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Contribution of Digital Technologies on Organization Development and Change Management in Higher Education Institutions (HEI)

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ABSTRACT:

Digital Technology has been a key factor in teaching and learning process. It has a huge contribution for the progress of the students and improvement of the teachers in the organization. It has been increased in higher educational institutions by using techniques like presentation, live programs and online seminars etc. In higher educational institutions most of the syllabus is based upon the modern tools and techniques with some practical orientation. For this teacher must have to inculcate the digital technology and their implementation so as to increase the effectiveness of the institution. As per this study the effectiveness of the organization depends upon the organization development and change management. Organization development is related with development of infrastructure and culture of the organization that ultimately affects the change management in term of personnel and skill and knowledge of the employee.

This paper has the objectives to study the contribution of digital technology in organizational development and change management as well as internal forces of changes and their impact on organizational development and change management. With the help of this study, we should observe the progress in students in terms of increasing their understanding level and making them more adaptable with the changes. Also, in higher educational institutions teachers can get more motivated and improve their confidence by using digital technology. Finally, this study concludes that by using digital technology in higher educational institutions, students can easily grab the opportunities in international markets and teachers also have a good exposure in higher educational institutions and making them more cognizant about unknown issues by using digital technology.

Keywords: contribution, digital technology, higher educational institutions, change management

1. INTRODUCTION:

I chose this topic to avoid the difficulties in teaching and learning processes in higher education institutions. Due to pandemic (corona) not only the students but also the teachers had faced the lots of problems and issues regarding the lectures, curriculums, performance of the students and documentation etc. As per the New Education Policy (NEP) 2020 which is having a multidisciplinary

approach and is more focused on implementation of advance tools and techniques. According to these two perspectives, there is a need of digital technologies with respect to ongoing and continuous implementation of digital technologies in higher educational institutions.

Hence, there must be a need of organizational development here, organizational development should concentrate on development of people, process, structure, innovation strategies and behavior. Change management focuses on changes in old pattern of teaching and learning process, changes in interdisciplinary field and changes in management process. To achieve these two things and to improve the effectiveness of the organization, there is a need of digital technology. It contributes to organizational development and change management and also enhances the reputation of higher educational institutions with standards.

1.1 Need and significance of the study:

- To find out contribution of digital technology in higher educational institutions.
- To increase standards of higher educational institutions.
- To find out solutions in difficult situation like pandemic.
- Enhance the skills of the teacher's by adding learning tools and techniques of digital technology.
- Improve the organizational development by improving the processes, structures and behavior.
- Use of digital technologies for changes in management of personnel and their strategies.
- To construct a creative thinking of student.

1.2 Objectives of the study:

1. To study the Contribution of Digital Technologies on Organization Development and Change Management in Higher Education Institutions.
2. To find out the different internal forces of changes and their impact on organization development and change management.
3. To study data analysis and interpretation based on research questionnaire on "contribution of digital technology on Organization Development and Change Management in Higher Educational Institutions."

2. REVIEW OF LITERATURE:

Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory. (Warner Burke)
One of the features that characterize contemporary organizations is change. Generally, change is the way people talk about an event in which something appears to become, or turn into, something else, where the something else is seen as a result or outcome (Ford & Ford, 1994).

In reference to organizations, change is defined somewhat differently depending on the

perspectives researchers take (Beer & Nohria, 2000b; Quinn, Kahn, & Mandl, 1994). For example, researchers with the strategic management perspective regard organizational change as a process of implementing corporate strategy made by organizational leaders and decision makers (Child, 1972; Dunphy, 2000). On the other hand, those who take the organizational development (OD) perspective regard change as intentional efforts to make differences in the organizational work setting for the purpose of enhancing individual development and improving organizational performance (Porras & Robertson, 1992). These two perspectives are the most fundamental ones in the organizational change literature (Beer & Nohria, 2000a, 2000b)

Continuous change is the ability to change continuously in a fundamental manner to keep up with the fast moving pace for change (Burnes, 2004). The difference between Burnes'(2004) understanding of continuous and incremental change is that while the former (continuous change) describes departmental, operational, ongoing changes, the latter (incremental change) is concerned with organization-wide strategies and the ability to constantly adapt these to the demands of both the external and internal environment. In an attempt to simplify the categories, Luecke (2003) suggests combining continuous and incremental change and also concluded that a state of continuous change can become a routine in its own right. Advocates of discontinuous change on the other hand argue that this approach is cost-effective as it does not promote a never-ending process of costly change initiatives, and that it creates less turmoil caused by continuous change. According to Lewin (1946) in Bamford and Forrester (2003), the planned approach to organizational change attempts to explain the process that brings about change. Furthermore, the planned approach emphasizes the importance of understanding the different states which an organization will have to go through in order to move from an unsatisfactory state to an identified desired state. The emergent approach to change is more concerned with change readiness and facilitating for change than to provide specific pre-planned steps for each change project and initiative. Several advocates of the emergent approach have suggested sequences of actions that organizations should comply with. However, many of these suggestions tend to be rather abstract in nature and difficult to apply (Burnes, 2004)

3. RESEARCH METHODOLOGY:

- **Research:**

Research is the careful consideration of study regarding a particular concern or problem using scientific methods. According to the American sociologist Earl Robert Babbie, "research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods."

- **Quantitative research method:**

In this paper statistical data is collected on the basis of questionnaire. responses of the

respondents are recorded and, on that basis, conclusions are drawn. It predicts the situation also define the relation between different variables. this is purely number based data with close ended questionnaire.

- **Different methods of data sources:**

Primary sources: Collecting the data by observation and direct interview. I observed the group of Teachers and discussed their weaknesses related with digital technology. I took interviews and asked the questions about digital technologies and their contribution for organization development and change management.

Secondary sources: printed sources, reference books and material prepared by research scholars are used as secondary sources for this research study.

- **Methods of Data collection:**

Primary data collection method: Questionnaire form is used to collect the data.

Methods of collection of secondary data: Through internet and published articles.

Sample size: 50

- **Sampling method:** Stratified sampling method is used for this research paper.

Data analysis techniques: statistical data analysis techniques are used for this paper by using graphical representation.

- **Hypothesis:**

H0: Digital technology does not have adverse impact on students when used it in effective way.

H1: There is a relationship between organization development and change management.

H2: Digital technology increases the organization effectiveness.

H3: Digital technology has a positive impact on progress of teacher and student

- **Limitations of study:**

1. Duration to collect the data is less.

2. Most of the data is secondary.

Contribution of Digital Technologies in Organization Development and Change Management in Higher Educational Institutions (HEI).

In higher education institutions (HEI) Digital technologies contributes for organization development in various way these are

- **Infrastructure development:**

By providing better infrastructure facility like wi-fi campus, ICT class room, CCTV Camera, Digital board, Digital library. With the help of these, facility learning became digital.

- **Changes in behavior of people:**

People are the assets of organization in HEI. Due to digital technology, people become more

intellectual. They can easily access the information needed for teaching learning process. Also, they can build their creative thinking, find the solutions to problem. Coping with these changes, they can build the strong connectivity with students.

- **Changes in culture of the organization:**

Culture in HEI is to maintain the discipline, follow the rules and regulations. It is mandatory to each and every member of the organization. By using digital technology, it is very easy and simple. All the things are displayed by creating social media groups like whatsapp, Facebook etc. It builds the reputation and image of the organization.

- **Use of information communication technology:**

By providing facility, teachers can use various tools like video conferencing, arranging seminar on intellectual talk, conduct the activities like online case study discussion, GD session etc. It boosts the confidence of the teachers and they are able to create the awareness among the students about different current issues.

These are the changes due to digital technology in organization development.

Now, moving to next part that is Contribution in change management due to digital technology.

Contribution in change management due to digital technology:

- **Changes in working condition:**

Change management overcomes problems of the existing working condition. Due to pandemic most of the teachers regulated their teaching activity from home. Here, due to digital technology, work from home facility provided by various organizations to continue the teaching learning process.

- **Transformational change:**

It upgrades the teacher with new technology and skill. To show their existence and become competitive in market they learn the tools, methods and techniques to cope up with the transformational change. Learning new software and provide related knowledge to their students.

- **Innovative change:**

As per the university guidelines teacher has to encourage the students to participate in "AVISHKAR". With the help of digital technology, students surf the innovative ideas. Also, teachers can motivate the students to present their innovations, so they will become a scientist of young generation.

- **People -oriented change:**

It helps the teacher in performance improvement and achieving the objective of the organization. Online conferences, training sessions, motivational sessions arrange.

- **Operational change:**

Due to digital technology, documentation work is in soft format and maintaining the departmental files are reduced like record of the students, their activity, examination related record etc. It brings the changes in work process by enhancing interdepartmental coordination.

Different internal forces of changes and their impact on organization development and change management.

Changes arising from sources within the organization are considered as an internal force of changes. From HEI point of view internal forces are

- **Change in managerial personnel:**

Old management personnel are being replaced by new. This has to be done to promote, transfer and retire the employee

It positively impacts on organization development in terms of work culture and behavior of employee. Each new manager personnel brings his own idea and way of working in the organization. Organization has to change as per the management personnel.

- **Changes in teacher's expectation:**

In HEI teachers enhances their knowledge to meet the demand of the students, they are more concerned with the career and family-balance. It increases their capacity to grab the opportunity in diverse field by using digital technology.

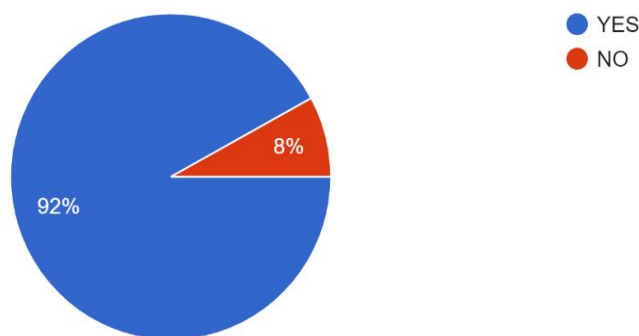
- **Changes in communication process:**

In HEI two-way communication between students and teachers by using sources of technology. So, those students feel free to communicate their idea and build their critical thinking.

4. DATA ANALYSIS AND INTERPRETATION:

1. According to you is there any relationship between Organization development and change management ?

50 responses

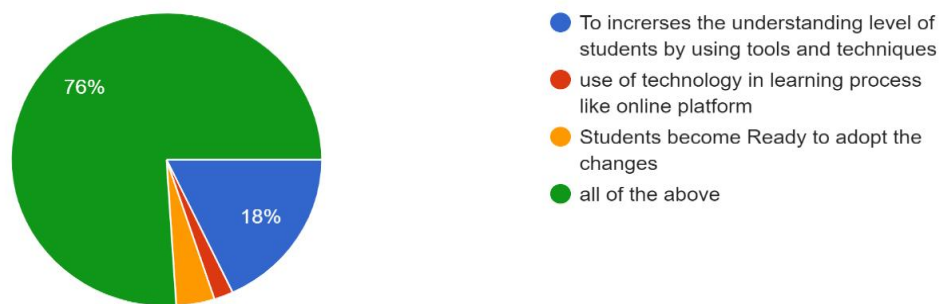


INTERPRETATION:

According to this chart most of the teacher that is 92% agree with that there is relation between organization development and change management. In HEI there is continuous changes in both the concern of management to promote the growth of the organization.

2.What kind of progress you observe in students because of Organization development and change management in higher educational institutions ?

50 responses

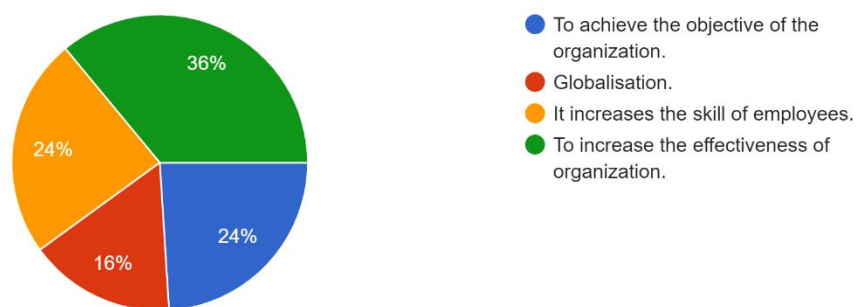


INTERPRETATION:

As per this chart 76% respondents responded that there is more progress in students due to digital technology. In HEI teachers use it effectively to increase the understanding level of students, make them ready to adopt etc.

3.What is the role of Digital Technology on Organisation development and change management in higher educational institutions. ?

50 responses

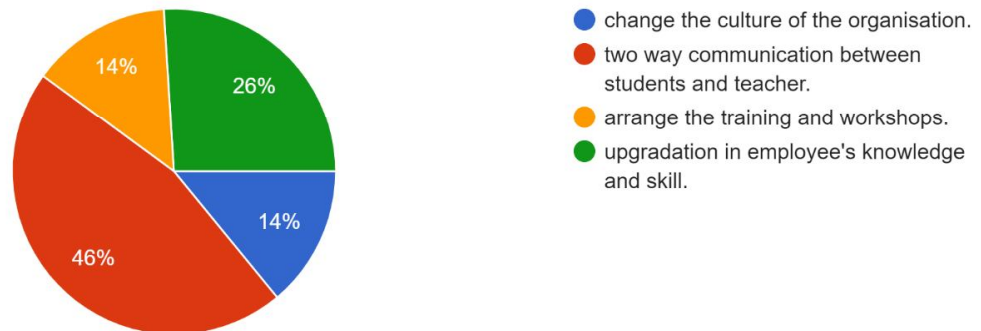


INTERPRETATION:

As per the information collected from 50 respondents, it is concluded that 36% (18) give their opinion as effectiveness of the organization due to digital technology. Also remaining respondents have the opinion on digital technology related with globalization, increases the skill of employees. So, that we are inferences here digital technologies play major role in organization development and

4. Which internal forces of changes are more important for higher educational institution?

50 responses

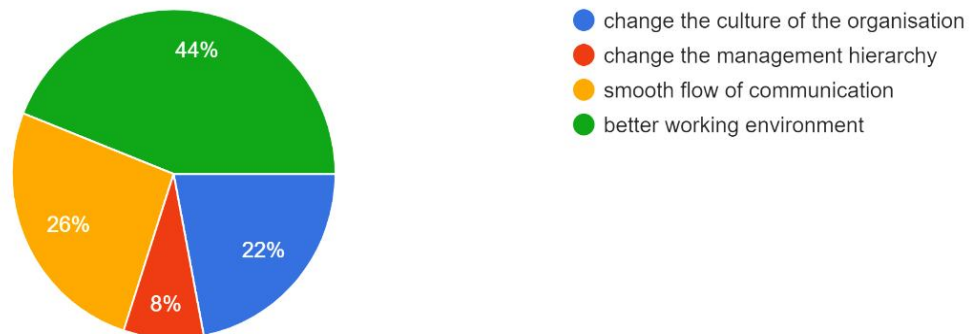


INTERPRETATION:

As per this graph we concluded that in HEI there must be two way communication between students and teachers. There is contribution of other internal forces of change management but communication play major role in HEI.

5. According to you what is more important for organization development

50 responses

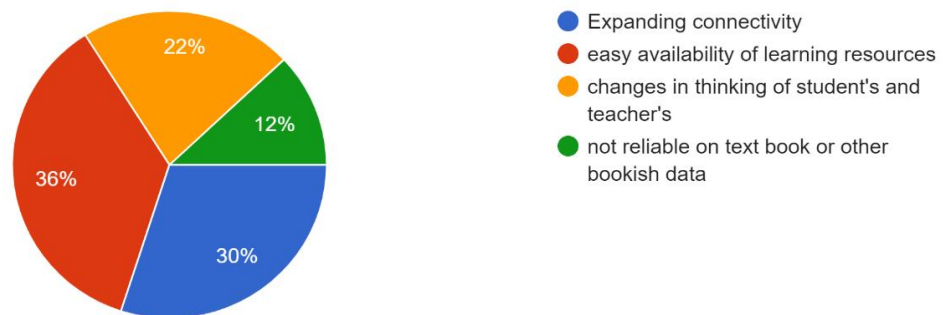


INTERPRETATION:

According to this chart 44% respondents responded that better working environment is more important for organization development. Working environment must be flexible by using digital technologies like online lectures, video conferencing etc.

6. According to you, what is the impact of digital technology on organization development and change management in higher educational institutions?

50 responses

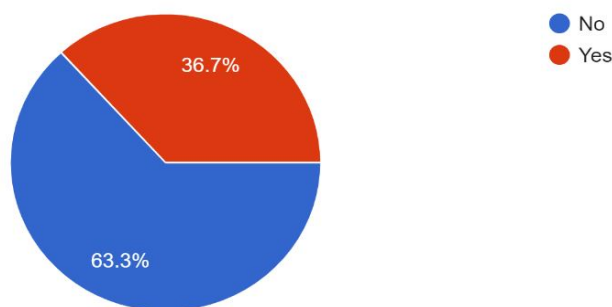


INTERPRETATION:

As per this chart, it is concluded that digital technology has a higher impact on availability of learning resources. In HEI text book are not available so reference books are easily available by using digital technology. Teacher easily accesses the online sources of learning to tackle the problem of learning.

7. Do you think that only digital technology is the way for organization development and change management?

49 responses

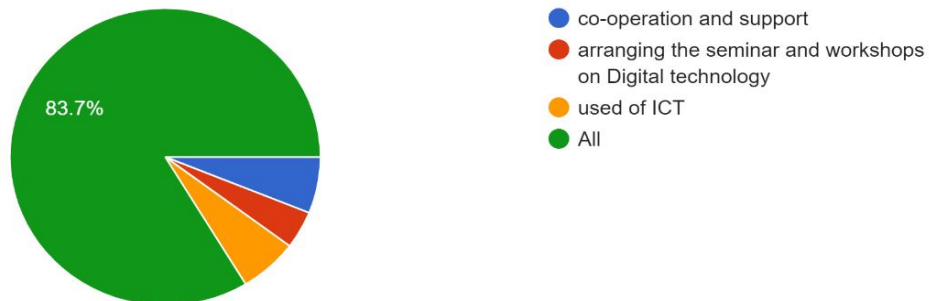


INTERPRETATION:

As per the opinions of respondents, it is prove that digital technology is the only way for organization and change management. The reason behind it is technologies that are the key of success and we are dependent on it.

8. Which strategies are used in your organization for change management and organization development?

49 responses

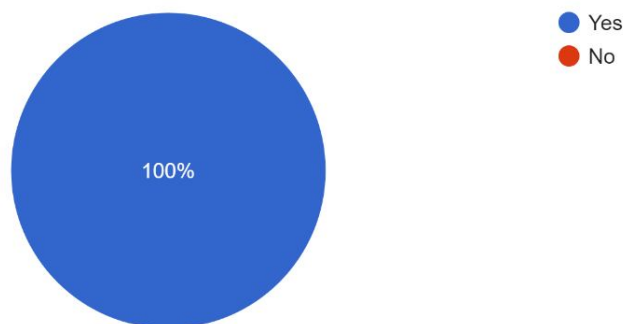


INTERPRETATION:

It is concluded that 83.7% respondents used all the strategies like co-operation and support, used of ICT, Arranging the seminar and workshop. Other HEIs is in progress to implement the different strategies.

9. Do you think, by using digital technology we must prepare the student to grab the opportunity in international market?

50 responses

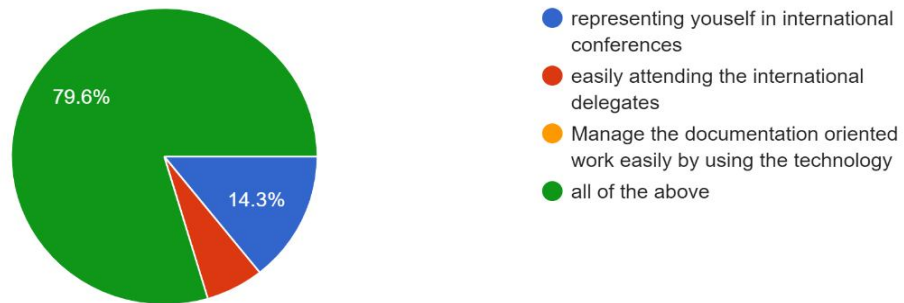


INTERPRETATION:

According to this graph digital technology is the future of young generation. International market-oriented activity is understood by using digital technology. All the respondent gives the 100% responses.

10. What kind of opportunities are there in your profession by using the digital technology?

49 responses

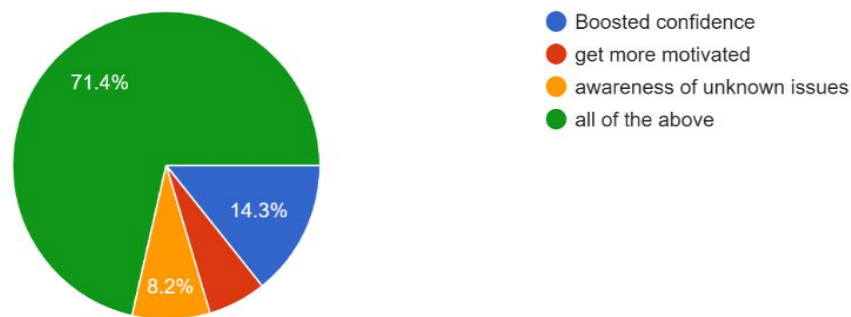


INTERPRETATION:

As per this chart, it is concluded that by using digital technology teachers of HEIs grab the opportunities at large scale. As per this study 14.3% respondents have a opportunities representing themselves in international conferences. 79.6% have the opportunities in each and every kind.

11. The changes reflected due to digital technology within you are ?

49 responses



INTERPRETATION:

As per this chart 71.4% respondents reflected the changes among them are boosting their confidence, get motivated, and have awareness of unknown issues. It’s also contributing the building the strong image of the organization by using digital technology.

5. FINDINGS:

- It is found that out of 50 respondents 18 respondents are agree that because of digital technology connectivity in HEIs is increases.
- According to the chart, 71.4% respondents reflected the changes among them are boosting their confidence, get motivated, and have awareness of unknown issues.
- All the respondents have a 100% responds that digital technology provide the job

opportunities in international market.

- According to this study there is progress in students by using digital technology.
- There is a relation between change management and organization development.

6. SUGGESTIONS:

- By using digital technology arrange the more practical oriented session to both teachers and students.
- Provide the better infrastructure facility to expand the connectivity.
- Avoid the use of traditional tool and techniques in learning process.
- Build the creative thinking of students.

7. CONCLUSION:

- Digital technology increases the effectiveness of the organization.
- Students are not reliable on text book or bookish data.
- Organization development and change management have a positive impact of digital technology.
- It upgrades the knowledge and skill of teachers.
- It changes the thinking ability of students and teacher.
- There is smooth working culture establish by using digital technology.
- It has a positive impact to boost the confidence of teacher as well as motivate them.
- Teacher can grab the opportunity in diverse field also and feel more comfortable with technology.

ANNEXTURE

QUESTIONNAIRE FORM

CONTRIBUTION OF DIGITAL TECHNOLOGY

Contribution of digital technologies on organization Development and Change Management in higher educational institutions.

It's just a study for research paper Kindly take your time and give genuine responses to help the researcher get proper outcomes of study.

Email*

Name of the respondent

Name of the organization you are working as a professor

1. According to you is there any relationship between Organization development and change management?

- YES
- NO

2. What kind of progress you observe in students because of Organization development and change management in higher educational institutions?

- To increases the understanding level of students by using tools and techniques.
- use of technology in learning process like online platform.
- Students become Ready to adopt the changes.
- all of the above.

3. What is the role of Digital Technology on Organization development and change management in higher educational institutions?

- To achieve the objective of the organization.
- Globalization.
- It increases the skill of employees.
- To increase the effectiveness of organization.

4. Which internal forces of changes are more important for higher educational institution?

- change the culture of the organization.
- two-way communication between students and teacher.
- arrange the training and workshops.
- upgradation in employee's knowledge and skill.

5. According to you what is more important for organization development?

- change the culture of the organization
- change the management hierarchy
- smooth flow of communication
- better working environment

7. According to you, what is the impact of digital technology on organization development and change management in higher educational institutions?

- Expanding connectivity.
- easy availability of learning resources.
- changes in thinking of students and teachers.
- not reliable on text book or other bookish data.

8. Which strategies are used in your organization for change management and organization development?

- co-operation and support
- arranging the seminar and workshops on Digital technology
- used of ICT
- All

9. Do you think, by using digital technology we must prepare the student to grab the opportunity in international market?

- YES
- NO

10. What kind of opportunities are there in your profession by using the digital technology?

- representing yourself in international conferences
- easily attending the international delegates
- Manage the documentation-oriented work easily by using the technology
- all of the above.

11. The changes reflected due to digital technology within you are ?

- Boosted confidence
- get more motivated
- awareness of unknown issues
- all of the above

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