

Organizational change: organizational development and motivation



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Organizational Change The situation under analysis is a difficult one, because it involves economic and social problems, low morale and motivation of employees. In this situation, effective HR managers should expect constant change and regard it as necessary and generally beneficial. There is a need to effect planned change and one important way of doing this is by organizational development and motivation.

The main area of change will include motivation of employees and establishing positive climate and high levels of morale. Expectancy theory will help new manager to inspire and motivate employees to meet organizational objectives and support current strategies. According to this theory, people act only when they have reasonable expectation that their actions will lead to desired goals (Armstrong, 2003). The first step is to inform the staff about current situation and problems on the market, discuss opportunities and market potentials in near future and explain that decrease in payroll expenses is temporary measure which helps the company to remain profitable. The worst scenario is that if changes do not take place including decrease in payroll taxes, all of employees will loose their jobs. On the other hand, market analysis will help to explain opportunities and business essentials which help the company to recover. Employees will perform better if they believe that money will follow effective performance, so if money has a positive value for an individual, higher performance will follow.

The second step is to introduce monthly reports highlighted current improvements and financial situation on the market. Improved results will not be achieved unless workers can also feel a sense of excitement about their work which results in the motivation to perform well. The nature of new <https://assignbuster.com/organizational-change-organizational-development-and-motivation/>

policies will bring people together when it is necessary for them to communicate and interact regularly with each other in the performance of their duties. The aim of changes is to create a core of loyal supporters who are willing to help in order to save the company.

The third step is to create cohesive groups. If staff are kept fully informed of proposals, are encouraged to adopt a positive attitude and have personal involvement in the implementation of the change, there is a greater likelihood of their acceptance of the change. It is important that staff themselves should also feel a sense of involvement and know how they can play their part in achieving the goals and objectives of the organization (Robbins, 2002). Cohesive work groups result in greater interaction between members, mutual help and social satisfaction, lower turnover and absenteeism, and often higher production. Commitment of staff and personal involvement will help the company to hold working places for employees and guarantee them stable profit. Motivation for success allows employees to recognize the valuable contributions they make to improving the quality of their life and to generating income for their area. Personal commitment of employees will achieve important social goals and encourage economic development and prosperity for all. The distribution of tasks, the definition of authority and responsibility and the relationship between members of the organization can be established on a personal and informal basis.

The next step is to introduce high recognition management practices which recognize that employees are valued stakeholders in the organization and help to develop a climate of cooperation and mutual trust, and high levels of morale. Following Campbell (1997) " Create a climate in which productive and harmonious relationships can be maintained through partnerships
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between management and employees and where teamwork can flourish" (Campbell 1997, p. 56). Commitment to the organization will certainly be related to the intention to stay - in other words, loyalty to the company (Carroll, Buchholz, 2000). A personal example of the leader and management staff will also motivate employees for success. Managers should participate in the change processes which help them to increase ownership of a decision or change process and strengthening commitment to it.

References

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