ORIGINAL RESEARCH PAPER

Commerce

EXTERNAL FACTORS EFFECT ON CHANGE MANAGEMENT- A STUDY

P.S. Walikar

M. Com, M.Phil., Assistant Professor Department of Commerce & Management Sri D D Urs Government First Grade College Hunsur, Mysore District.

Dr. Mahesha N.P.*

M. Com, M.Phil., Ph.D. Assistant Professor Department of Commerce & Management Sri D D Urs Government First Grade College Hunsur, Mysore District *Corresponding Author

ABSTRACT

Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change works effectively within the social infrastructure of the workplace. The present study made an attempt to analyze adaptation of new science and technology and social factors impact for changes of management in corporate sector. The study used primary data of 500 respondents from organizations located in and around Bangalore city to analyze the data, for the purpose of external factors effect on change management the descriptive statistics, percentage methods and graphical methods was used. 16

INTRODUCTION:

Organizations today are facing more change than ever before, Change has become synonymous with standard business practice and an organization needs to change in order to remain competitive. The fast changing technological environment, workforce diversity, changing customer tastes and preferences as well as cut throat competition are some of the business complexities confronting management today. To overcome these challenges, organizations have to change. However, it is computed that at least more than half of all the organizational change programs fail, or reach a deadlock, or do not reach the results, which they initially were aiming at.

ORGANIZATIONS' MOST ADOPTED TO CHANGES:

Many entrepreneurs are recognizing the opportunities that this process offers, and gaining access to global markets has become a strategic instrument for their further development. Access to global markets for small businesses can offer a host of business opportunities, such as larger and new niche markets; possibilities to exploit scale and technological advantages; upgrading of technological capability; ways of spreading risk; lowering and sharing costs; and in many cases, improving access to finance. Gaining access to global markets can help prospective high-growth firms realize their potential and are often an essential strategic move for SMEs with large investments in intellectual property.

The basic limiting factor for transforming small businesses to large or medium is inability to serve large markets. In other words, they perform well, but in small volume. For small businesses, according to this and other experts, the use of modern technology is extremely important for these companies because they largely depend on them. Therefore, small businesses existence in new economy is directly related to new technologies (Vorbach 2006).

The challenge which new economy brings to small businesses managers is the use of new technologies and completely new and non-traditional competition on the market. Namely, new technologies enable larger competition which is on the global market. Therefore, the key to success in understanding customers' expectations in advance in terms of price and product quality, that is, who the customers are and what are they willing to pay for. Also, it is very important to be flexible in product delivery. Due to internet use in the last five years, delivery costs are significantly reduced as well as gathering all the necessary related information. For example, only five or six years ago, information about recommendations for buying and selling certain products were send through post mail and they were waited for several days. Now they are sent either over cellular phones through SMS or over internet through emails messages which are delivered almost instantaneously.

Strategic alliances are critical to organizations for a number of key reasons:

1. Organic growth alone is insufficient for meeting most organizations' required rate of growth.
2. Speed up to market is the essence, and partnerships greatly reduce speed to market.
3. Complexity is increasing, and no one organization has the required total expertise to best serve the customer.
4. Alliances facilitate access to global markets.

REVIEW OF LITERATURE:

Most of the authors expressed in the view the point of the effectiveness and specificity of change management in business organizations. This study aims to contribute to research on change management in top, middle and lower level organization by addressing the effectiveness and specificity of the change. organizational change will be a hapless endeavor without the appropriate leadership, employee engagement, communication to and commitment of individuals. The management of these four variables in the change management process play a pivotal role in the implementation of new ideas in organizations. (Lewin, 1951; Kotter, 1996; Peddle et al., 1998; Paton and Mc Calman, 2000), middle management and supervisors are absolutely necessary for the employees' involvement. In addition to this, she has also observed that the perception of the employee and organizational culture also matter in the investment (Kumari 2004). As the implementation of organizational change ultimately depends on the support of employees (Bartunek, Rousseau, Rudolph and DePalma2006: Herold, Fedor, & Caldwell, 2007), Planned change is assumed to be more appropriate for highly bureaucratic organisations (Coram and Burnes, 2001: weick & Quinn, 1999), and the rapid and continual innovation in technology is driving changes to organizational systems and process. The success of small business which are related to forming alliance. New technology use, experiences and knowledge exchange among entrepreneurs and similar. Leadership and management skill, such as visioning, prioritizing, planning, providing feedback and rewarding success are key factors in any successful change initiative. (M Radovic and Markovic2008).

PROBLEMS:

Most of the authors expressed their view that, point of changes in management to global business environment, political environment, economical changes which include upgradation of infrastructure, application of new business models, competition etc., none of the studies cover the technological and social factors impact in organization changes, so that the present study entitled "External Factors Effect on Change Management- A Study" in this direction.

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OBJECTIVES OF THE STUDY:

1. To analyze the business concerns and gender profile in organizational changes;
2. To examine the technological factors impacting the organizational changes;
3. To study the social environment factors impacting the organizational changes;

METHODOLOGY:

The present study uses primary data collected from structured questionnaire to the management authority of 100 companies. The sampling units were respondents of the management authority's selected on the convenience sample methods. The study was carried out by administering 500 respondents in different business concern in Bangalore city. There are two dimensions in this paper. The first one analyze, the technological factors impacting for organizational changes, secondly social environment factors impacting the organizational changes in different companies, for the analysis of this dimension's percentage method was used.

ANALYSIS AND INTERPRETAION:

TABLE-01 TYPES OF THE ORGANIZATIONS

Types of organization	No's companies	Percentage
Small Scale	23	23.0
Medium Scale	31	31.0
Large Scale	46	46.0
Total	100	100

(Source: Field work)

Table -01 presents the information about different types of the organizations participated in our study. Out of 100 companies, 23 companies belong to small scale, 31 companies belong to medium scale and 46 companies belongs to large scale corporate sector. However, large scale companies' participation is higher than other types of companies.

TABLE-02
GENDER WISE COMPOSITION OF RESPONDENTS

| Gender	No's Respondents	Percentage
Male	315	63
Female	185	37
Total	500	100

(Source: Field work)

The above table presents the information about gender profile of sample respondents in business concerns. Out of 500 respondents 315 respondents are male and 185 respondents are female. Among the respondents' male respondents are higher than female respondents.

TABLE-03 TECHNOLOGICAL FACTORS IMPACT OF ORGANI-ZATION CHANGES

| Factors	No of Respondents	Percentage
Importance of investment for introducing the new technology	168	33.6
Respondent opinion about to adjusting the new technology	223	44.6
skilled manpower required to manage the new technology	68	13.6
stages of changes in technology	41	8.2
total	500	100

(Source: Field work)
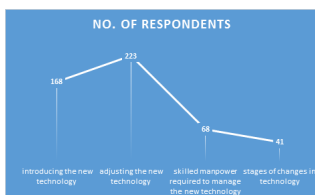
NO. OF RESPONDENTS

The present table and graph show respondent's opinion about introducing the new technology impact to organizational changes. Out of 500 respondents 33.6 percent respondents accepted for investment made for introducing the new technology in corporate sector, followed by 44.6 percent respondents opined that essential of adjusting the new technology is very important, 13.6 percent respondents accepted that require skilled manpower for managing the new technology and 8.2 respondents opined that adopting the technology requires some phases. Therefore 223 respondents opined that adjusting the new technology is very important when adapting the new science and technology in the organization to make successful changes in the business concern.

TABLE-04
SOCIAL FACTORS IMPACT OF ORGANIZATION CHANGES

Factors	No of Respondents	Percentage
Social factors impact on the basis demographic factors	94	18.8
Life style	112	22.4
Language	78	15.6
Culture	132	26.4
Levels of income	84	16.8
Total	500	100

(Source: Field work)

PERCENTAGE
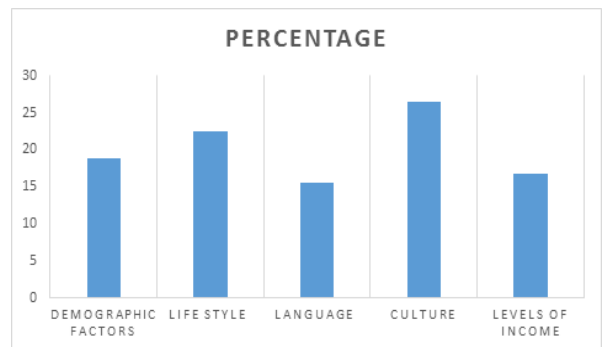
The present table and graph show the information about the social factors which impact organizations necessitating changes. The above table indicates that out of 500 respondents 94 responses accounting for 18.8% of the respondents stated demographic profile of the nation has an impact on the organization and necessitates changes among organization, 112 respondents accounting to 22.4 % of the respondents stated that the life style of people impacts the organization and necessitates changes among organization, 78 respondents amounting to 15.6% of the respondents stated that language impacts the organization and necessitates changes among organization while a significant number amounting to 26.4% of the respondents accounting for 132 respondents stated that culture of the people impacts the organization and necessitates changes among organization and 84 respondents accounting for 16.8% of the respondents stated that the level of income of people impacts the organization and necessitates changes among organization.

MAJOR FINDINGS:
The following are the major findings:

1. There are 100 organizations was participated in our study. However large scale company's (46.0) participation is higher than other types of the companies.
2. Out of 500 respondents 315 respondents are male and 185 respondents are female. Among the respondent's male respondents are higher than female respondents.
3. All the perception of respondents towards Technological factors impact of organization changes in business concern, 223 respondents opined that adjusting the new technology is very important when Adopting the new science and technology in the organization to make successful changes in the business concern.
4. 132 respondents opined that culture of the people impacts the organization and necessitates change among organization.

SUGGESTIONS:

1. Organizations can improve their performance through the motivation and training to the employees when they are adopting the new technology.
2. Organizations should encourage the social customs and giving the good remuneration and job security to the employees when they implementing the organizational changes

CONCLUSION:

The rate of organizational change has not slowed down in recent years, and may even be increasing. The rapid and continual innovation in technology is driving changes to organizational systems and processes. Many companies spend a lot of time and effort to accept new economic trends, while others adopt them easily.

Managing the human resources is critical and complex in the context of change in organization. Change is not just based on the physical resources in place, they are also focusing on the softer dimension of the organization such as the system, process and most importantly the people within the organization. The present study highlights adopting new science and technology and social factors impact for changes of management in corporate sector. This study reveals that investment and adopting new technology as two faces of the same coin. To conclude through the communication, motivation technique and using the proper training and guidance as well as encouragement we can achieve management changes.

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