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## ORGANISATIONAL CHANGE & EMPLOYEES BEHAVIOUR ANALYSIS

Kavya jagadish<sup>1</sup>, Dr. Amit K Srivasatav<sup>2</sup>

Department of Commerce<sup>1</sup>

<sup>2</sup>Shri Venkateshwara University, Gajraula (Uttar Pradesh)

### Abstract

The paper has analysed the means which assist employees to adapt to organisational change and its importance. The study has also evaluated the relationship between organisational change and employee behaviour. It has also provided a significant contribution to evaluating Indian organisational change and employees' behaviour from a cultural perspective. The paper has adopted qualitative research by reviewing various literature and case studies to evaluate the same for the research. The qualitative review has indicated that organisational change has both positive and negative impacts on employees' behaviour. On the individual level, the managerial approach plays an important role in crafting the employee's behaviour in organisational change. The study holds its significance because workplace conflicts are a contemporary issue, special in the post-pandemic era with organisational change. And it could be helpful for future research on the measures required to be taken to establish the workforce balance.

**Keywords:** *Organisation, Innovation, Employees, Organisational Change.*

### Introduction

The present corporate world thrives and survives in a continuously changing environment. Hence there is an urge to adapt and change the workforce as per the environment and customers' requirements. This changing environment has upsurged organisations to be proactive and innovative to succeed in the competitive environment (Aman et al., 2018). These changes could be successfully implemented when an environment of basic behaviour change could be understood and adapted by the organisations. The employees are required to be a part of the change rather than an information adapter for the changes. Hence the employees are required to behave like an innovator, who help in the growth of the business and the creation of new markets. The new organisational style has created a decentralisation in the decision-making process (Jankelová et al., 2021). The employees in the cross-functional organisational structure can take decisions and shape the business environment accordingly. Hence the organisational change should be made an organic process for the employees by considering their decision-making initiatives.

Employees need to propose their ideas and be active participants in the decision-making of the organisation. One of the main aspects of organic adaption of change by the employees is to align the major behaviour traits with the organisation (Mutonyi et al., 2022). However one of the important facts



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in being part of decision-making resides in the fact that who will own the risk and responsibilities of the decisions. The responsibility of risk resides with the company while sharing of the reward is based on the company's Internal policies (Ogiyenko, 2021). The employees also have the liberty to use the firm's resources for innovative measures and projects. However, the authority to the implementation or adoption of innovation is with the organisation not with the leaders only. These new behaviour aspects required an innovative culture within the organisation, where employees could acknowledge and utilise the resource of the organisation in the most constructive manner.

The employee's involvement in decision-making and resource utilisation has a multidimensional approach attached to it (Ryu, 2022). Being a new field the research in this area is limited and there is the immense future scope for further research on features and characteristics of employees' involvement in decision-making and resource utilisation for organisational growth. However, there is a need for a conducive environment to develop innovative skills in the employees. Although an innovative culture especially in India could be flourished when it is infused at both corporate and employee levels. Hence the study has considered various innovative and decision-making activities commenced by employees with the reality of organisational policies and culture.

## **Literature Review**

### **Concept of Innovation & Decision Making**

Employees' innovative skills are linked with the organisational innovative culture and orientation. According to Ahn (2021), innovative behaviour consists of adapting new approaches and opportunities with the divergence from old methods. Yang, Luu and Qian (2022) stated that innovative employees acknowledge the ownership without being the actual owner of the organisation. Yogesh and Shrivastava (2019) stated that employees' innovative concept has been developed over time with the addition of dimensions and aspects. Ahn (2021) has described innovative human resources as the employees who take new initiatives, and internal resistance to develop new activities, products and services.

Further, Mutonyi et al. (2022) elaborated on the relationship between innovativeness, renewal, venturing and proactiveness. Yang, Luu and Qian (2022) have described the innovative attitude of employees as "proactive & Anticipatory behaviour" with a focus on organisational business diversity and growth. According to Ogiyenko (2021), an innovative environment is a core of an organisation, not an employee imitative. The employees adapt to the innovative environment and use their curiosity and creativity to analyse the problem with the experimental mindset which leads towards adaption and introduction of the new innovative means or product. Similarly, Mutonyi et al. (2022) have defined proactiveness as "An active mind which acts on the right opportunity in the right manner to deliver the desired outcome." Mutonyi et al. (2022) further elaborated that proactiveness is an important aspect of the innovative mindset. It is a futuristic mindset with awareness of the outer environment's trends and proper anticipation of those trends accordingly.



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### **Enablers For the Innovative Behaviour**

The innovative behaviour of the employees is affected by various factors. The concept of innovation is required to be evaluated at both individual and organisational levels. According to Jankelová et al. (2021), corporate innovation will flourish through the focus on core competency and with a proposed framework around four competencies namely innovation, leadership, funding and agency. Yogesh and Shrivastav (2019) have further explained the conditioning factors which impact the innovative mindset in employees. One of the major factors for an innovative environment is organisational commitment. The key factors also include educational background, inter-organisational networking, creation of opportunity and reporting and acknowledging the employee's success. Further (Ahn, 2021) has described the role of job design and its impact on innovative behaviour. The other major means include a commitment to the organisation, job satisfaction and a sense of belonging to the organisation. Hence from the above discussion, a hypothesis could be created on the fact that the organisational environment is positively correlated with the innovative culture in the employees.

### **Data analysis & Findings**

To test the hypothesis created the qualitative data in the form of a literature review has been analysed. The systematic literature review states that management activities play an important role in maintaining and flourishing the innovative culture in the organisation. Hence the role of management in the disruptive cultural environment is a matter of discussion and the innovative initiatives provide them with a guideline for the same. The organisation's leaders are required to set up an educational environment with regular training to foster innovative culture within the enterprises. In the case of the external environment, the technological opportunity within the country creates the inclination for innovative poses and creates a culture to foster innovation at each level within the organisation.

In dynamic and high-tech environments, organizations are frequently confronted with challenging market conditions, characterized by rapid changes in technology, evolving customer needs, and intensifying competition. Consequently, to remain competitive and secure their market position, companies often adopt innovative cultures that prioritize the development and implementation of new technologies and managerial practices.

In response to these market challenges, companies may employ technological or managerial innovations to gain a competitive advantage. Technological innovation refers to the development of new products, services, or processes that incorporate the latest technological advancements. In contrast, managerial innovation involves the adoption of new organizational structures, systems, and processes that enhance the efficiency, productivity, and adaptability of the organization.

By embracing an innovative culture, companies can better anticipate and respond to emerging market trends and customer needs. This allows them to capitalize on new opportunities and establish themselves as leaders in their respective markets. Moreover, innovation can foster creativity, collaboration, and experimentation within the organization, promoting a culture of continuous improvement and growth. Hence, the adoption of an innovative culture is a common response to challenging market conditions in



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dynamic and high-tech environments. This approach can help organizations leverage new technologies and managerial practices to stay competitive and seize emerging market opportunities.

### **Recommendation & Conclusion**

Innovation plays a crucial role in organizational success, and among various innovative activities, self-renewal activities are considered the most vital. These activities help organizations become more aware of their external environment, which in turn improves their learning capabilities and problem-solving skills. Additionally, business venturing is a prominent aspect of innovation that involves the creation of new businesses within an existing organization. This leads to the growth of the organization and is visible to both internal and external stakeholders.

In summary, innovation is essential for organizational success, and self-renewal activities and business venturing are two critical components of innovation. Self-renewal activities help organizations become more sensitive to their external environment, improve their problem-solving abilities, and enhance their learning capabilities. Business venturing, on the other hand, leads to the creation of new businesses within an existing organization, which is a visible dimension of innovation and can drive growth and expansion.

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