

## INNOVATIVE APPROACHES TO CHANGE MANAGEMENT

**Suman Tyagi**

Research Scholar

**DECLARATION:** I AS AN AUTHOR OF THIS PAPER / ARTICLE, HEREBY DECLARE THAT THE PAPER SUBMITTED BY ME FOR PUBLICATION IN THE JOURNAL IS COMPLETELY MY OWN GENUINE PAPER. IF ANY ISSUE REGARDING COPYRIGHT/PATENT/ OTHER REAL AUTHOR ARISES, THE PUBLISHER WILL NOT BE LEGALLY RESPONSIBLE. IF ANY OF SUCH MATTERS OCCUR PUBLISHER MAY REMOVE MY CONTENT FROM THE JOURNAL WEBSITE. FOR THE REASON OF CONTENT AMENDMENT/ OR ANY TECHNICAL ISSUE WITH NO VISIBILITY ON WEBSITE/UPDATES, I HAVE RESUBMITTED THIS PAPER FOR THE PUBLICATION. FOR ANY PUBLICATION MATTERS OR ANY INFORMATION INTENTIONALLY HIDDEN BY ME OR OTHERWISE, I SHALL BE LEGALLY RESPONSIBLE. (COMPLETE DECLARATION OF THE AUTHOR AT THE LAST PAGE OF THIS PAPER/ARTICLE)

### Abstract

Development can possibly achieve unexpected and tremendous changes in how business is led as well as how shoppers collaborate with the items and administrations that organizations offer. The most advantageous and successful course of action in this situation for any firm is to develop or discover new methods of managing. The effect of change management on organizational advancement by means of innovative conduct in the public area is the subject of this observational review. Organizational goal, groundbreaking initiative, inclusion and correspondence, and schooling and preparing are the four parts of change management that are autonomous factors. Organizational advancement is the reliant variable and part development is the intervening variable. The Public Assistance Appreciation Overview 2018 by KIPA gave the data expected to the examination (the Korea Establishment of Policy implementation). The investigation revealed that organisational creativity and innovative behaviour are positively impacted by change management characteristics. Also, the innovative actions of public servants acted as a bridge between organisational innovation and change management. It has been proven that organisational innovation cannot be achieved without the inventive conduct of organisational members. Cooperation and correspondence were the parts of change management that greatly affected imaginative way of behaving and organizational advancement.

**Keywords:** Innovative Approaches, Management, Change, Organizational Goals

## 1. Introduction

Information and communication technology is becoming a bigger and bigger force in the manufacturing sector. This opens up a wide range of design options for technological systems and makes it possible to go from mechatronic systems to fully automated cyber-physical systems. Virtually every step of the industrial value chain is significantly impacted by these cyberphysical systems, from small-scale energy systems like the smart-grid architecture to large-scale systems for product engineering and manufacture. The interconnectedness, real-time capabilities, modularity, and virtualization of physical processes are all benefits of cyber-physical systems. A hasty investment in the incorrect technology could, among other things, prevent employees from using it, prevent performance targets from being met, or cause the technological infrastructure to be incompatible. It becomes clear that concentrating solely on technology is too limited, so we recommend instead thinking about scenarios of digitised work. A scenario is described as an easily comprehensible explanation of a potential situation that is built on a complicated web of influencing circumstances. So, the goal of this study is to present a tool that takes into account all pertinent aspects of technology scenarios and that businesses may use to compare the benefits and drawbacks of technological systems. We specifically test the instrument's capacity to identify notable variations among digitised job contexts.

Since new and creative ideas are the primary factors and the key that drive and guide organisations to swiftly grow and accomplish the company's goals, innovation has grown to be one of the most important concerns that organisations face today. Additionally, businesses can succeed without inventive or creative leadership.

To bring about this change in the organisation, innovation and creativity need open-minded and astute leaders. Innovation is a method of thinking that gives birth to new ideas. Since there is a connection between innovation and change, companies cannot attain greatness without innovative leaders who are willing to adapt and put forth the effort to do so. The primary difficulty facing the leaders is a lack of understanding of innovation and creativity.

## 2. Literature review

According to Newton (2007), there are two basic purposes of change management: first, to assist organisations in achieving goals that cannot be realised by the way they are now structured, and second, to minimise the adverse effects of any changes made to the organisation. This demonstrates that organisational change management includes all actions intended to assist a company in successfully embracing new technology and methods of customer service. In a continually evolving climate, viable change management empowers the change of methodology, cycles, innovation, and individuals to further develop execution. Each task that will bring about significant change should have an intensive and coordinated way to deal with organizational change management.

Tweaking and steady variations are two instances of merging change, as per Newman and Romanelli (1988). The objective of both of these kinds is to guarantee arrangement between corporate methodology, designs, and cycles. Though steady transformation remembers rolling out small improvements for reaction to irrelevant changes in the climate in which organizations' capability, or what the creators allude to as the "10% change," finetuning centers around further developing what is being gotten along nicely.

As organizations develop more prosperous and produce inward powers for soundness, Tushman et al. (1988) shows how these equivalent factors in the end produce opposition when, out of the blue, an association's methodology should change. According to Bate (1994), incremental change does not fundamentally alter strategy, basic values, or company identity but may require adjustments to systems, processes, or structures.

The work of Checkland (1972) is well known for the invention of the soft systems model for assessing and designing change in what Checkland termed "human activity systems," most frequently organisational systems. Companies today are moving towards change step by step.

Other authors, including Stacey (2003), apply systems principles in their examination of organisations and transformation. Nadler (1988) developed a systems model applied to

organisational behaviour. The majority of authors who write about organisations emphasise how crucial environmental factors are to organisational management and decision-making.

The hard systems model of change is one of the fundamental representations of the change management process. Flood and Jackson (1991) and McClaman (1994) created this approach (200). They established seven stages for change; the first stage is the situation overview, which begins by outlining the framework for the change to be made.

Beyond the straightforward machine metaphor, Kotter's (1995) eight steps to altering your organisation goes a little farther. Kotter's eight-step approach was developed after an analysis of 100 different organisations that he has advised on change. His investigation revealed eight crucial lessons, which he turned into a practical model of eight steps. The methodology stresses the need to communicate the vision and keep up with very high correspondence levels in the meantime, addresses a portion of the power troubles around getting change going, underlines the meaning of a' felt craving for change in the business.

The organizational point well affects organizational development, as indicated by prior investigations. Mero-Cerdán and López-Nicolás (2017) brought up that the reception of organizational development is essentially impacted by organizational goals connected with advancement. The discoveries demonstrated that organizational development is empowered by the mission of the association.

### **3. Research Methodology**

#### **3.1. Research Framework**

The accompanying depicts the review's system. The free factor was decided to be organizational advancement. The accompanying elements were picked as autonomous factors: organizational goal, groundbreaking administration, contribution and correspondence, and instruction and preparing. The control factors were humanistic and segment factors (orientation, age, instructive foundation, business period, position, association), work trademark factors (giving work assets, work independence, work execution abilities), and organizational culture factors (bunch culture, improvement culture, various leveled culture, levelheaded culture), which were coordinated

through the examination of earlier investigations. In this review, we took a gander at whether organizational development is impacted straight by change management qualities or whether it is affected in a roundabout way by part development. Initially, we looked into how organisational members' innovative behaviour was impacted by change management elements. Second, we looked at how organisational innovation is impacted by change management characteristics.

### 3.2. Research Hypothesis

**H1:** Innovative conduct will profit from the organizational reason, groundbreaking initiative, commitment and correspondence, instruction, and preparing parts of change management.

**H2:** Organizational innovation will benefit from a goal at the organisation..

**H3:** The connection between contribution, correspondence, and organizational advancement will be interceded by innovative way of behaving.

### 3.3. Variables and Measurement

This study utilized overview information to tentatively examine how organizational inventiveness and innovative way of behaving are impacted by change management qualities. To analyze the effect of the larger part on the innovative way of behaving of organizational individuals, research has been finished on the angles that are persuasive comparable to administrative advancement. However, on the grounds that organizational development and government advancement are comparative, exact investigation of the factors influencing organizational advancement is required. Thus, the motivation behind this study is to research how organizational development and innovative way of behaving are impacted by change management qualities. To examine the impact, free factors, interceding factors, subordinate factors, and control factors should all have the accompanying parts and estimation methods. The initial step was to lead an exploratory element investigation on the free factors known as the change management factors. Four elements — organizational goal, groundbreaking initiative, inclusion and correspondence, and instruction and preparing — were more straightforward to distinguish because of the examination. Four inquiries regarding the organizational objective were assessed utilizing a 5-point Likert scale. On the four

inquiries that made up this estimation, groundbreaking initiative was evaluated utilizing a 5-point Likert scale. A 5-point Likert scale was likewise used to assess three inquiries concerning instruction and preparing and seven inquiries regarding inclusion and correspondence. Second, two inquiries relating to innovative way of behaving — the interceding variable — were assessed utilizing a 5-point Likert scale, and two inquiries were exposed to part examination. Third, three inquiries concerning organizational development, a reliant variable, were assessed utilizing a 5-point Likert scale, and three inquiries were exposed to factor investigation. Fourth, the corporate culture and occupation qualities, as well as humanistic and segment components, made up the control factors.

#### **4. Analysis Method and Data**

We involved Hayes' Cycle Large scale in this examination to affirm the interceding impacts between the factors. Regularly, relapse examination and underlying condition demonstrating can be utilized to look at intervening impacts (SEM). In addition, the Sobel test accepts the ordinariness of the example dissemination while deciding importance while deciding the size of interceding impacts. Expecting a typical circulation, SEM investigation gives the upside of utilizing certainty stretches through free and undeniable bootstrapping. Notwithstanding, SEM likewise has the downside of utilizing simply ceaseless factors, in contrast to relapse examination. The Hayes (2013) proposed Cycle Large scale gives the advantage of playing out a relapse examination without assuming a typical dissemination and can straightforwardly gather the size of interceding impacts through bootstrapping. As a result, Process Macro is frequently used as a method for mediating impact analysis in both domestic and international investigations.

#### **5. Finding and Discussion**

##### **5.1. Validity and Reliability Analysis**

The legitimacy and dependability of the appraisals were analyzed in this study utilizing exploratory component examination and unwavering quality investigation. The Varimax revolution, a right-point turn utilizing the Kaiser rule, was utilized in the element examination to play out a central part factor examination. The inner consistency approach, which figures the Cronbach's alpha

coefficient, was utilized to look at unwavering quality (Lim et al., 2016). The suitability of surveying organizational goal, groundbreaking authority, contribution and correspondence, and instruction and preparing as elements was first settled by the component examination of the change management factors.

Second, the arrangement of assets for work execution, work independence, and work execution ability as variables could be estimated with legitimacy on account of the element examination on the proportion of the work qualities factors.

At last, the practicality of estimating levelheaded culture, improvement culture, bunch culture, and progressive culture as variables was laid out by the component investigation on the proportion of the organizational culture factors.

## 5.2. Results of Hayes' Process Macro (2013)

An intercession relapse examination utilizing the fourth Hayes' Cycle Full scale model was done to explore the connection between change management and organizational development and how open authorities' imaginative way of behaving intercedes the connection between the two.

**Table 1.** Aberrant impact affirmation of the connection between organizational point and organizational development and individuals' innovative way of behaving.

Division	Effect	Boot SE	Boot LLCI	Boot ULCI
<b>Total effect</b>	0.2083	0.0116	0.1858	0.2308
<b>Direct effect</b>	0.2017	0.0116	0.1788	0.2243
<b>Indirect effect</b>	0.0068	0.0022	0.0028	0.0111

LLCI = lower limit inside 90% certainty time frame aberrant impact. ULCI = upper bound inside 90% certainty time frame aberrant impact.

The immediate effect of organizational goals on organizational development and the roundabout effect of individuals' imaginative direct are both portrayed in the previously mentioned Table 1 regarding their certification and importance. The size of the impact was 0.2083, and the bootstrap certainty time period in general impact was huge in light of the fact that it didn't contain 0. As a

result of the bootstrap certainty span's prohibition of 0, the immediate impact of an organizational objective on organizational development was huge and its size was 0.2017. Likewise, the bootstrap certainty stretch didn't contain 0 and the extent of the impact was 0.068, showing a huge impact of organizational point on organizational development through the intercession of individuals' innovative way of behaving. Subsequently, the discoveries showed that organizational reason overwhelmingly straightforwardly affects organizational advancement.

**Table 2.** Roundabout impact affirmation of the connection between cooperation, correspondence, and organizational development as a middle person of individuals' innovative way of behaving.

Division	Effect	Boot SE	Boot LLCI	Boot ULCI
<b>Total effect</b>	0.5886	0.0126	0.5636	0.6135
<b>Direct effect</b>	0.5842	0.0128	0.5592	0.6080
<b>Indirect effect</b>	0.0045	0.0016	0.0016	0.0079

LLCI = lower limit inside 90% certainty timespan backhanded impact. ULCI = upper bound inside 90% certainty time frame circuitous impact.

The immediate effect of correspondence and cooperation on organizational development as well as the aberrant effect of individuals' imaginative way of behaving are displayed in Table 2 alongside their extent and pertinence. The size of the impact was 0.5886, and the bootstrap certainty time frame in general impact was critical in light of the fact that it didn't contain 0. Since the bootstrap certainty span didn't contain 0, and the effect's size was 0.5842, the immediate impact of commitment and correspondence on organizational advancement was huge among the general impacts. Additionally, the size of the impact was 0.0045, and the bootstrap certainty stretch didn't contain zero, demonstrating that the impact of association and correspondence on organizational development through the intervening impact of individuals' imaginative way of behaving was huge.



## 6. Conclusions

For public associations, compelling change management (organizational goal, groundbreaking authority, schooling preparing, support, and correspondence) can modify the manners by which individuals execute change and, eventually, add to organizational advancement. Then again, in the event that change management exercises are not done effectively, individuals will turn out to be more impervious to change, expanding their basic penchant to change, and further developing execution through additional adjustments will be more diligently. Coming up next are the arrangement suggestions that this study might want to stress.

At first, to successfully support the innovative way of behaving of organizational individuals, change management is essential. Change management can prompt organizational advancement notwithstanding the imaginative lead of organizational individuals.

Second, we found that imaginative conduct assumes a vital part in intervening between organizational development and change management. In a setting that is evolving rapidly, organizational individuals' innovative way of behaving is critical. Individuals from a public association should perceive the worth of inventive way of behaving and incorporated it.

At long last, commitment and correspondence had a nearly enormous and a lot higher effect on creative way of behaving and organizational development than different qualities. Public associations should hence recognize and execute the worth of correspondence and cooperation.

In arranging and carrying out advancement arrangements (programs) to help administrative organizational development and innovative way of behaving, strategy suggestions for the discoveries on the connection between change management factors, innovative way of behaving, and organizational development in this study are expected. This concentrate additionally has scholastic implications since it observationally upheld the viability of change management techniques for empowering corporate advancement and imaginative way of behaving.

## References

1. Baron, R.M.; Kenny, D.A. *The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations*. *J. Personal. Soc. Psychol.* **1986**, *51*, 1173.
2. Checkland, P. B. (1972), *Towards a system-based methodology for real-world problem solving*, *Journal of systems engineering* Vol.3 No. (2).
3. Dubey, R.; Gunasekaran, A.; Childe, S.J.; Wamba, S.F.; Papadopoulos, T. *The impact of big data on worldclass sustainable manufacturing*. *Int. J. Adv. Manuf. Technol.* **2016**, *84*, 631–645, doi:10.1007/s00170-015-7674- 1.
4. Hayes, A.F. *Introduction to Mediation, Moderation, and Conditional Process Analysis. A Regression-Based Approach*; The Guilford Press: New York, NY, USA, 2013.
5. Kanter, R.M. *When a Thousand Flowers Bloom: Structural, Collective, and Social Conditions for Innovation in Organization*. *Res. Organ. Behav.* **1988**, *10*, 169–211.
6. Kotter, J (1995), *Leading change: why transformation efforts fail*. *Harvard Business Review*, Vol, 73, No 2, pp, 59-68
7. Mavros, Y.; Gates, N.J.; Wilson, G.C.; Jain, N.; Meiklejohn, J.; Brodaty, H.; Wen, W.; Singh, N.; Baune, B.T.; Suo, C.; et al. *Mediation of Cognitive Function Improvements by Strength Gains After Resistance Training in Older Adults with Mild Cognitive Impairment: Outcomes of the Study of Mental and Resistance Training*. *J. Am. Geriatr. Soc.* **2016**, *65*, 550–559
8. Meroño-Cerdan, A.-L.; Lopez-Nicolas, C. *Innovation objectives as determinants of organizational innovations*. *Innovation* **2016**, *19*, 208–226.
9. Nadler, D A and Tushnman, M L (1997), *Competing by design: the power of organizational architecture*.
10. Newton, Richard (2007), *Managing change step by step: all you need to build a plan make it happen*. Prentice hall: London.
11. Peng, D.X.; Heim, G.R.; Mallick, D.N. *Collaborative product development: The effect of project complexity on the use of information technology tools and new product*

- development practices. Prod. Oper. Manag. 2014, 23, 1421–1438, doi:10.1111/j.1937-5956.2012.01383.x*
12. Rosen, R.; Wichert, G.; von Lo, G.; Bettenhausen, K.D. *About the importance of autonomy and digital twins for the future of manufacturing. IFAC-PapersOnLine 2015, 48, 567–572, doi:10.1016/j.ifacol.2015.06.141.*
13. Stacy, R. D. (2003), *Strategic management and organizational dynamics* PrenticeHall: Harlow.
14. Tushman, M.L., Newman, W.H., Romanelli, E. (1988), *Convergence and upheaval: managing the unsteady pace of organizational evolution* Ballinger Publishing: New York.
15. Wang, L.; Törngren, M.; Onori, M. *Current status and advancement of cyber-physical systems in manufacturing. J. Manuf. Syst. 2015, 37, 517–527, doi:10.1016/j.jmsy.2015.04.008.*

### Author's Declaration

I as an author of the above research paper/article, hereby, declare that the content of this paper is prepared by me and if any person having copyright issue or patent or anything otherwise related to the content, I shall always be legally responsible for any issue. For the reason of invisibility of my research paper on the website/amendments /updates, I have resubmitted my paper for publication on the same date. If any data or information given by me is not correct I shall always be legally responsible. With my whole responsibility legally and formally I have intimated the publisher (Publisher) that my paper has been checked by my guide (if any) or expert to make it sure that paper is technically right and there is no unaccepted plagiarism and the entire content is genuinely mine. If any issue arise related to Plagiarism / Guide Name / Educational Qualification /Designation/Address of my university/college/institution/ Structure or Formatting/ Resubmission / Submission /Copyright / Patent/ Submission for any higher degree or Job/ Primary Data/ Secondary Data Issues, I will be solely/entirely responsible for any legal issues. I have been informed that the most of the data from the website is invisible or shuffled or vanished from the data base due to some technical fault or hacking and therefore the process of resubmission is there for the scholars/students who finds trouble in getting their paper on the website. At the time of resubmission of my paper I take all the legal and formal responsibilities, If I hide or do not submit the copy of my original documents (Aadhar/Driving License/Any Identity Proof and Address Proof and Photo) in spite of demand from the publisher then my paper may be rejected or removed from the website anytime and may not be consider for verification. I accept the fact that as the content of this paper and the resubmission legal responsibilities and reasons are only mine then the Publisher (Airo International Journal/Airo National Research Journal) is never responsible. I also declare that if publisher finds any complication or error or anything hidden or implemented otherwise, my paper may be removed from the website or the watermark of remark/actuality may be mentioned on my paper. Even if anything is found illegal publisher may also take legal action against me

**Suman Tyagi**