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Systematic and Effective Change in Hr Behaviour and Competencies Lead to Organizational Development

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Abstract In the era of globalization the markets and opportunities for more growth and revenues have increased. Today, teams and organizations face rapid change like never before. Organization required changing their current strategy or adopting the latest technology for better output and making an edge over their competitors. But due to implementation of new technology or strategy; there are some employees in the organization who react on the implementation; they won't be happy over the change. This paper explain if any organization wants to include any new technology in their daily work then there will be a big fix of understanding the core method coping with it. Employee will get confuse how to cope up that technology, it might be a machine newly included in the factory. The main objective of this paper is to find out the reaction after implementing new technology in Ready Made Garments (RMG) factory. If we put as an example then RMG sector is the best suited for this. In this sector managements always try to adopt a change in their technologies.

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Strictly as per the compliance and regulations of:



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Prof. Md. Lutfar Rahman ^a, Mahbub Ullah Miyan ^a, Md. Nuruzzaman ^p & Md. Safawat Jamil Sagar ^o

Abstract- In the era of globalization the markets and opportunities for more growth and revenues have increased. Today, teams and organizations face rapid change like never before. Organization required changing their current strategy or adopting the latest technology for better output and making an edge over their competitors. But due to implementation of new technology or strategy; there are some employees in the organization who react on the implementation; they won't be happy over the change. This paper explain if any organization wants to include any new technology in their daily work then there will be a big fix of understanding the core method coping with it. Employee will get confuse how to cope up that technology, it might be a machine newly included in the factory. The main objective of this paper is to find out the reaction after implementing new technology in Ready Made Garments (RMG) factory. If we put as an example then RMG sector is the best suited for this. In this sector managements always try to adopt a change in their technologies. They try to adopt and install new technology to increase the productivity. At first reactivity starts from employees but after successful motivation of all employees situation gets clear. If the company adopt systematic change its technology old to new, company's culture will remain same and overall vision and mission of the organization will be achieved. To make it more clear we have been chosen the forms in Tongi, Gazipur (Bangladesh) and find out some important data regarding the employee reaction specially RMG employee and put the calculation over there. This paper reflected these calculations in the pie chart and marked individual's opinion in likert scale.

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I. INTRODUCTION

To enter into the inner part of the research first we have to know why changes required on the organization and also for whom the people will experience it. The answer goes by saying that when organizations tries to wear a new outfit into its existing

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market in terms of employee behaviour, code of conduct on workplace and strategies such as expansion, replacement, R & D, road map of solving and submitting assignments, training criteria and approaches etc. will accelerate the company's overall productivity to achieve a new competitive advantage both domestically and internationally. Through the whole research we focused on the impact of the systematic implementation, it can be any specific rules or implementation of new technology like installation of more efficient machinery. Coping with the new technology, organizations need to install the new machineries into their firms to increase workability. Sometimes workers fall in a fix to understand how to operate these machineries by their hands. There a negative reaction arise between the employees because they have been habituated working with the old machineries. As a result, companies find problem to resolve it. For that they hire experts or trainers if available. If there is much scarcity of experts although they have to manage the situations by spending quite a handsome figure of money for training session. During this time, workers workability is less in the learning period but once they got to know it then companies need not to hire the experts anymore but for some basic maintenance. This loss of both time and money need to be undertaken by every single company for eradication of situational challenges. Once training has been properly executed then no question will arise about employee motivation because workable employee is always motivated to work. But for that companies need to have much financial strength and stay ready for these coming situations. The supplier company of machinery are pledge bound and duty bound to train up the employees of the buyer company of the machinery for installation and trail run of the machinery. If these type of contractual papers are signed between buyer and sellers company before supply of machinery is executed, there should not be any problem for buyers side to arrange expert for training and commissioning purpose of the machinery.

Problem Statement

- Habituated users do not like to adopt new technology except old one.

- Beginning of installing new technology, creates problem for both employee and employer
- Employees gradually avoid their responsibilities.
- Employees lose its potentialities.
- A negative attitude creates among all the employees in the organization.

Objectives

The objective of this study is to find out the reaction, the acceptances, change and its effects for the satisfaction of employees after setup or implement any new technology in the readymade garments industry.

Literature Review

Through effective change implemented for the betterment of company but it has also side effect which is not good for the organization. Some organizations faced that employees are losing their efficiency for a certain period. Some organizations have done a big change which did effect on their running big project. Few organization implemented new technology; for a few periods this productivity goes down. Beside that employees working quality was not that much remarkable for a few days. The brand new technology implementation is good but management remains worry about the employees who are not habituated with new one. They need to manage the trainer to train or motivate the employee, because they are less available in the market. On the other hand the trainers are costly. According to Harvard Business Review's summarizing story about "Implementing New Technology" by Dorothy Leonard-Barton & William A. Kraus.

***HBR observation after technological change basically shows following:*

For all the dollars spent by American companies on R&D, there often remains a persistent and troubling gap between the inherent value of the technology they develop and their ability to put it to work effectively. At a time of fierce global competition, the distance between technical promise and genuine achievement is a matter of especially grave concern. Drawing on their long study of the difficulties managers have had in closing this gap, the authors identify half a dozen key challenges that managers responsible for implementing new technology must surmount: their inescapably dual role, the variety of internal markets to be served, legitimate resistance to change, the right degree of promotion, the choice of implementation site, and the need for one person to take overall responsibility.

Introducing technological change into an organization presents a different set of challenges to management than does the work of competent project administration. Frequently, however, the managers responsible for shepherding a technical innovation into routine use are much better equipped by education and

experience to guide that innovation's development than to manage its implementation.

In the following, we describe some of the challenges managers must overcome if companies are to absorb new technologies efficiently. We also suggest strategies managers can use to address these difficulties. Although the examples we cite are all computer related and come from the experience of large manufacturers, the issues raised and strategies proposed apply every bit as well to small businesses, to service operations—in fact, to any organization where technological innovation flourished. Our focus is on internally developed technologies; but as vendors of advanced manufacturing equipment have found in their efforts to help implement the systems they market, new technologies, no matter what their origin, confront managers with a distinctive set of challenges.

Those who manage technological change must often serve as both technical developers and implementers. As a rule, one organization develops the technology and then hands it off to users, who are less technically skilled but quite knowledgeable about their own areas of application. In practice, however, the user organization is often not willing—or able—to take on responsibility for the technology at the point in its evolution at which the development group wants to hand it over. The person responsible for implementation—whether located in the developing organization, the user organization, or in some intermediary position—has to design the hand-off so that it is almost invisible. That is, before the baton changes hands, the runners should have been running in parallel for a long time. The implementation manager has to integrate the perspectives and the needs of both developers and users.

Perhaps the easiest way to accomplish this task is to think of implementation as an internal marketing, not selling, job. This distinction is important because selling starts with finished product marketing, with research on user needs and preferences. Marketing executives worry about how to position their product in relation to all competitive products and are concerned with distribution channels and the infrastructure needed to support product use.

II. METHODOLOGY

The primary data of this study has been collected through questionnaire interview. For the secondary sources information has collected from the different sources. The population size of the research is based on some employees' of production oriented companies in Tongi, Gazipur area, who have done change in technology or implemented new technology. The sample frame of this study has been considered of the authority of the companies who changed their technology for high performance and faced some

problem in implementation process. A total of 25 respondents have been conducted. The **Cluster sampling** approach has been selected for this study. To conduct the survey we had to spend total 35 working days. The **Likert scale** questionnaire has been selected. For analyzing of data MS Word, MS Excel has been used. We use hypothesis testing as a statistics tool for analyzing data. As our sample size is less than 30 we use T-test. We use pie chart to show the percentage of Likert scale.

III. HYPOTHESIS DEVELOPMENT

01. Old technology users welcome the new technology
02. By adopting new technology employees can fulfil their responsibility.
03. Workers are satisfied after installation of any new technology leaving old one.
04. Organization can increase their potentiality very fast.
05. Employees are interested in using new technology.

IV. FINDINGS

1. 36% respondents were strongly disagree where 24% disagree and 20% of respondents were neither agree nor disagree with statement that is old technology users hardly like new technology.
2. 36% respondents were strongly disagree where 32% disagree, and 16% of respondents were neither agree nor disagree with the statement that is adopting new technology employees can fulfil their responsibility.
3. 40% respondents were strongly disagree where 20% disagree, and 36% of respondents were neither agree nor disagree. That means workers are not satisfied after installation of any new technology leaving old one.
4. 25% respondents were strongly disagree where 36% disagree, and 44% of respondents were neither agree nor disagree. That means organization has less possibility to increase potentiality very fast.
5. 16% respondents were strongly disagree where 40% disagree, and 28% of respondents were neither

agree nor disagree. That means most of the users deny using new technology.

Limitation of the Study:

It was hard to get appointment from most of the office as they were busy in their own working hour in the industry. We wanted to have some face to face discussion session with the respondents but the some office authority did not permit.

V. CONCLUSION

Research particularly focused not only to generate the dilemma created by installing new technology but also to encourage people about its importance. Initially it will show problem among the employee to absorb besides company might be able to see some difficulties but once employee get it! Then no problem will be there company can run more finely and feel it's much flexible performance comprising others. Showing the graphical calculation is given to understand what people think in present time. We searched many websites to understand about what is going in outer world how much moderate they are or are they maintaining their performance with the progressive world through their training system or not. The consequences about those firm who still are not technologically modified or maintaining the ancient standards in training.

CITATIONS

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APPENDIX

Table : Summary of the Respondents

	H 1	H 2	H 3	H 4	H 5
1= strongly agree	0	0	0	0	0
2= Agree	5	4	1	0	4
3= Neither agree nor disagree	5	4	9	11	7
4= Disagree	6	8	5	9	10
5= Strongly Disagree	9	9	10	5	4
Total	94	97	99	94	89
Average (\bar{X})	3.76	3.88	3.96	3.76	3.56
Standard Deviation	0.91	1.07	0.96	0.76	0.94
T-TEST VALUE	6.98	6.44	7.56	8.25	5.64

Graphical Representation of Respondents Opinion:

