differently. This may not be because of the nature of the people but may generate because of the situations.

3.3.4 Role ambiguity: Role ambiguity is one of the reasons for role conflict. However it may also develop into inter-role conflict if various interacting roles have not been clearly specified. Thus organization structure, itself may be responsible for such conflict.

3.4 Attitudinal Sets: The sets of attitudes that members of various groups hold towards others can be cause of conflict among groups. If the group relations begin with the attitudes of distrust, competitiveness, secrecy and closed communication, there is a possibility that group relationships will become hostile rather than cooperative.

4.0 Review of Literature

Aguirre, 2014 reveal that Organizational change management and transformation have become permanent features of the business landscape. Vast new markets and labor pools have opened up, innovative technologies have put once powerful business models on the chopping block and capital flows and investor demand have become less predictable. To meet these challenges, firms have become more sophisticated in the best practices for organizational change management. Kimdy Le, 2014, Investigates the concerning personality trait development in young adulthood and perceptions of workplace conditions. Personality attributes were prospectively associated with work conditions and income. Findings also support the corresponsive principle of personality development. Personality traits are prospectively associated with perception of the work place. Workplace conditions are also associated with trait development.

5.0 SIMULATIONS AND EXPERIMENTAL RESULTS
Research Problem - The research Problem of "A Study of Impact of Personality Traits on Strategic Change Management in Selected Organizations of Rajasthan"

Objectives of the study
1. To identify the relationship and impact of Personality traits on Change Management.

2. To provide solutions for improvisation in Personality traits from Shrimadbhadwad Geeta.

The Research Design is exploratory research. The proposed study is restricted to Rajasthan. The sample size was 30 CEO, Top management / Mangers drawn from a cross section on the basis of convenience sampling. SCMP Score is the numerical score calculated on the basis of factors indicated by respondents. A Median value was calculated. A SCMP score equal or higher than the median value better level of change management practices. A Instrument structured questionnaire was designed for primary data collection. Hypothesis was formed to test the significance difference of SCMP on size, age, experience & type of organization(Aggregate & Factor wise)

H_{02}: There is non significant difference in the level of change management tools and techniques adopted by large and small size \companies.

Size Type Age	N	Mean	SD	T	Result
Small	18	3.80	0.48	0.650	NS
Service	16	3.70	0.46	-1.962	NS
Old	15	3.74	0.52	-1.18	NS
Flagship	11	3.85	0.32	0.089	
Large	11	3.91	0.40		
Manu.	14	4.0	0.36		
New	15	3.93	0.34		
Non-Flag	19	3.83	0.51		

Test results given above shows that there is no significant difference in the level of change management tools and techniques adopted by the company whether it is of large size or small size company (t = -0.650, p>0.05). The analysis of SCMP Score in selected Institutions accepted the null hypothesis. The null hypothesis was "there is no significant difference in the change management strategies of the different types of organizations in Rajasthan", which has been selected in the Rajasthan by researcher.

Serial No.	Statement	Agreement with the statement		
		Low	**Moderate**	**High**
Category	Employee's personality traits are important as it has impact on Strategic Change Management	36.67	20.00	43.33

43.33% respondents were highly agreed, 20% were moderately agreed and 36.67% were low, agreed that Employee's personality traits are important as it has impact on Strategic Change Management

CONCLUSION
Everything except Change is inevitable. Thus Change Management should be a systems approach in the Organization. It should be a continuous process and not be projected as an activity by chance when need arises. The by-default philosophy will help the Employee in the Organization to take it as a part of their Job Process without having any resistance to accept it or not.

Strategic Change Management focuses on the Organizational Goal thus linking all activities. Organizational Goals should be refined from Profits, Extraversion (Optimum utilization of change process & its impact on efficiency), Agreeableness (good working relationships), Conscientiousness (achieve individual & organizational goals), Emotional stability & Openness to experience thus, Educating the Employees at all levels about their role and importance in achieving Organizational Growth.

Personality Traits cannot be changed is a Myth. The Holy Shrimadbhadwad Geeta reveals that it is possible to change the personality traits of a human being.

Shrimad Bhagwad reveals the War of two forces the Kauravas (denoted as the devil powers in a human being like ambition, Anger, Greed, neuroticism, obsessions, delusions, compulsions, perseverance, aggressiveness, impulsiveness, reflectiveness, thoughtfulness, masculinity or feminity, self-restraints, objectivity, fear, distrust, dominance and Pandavas the godly powers are (Faith in one god, Submissiveness towards god, Love with almighty, punctuality, Company with the soul, empathy, integrity, submissiveness, cooperativeness, optimism, sociability, conformity, initiative, judgment)

Shri Krishna says that the struggle between the Kauravas and Pandavas is War. The only and one religion

Pandavas the godly powers when start dominating in a person than that human being becomes pious and vice versa he becomes evil.

Change Management process requires change of value system, belief systems as such only spiritual interference can change a person permanently from within.

Om chanting is the path to attain godly powers because Geeta preaches that killing the evils is beyond the reach of human beings . He only would achieve the goal of human salvation who would surrender himself to God. Om chanting is the process of surrender so that the almighty dissolves all evil powers and empowers the devotee with godly power thus making him fearless, peaceful, patient and adaptable.

Ramayan quotes a beautiful saying : Be fearless in this world as Uncertainty does not persist. It is only Certainity what persists.

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