



CHANGE MANAGEMENT BY NEUROLOGICAL ASPECTS OF ORGANIZATIONAL BEHAVIOUR

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ABSTRACT

Dynamic changes affect inter-relationships between different stakeholders of organization. The remarkable impact may be on individual and group decisions, performance at work, work-life balance etc. Group dynamics and leadership have direct impact on cognitive behaviour. This paper is an outcome of a research focused on impact of neurological aspects on behaviour affecting change management initiatives. It includes changes in performance, decision making ability, team work, creativity and engagement among employees from selective micro and small scale enterprises. This study attempts to formulate suitable design of change management policy to cope up with probable deviations in the organizational behaviour.

Keywords: Change Management, Employee Engagement, Neurology, Organizational Behaviour, Work-Life Balance.

1. INTRODUCTION

As per neurological observations, it has been determined worldwide that economic crisis has locked almost all the organizations between business accelerators and market responses. There is need to overcome dilemma between strategies to abolish vulnerable actions and revitalization of plans to respond the market fluctuations more dynamically. Human resource has to play a vital role for directing the situation through implementing certain changes. These changes might develop conflicts because of probable friction between existing practices with expected replacements. Once the smooth changeover in behavioural parameters takes place, then the sustainable development of organization would take place without any further barrier. [1]

Practice of change management in organizations should be embedded with behavioural consequences. Individual as well as group behaviour appears due to neurological stimuli. So it is essential to concentrate on behavioural dimensions in the vicinity of neurological perspective. The

organizational behaviour is represented by decision making process, engagement with the work, organizational climate, job satisfaction and many other relevant dimensions. Some of them are considered in this study.

2. LITERATURE REVIEW

Neurosciences affect almost all actions and views of our life. Various disciplines now-a-days depend on neurological perspective of decision maker. Neuro-scientific experiences were identified in project management Religion, Theology, Politics, Jurisprudence, Life sciences and Psychology (Schweitzer, A, 2007)).

In the beginning many authors have observed the wide area of business as an important field of neuro-scientific application, like,

- (1) Planning and control of projects
- (2) Expertise research, as well as learning and educational research and
- (3) Personality & cooperation research (conflict ability)

Encouraging individuals to relinquish outdated practices is a primary preoccupation of organizations (Grenier, 1987 as cited in Klein, 1991) and yet understanding of the mechanisms underlying practice change remains extremely limited. Research related to moral awareness and its neurological consequences has generally focused on individuals' ethical or moral sensitivity. Ethical sensitivity, defined as one's ability to recognize that a decision-making situation has ethical content (Sparks & Hunt, 1998). It has been further studied in dentistry by Baab&Bebeau, 1990; Bebeau, 1994; Bebeau&Brabeck, 1987; Bebeau, Rest, &Yamoor, 1985). Occupation wise researches were conducted rigorously by different researchers which include studies on nursing (Lützn, Johansson, &Nordström, 2002), accounting (Shaub, Finn, &Munter, 1993; Yetmar&Eastman, 2000), education (Clarkeburn, 2002), marketing (Sparks & Hunt, 1998), and the insurance industry (Blodgett, Lu, Rose, &Vitell, 2001). The common outcome of these studies reveals that training and experience can improve individuals' ethical sensitivity which affects the neurological aspects of behaviour.

3. NEUROLOGY AND DECISION MAKING

The decisions are ultimately taken by human beings. It may be an individual person or a group of people. In fact, group decisions result from the multiple approaches of different sets of individual decisions. At a particular moment decision is appearing in the light of uncertainty of probable options. The decision has been declared means people have deduced a common consensus for a specific alternative. Normally multiple options to a decision are considered as possible expected outcomes at unpredictable circumstances with inappropriate information.

Hence, it is essential for employers to understand the processes of decision making. In what motivational spirit human being takes decision; which options of decisions make changes in their behaviour are some of the questions that may disclose the link of neuro managerial perspectives with the process of decision making.

The study of motives behind specific social behaviour in terms of cognitive and affective neuroscience is useful for practice in business world. Social neuroscience identifies the biological co-relations between human resources. It considers other attributes which can be activated and evaluated for better results. These include attitude, belief and values.

4. NEURO EMPLOYEE ENGAGEMENT

According to Gallup, there are three levels of employee engagement, [2]

- Actively Disengaged Employees
- Not Engaged Employees
- Engaged Employees

As observed by Csikszentmihalyi, (2008) and Posner et.al, (2009), engagement involves the central and autonomic nervous system to maintain the internal attention and rewarding states. There are brain networks affected by the threat and reward response and thus by engagement levels. These are:

1. Cognitive networks: capacity for clear thinking and better executive attention.
2. Limbic system: higher immune function and body coordination.
3. Social network: Collaboration and understanding others.
4. Self-regulation network: regulation of both cognition and emotion for conflict resolution.
5. Learning and habit circuits: strengthens working memory.

Loyalty is a subconscious outcome of engagement. The time, energy and money spent to attach with one brand, against the possibility of attracting towards cheaper and more convenient alternative is known as loyalty. Negative emotions are more dominant over positive emotions in the process of decision making. Normally, engagement is positively linked with the reward. It is required to double the reward to overcome the negative outcome before making decisions. [3]

5. NEURO-HIGH PERFORMANCE

No two workplaces are exactly similar so there is no any standard formula to design high performing work places. But, there are specific attributes firmly related with highly productive work places. Organizations have to consider systematically about job design, performance measuring tools, workplace structures, leadership styles, values and behaviors. All these elements lead to all time high performing work environments. Commitment and focus towards results are important aspects of motivation. [4]

6. ABOUT THE STUDY

6.1. Objectives

Present study focuses on following objectives

1. To understand concept of neurology as perceived by respondent organizations.
2. To recognize correlation of neurological aspects and human behaviour.
3. To analyze impact of neurological perspectives in organizational success.

6.2. Research Framework

Considering increasing importance of neurological approach for almost every activity in the organization, the study was carried out with help of first hand responses.

6.2.1. Sampling Method

The convenient sampling method was used to select the sample organizations for this study. Small and medium enterprises working in manufacturing and service sectors were randomly chosen.

6.2.2. Sample Size

As shown in Table 1; forty organizations represent the study sample with equal participation (twenty each) from manufacturing and service organizations.

Table 1: Respondents' Profile

Sr. No.	Organizations	Respondent	
		No.	%
A	Manufacturing		
1	Agricultural Processing	5	20 50
2	Engineering Products	5	
3	Pharmaceuticals	5	
4	Textiles	5	
B	Service		
5	Banking	5	20 5
6	Communication	5	
7	Health	5	
8	Hospitality	5	
Total		40	100

Source: Field Study

The data was collected using structured questionnaire. The questions were related with different dimensions of neurological perspectives, change management experiences and corresponding consequences in organizational behaviour. The hypotheses were tested by Spearman's Rank Correlation (r) Method.

6.3. Hypotheses

A) First Hypothesis

Null Hypothesis (H0): Neurological perspectives of change management do not affect organizational behaviour significantly.

Alternative Hypothesis (H1): Neurological perspectives of change management affect organizational behaviour significantly.

B) Second Hypothesis

Null Hypothesis (H0): Manufacturing and service sectors do not have similar results from neuro perspectives of OB through change management.

Alternate Hypothesis (H1): Manufacturing and service sectors have similar results from neuro perspectives of OB through change management.

7. DATA ANALYSIS AND FINDINGS

7.1. Need to implement Change Management

Table 2: Need of Change Management

Sr. No.	Reason for C M	Respondents					
		Mfg.		Service		Total	
		No.	%	No.	%	No.	%
1	Unstable Economy	12	60	14	70	26	65
2	Competition	16	80	14	70	30	75
3	Natural Growth	10	50	10	50	20	50
4	Skill Shortages	13	65	19	95	32	80

Source: Field Study

As observed from above table, for manufacturing sector, change management is essential for improving competence (80 %), overcoming skill shortages (65 %), withstanding in unstable economy (60 %) and aligning with natural growth (50 %). The service sector organizations apply change management for meeting skill shortages (95 %), enhancing competitive strength and absorbing economic fluctuations (70 % each).

7.2. Barriers in managing changes

Table 3: Barriers in Change Management

Sr. No.	Barriers in C M	Respondents					
		Mfg.		Service		Total	
		No.	%	No.	%	No.	%
1	Personality	13	65	16	80	29	72
2	Decision Making	09	45	10	50	19	47
3	Individual Behaviour	14	70	12	60	26	65
4	Group Behaviour	16	80	17	85	33	82
5	Motivational Methods	06	30	09	45	15	37
6	Attitude of Leader	08	40	08	40	16	40

Source: Field Study

Opinions regarding constraints during implementation of change management have disclosed that the group behaviour and individual's personality are most significant barriers as viewed by 82 % and 72 % respondents. These were followed by individual behaviour, decision making process, leader's attitude and motivational methods with 65 %, 47 %, 40 % and 37 % responses respectively.

7.3. Neurological Perspectives of C M

Table 4: Neuro-Perspectives of C M

Sr. No.	Neuro-Perspectives of C M	Respondents					
		Mfg,		Service		Total	
		No.	%	No.	%	No.	%
1	Talent	12	60	06	30	18	45
2	Skill	07	35	16	80	23	57
3	Engagement	13	65	12	60	25	62
4	Innovation	09	45	11	55	20	50
5	Emotions	10	50	16	80	26	65
6	Rewards	16	80	08	40	24	60
7	Security	14	70	09	45	23	57

Source: Field Study

Emotional attachment between employee and organization, employee engagement status and providing non- monetary rewards are noteworthy perspectives according to 65 %, 62 % and 60 % respondents respectively. The 57 % organizations were in favour of skill nourishment and security.

7.4. Elements affecting Organizational Behaviour.

Table 5: Elements affecting OB

Sr. No	Elements	Respondents					
		Mfg.		Service		Total	
		No.	%	No.	%	No.	%
1	Talent	08	40	10	50	18	45
2	Appraisal	10	50	09	45	19	47
3	Engagement	15	75	13	65	28	70
4	Career Path	04	20	08	40	12	30
5	Relations	13	65	14	70	27	67
6	Reward	11	55	12	60	23	57
7	Commitment	12	60	11	55	23	57

Source: Field Study

As far as elements affecting organizational behaviour are concerned, the maximum 70 % respondents found employee engagement as the most effective element. It was followed by organizational relations (67 %), reward management and commitment (57 % each), performance appraisal (47 %) and utilization of talent (45 %).

7.5. Outcome of OB through neurological aspects

Table 6: Outcome of Better OB

Sr. No.	Results	Respondents					
		Mfg.		Service		Total	
		No.	%	No.	%	No.	%
1	Achievement	05	25	03	15	08	20
2	Enrichment	01	05	04	20	05	12
3	Engagement	04	20	03	15	07	18
4	WL Quality	02	10	02	10	04	10
5	Development	03	15	03	15	06	15
6	Retention	05	25	05	25	10	25

Source: Field Study

The better organizational behaviour leads to different useful results which not only strengthens but also enhances sustainability of organizations. The 25 % respondents observed retention of employees through appropriate OB. Target achievement and employee engagement were the results viewed by 20 % and 18 % respondents respectively. The organizational development, customer enrichment and balance between work and life were significant outcomes of better OB.

7.6. Neurological aspects of job satisfaction

Table 7: Neuro-Aspects of Job Satisfaction

Sr. No.	Neuro-Aspects	Respondents					
		Mfg.		Service		Total	
		No	%	No	%	No.	%
1	Freedom	10	50	08	40	18	45
2	Recognition	12	60	11	55	23	57
3	Challenges	09	45	10	50	19	47
4	Promotion	14	70	14	70	28	70
5	Value	11	55	15	75	26	65
6	Job security	13	65	13	65	26	65
7	Relations	15	75	10	50	25	62

Source: Field Study

There is direct relation between neuro aspects and job satisfaction. About 70 % organizations have identified link between promotion and job satisfaction, 65 % respondents each favoured employees' suggestions and security for the job; while, 62 % organizations trust in relations with workers. The 57 % respondents, advocated for recognition. The intensity of challenge and freedom of work are also important for job satisfaction.

8. HYPOTHESES TESTING

The hypotheses were tested using Spearman's Rank Correlation Method

Table 8: Hypotheses Testing

Sr. No.	Hypo-thesis	Spearman's Rank Correlation		Remarks
		Critical	Actual	
1	First	0.7450	0.8929	A V is more than C. V. So reject H0
2	Second	0.7450	0.8527	

Source: Field Study

As the actual value is greater than the Spearman's rank correlation coefficient, the null hypothesis is to be rejected. Hence, it has been proved that,

1. Neurological perspectives of change management affect organizational behaviour significantly.
2. Manufacturing and services have similar result.

9. CONCLUSION

Human behaviour is product of different multiple processes. It reflects interaction of different specialized subsystems. These systems interact continuously to determine behaviour. Human behaviour, in general, is not under constant and intensive control. Neurological aspect of organizational behaviour reflects through reflex actions, impulses, instincts, habits, customs, fashion and addictions.

By observing engagement through the purview of neuroscience, it could be recognized that deeper engagement makes direct impact on performance of human being. Job satisfaction has found to be related with intelligence quotient, emotional attachment, mental health and personality variables. It is highly essential to address neurological perspectives of organizational behaviour for better results through change management practices.

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