

**TRENDS IN ORGANIZATIONAL CHANGE IN THE ERA OF DIGITALIZATION – A QUALITATIVE INVESTIGATION USING ATLAS.TI**

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**Abstract**

The employees of the company nowadays should be aware of the evolving trends in the age of digitization. By giving individuals more control over their work and giving them access to digital moments that make them feel important and relevant, the trend is transforming how businesses operate and laying the groundwork for future changes that will be seamless. The goal of the research study is to understand the present trends, the causes driving organizational change adaptation, and employee initiative towards digitalization at the individual and organizational levels by identifying the direction of the trend. The primary data was gathered by using a qualitative method where responses are collected through Delphi technique, which consisted of six open-ended questions with descriptive responses drawn from senior management. Most publications that were published in peer-reviewed journals were taken into account for secondary data. The study concluded that understanding the workplace and the nature of work are undergoing rapid organizational change. Businesses will need to offer less traditional working conditions and more flexibility in order to attract and retain the best employees. To meet the diverse needs of the modern business, you must adapt new management techniques, work habits, collaborative technologies, and work environments. The information provided towards digitalization in this study can be considered to be a sound starting point for adapting new organizational changes.

**Keywords:** *Organizational Change, Trends, Digitalization, Employee.*

**INTRODUCTION**

*Twenty-five years after the introduction of the world wide web, the information age is coming to an end. Thanks to mobile screens and the internet everywhere, we're now entering what I call the "Experience Age" said by Mike Wadhera, Founder of Teleport.*

In today's scenario the quote stated by Mike Wadhera where the people in the organization need to understand about changing trends in the era of digitalization. The employee in an organization needs to adapt the change initiative taking place by creating a centralized platform for collaboration and communicating the best decision towards organizational objectives. With the help of digitalization, it is possible to create point-in-time contacts that workers will appreciate and that

will motivate them to support organizational objectives. To create and grow these dynamic relationships and become a channel of change for the company, organizations need to take advantage of the employee experience. The trend is changing the way of working by empowering the people and creating a digital moment that makes them feel relevant and meaningful by mapping the roadmap to adapt seamlessly over the time.

Recent article by Ilkka Mäkitalo (2020) highlighted seven key organizational trends they are learning in the flow of work, the impact of AI on organizational learning, collective sense-making, engaging employees in your company purpose, from one-off change processes to continuous development, implementing change is about facilitation, digitization is transforming even the late-blooming organizations. The authors in this paper will be talking about how the digitalization era has changed the trend in an organization and will be based on real-time technologies and novel forms of communication. The objective of this paper is to understand how employees adapt the change initiative in their decision making process and the way forwards towards digitalization in an organization. With the aid of digitalization, we are able to carry out more precise and direct diagnoses, conduct in-depth studies, and create suited changes to the current issues for employee growth opportunities.

The organization that put resources into advanced change devices are thinking about the drawn out point of view while carrying out emergency related changes as they have had the option to eliminate a portion of the "pre-emergency bottlenecks to virtual communications" forever (LaBerge et al., 2021). At the end of the day, these progressions are staying put and go on coming soon for business.

The majority of recent studies have neglected the interdependence and interaction among the multilevel in the implementation process of digitalization, despite the fact that a study by Bouncken and Qui (2021) demonstrated that the impact of digitalization on organizations is inherently multilevel (e.g., individuals, teams, and organizational levels). It was tracked down that for instance "authoritative reception of computerized apparatuses requires certain workers to be outfitted with specific abilities" which makes the statement of the requirement for additional concentrates on the between related staggered influence on associations from computerized change to furnish with a more proficient execution process (Bouncken and Qiu, 2021).

To ensure that every employee is engaged and has a voice in determining the future of work trends, leaders must demonstrate tenacity, empathy, transparency, and digital literacy. The organization trends are focusing on facilitating success to achieve company goals and its personnel. The operational excellence will be crucial towards digitalization. The change will serve as a baseline for each leader in an organization as to how trends towards work settings lead to constructive and continuous development.

**Objective:**

- 1) To know the current trends towards organizational change and identify the challenges faced at individual and organizational level.
- 2) To understand the adaptability and initiative taken by employees concerning digitalization.
- 3) To apprehend the forces pushing the organization to change and recognize the way forward in the current trend.

**LITERATURE REVIEW**

Technology is permeating workplaces more and more, and it is already ingrained and incorporated into workers' daily life. Literature emphasizes how digital technologies are being used and developed to promote innovation, streamline company operations, and ensure sustainability. But it's not entirely clear how workers respond in a group context to the digitization of work. By presenting contemporary research on the topic and discussing its practical applications for managing agility, creative self-efficacy, and engagement, the research seeks to advance our understanding of digitalization and Industry 4.0. The impact of certain technologies realized that digital transformation helps in improving processes and operation to build a business model for future growth (Kraus, S. et al.,2022).

Organization change are embedded with digital transformation dealing with the three layers' framework: an organization's core activities, its peripheral activities, and its external environment. While implementation of digital transformation in the three-layer framework they are also involved in dealing with centralized and decentralized structure in an organization (Plekhanov, D. et al, 2022).

Major research avenues of digital transformation consider technology as a main driver of the organization change. They qualitative classify three different cluster based on technological, business and societal impact result in helping businesses stay competitive in the market with digital transformation (Kraus, S., Jones et al., 2021).

(Hanelta, A. et al., 2021) provided a multi-dimensional framework that synthesized the Digital Transformation knowledge and identified two significant theme patterns: Digital Transformation is converting businesses to pliable organizational structures that allow for constant adaptation, and this conversion is integrated into and digital business ecosystems are the driving force. We derive four viewpoints on the phenomena of Digital Transformation from these two patterns: the impact of technology, compartmentalized adaptation, systemic shift, and holistic co-evolution. They discovered that traditional frameworks for organizational change only cover a portion of the nature of Digital Transformation.

twofold: through a structured literature review to understand the impact of digital technologies on business model innovation (BMI) and the development of the digital transformation field. The findings indicate that more research is required in developing nations and that researchers and practitioners need to work together more. Disruptive technologies, shared platforms and ecosystems, and new enabling technologies all contribute to the field's fragmentation, according to the review. We conclude that almost every industry has been affected by value creation, delivery, and capture as a result of digital transformation. These effects have resulted in the implementation of a variety of novel business models, such as the circular economy and low-cost innovation models (Vaska, Selma et. al, 2021).

Armenakis, A. A., & Bedeian, A. G. (1999) focuses on the theoretical and empirical organizational change literature that was published between 1990 and 1998. There are four research themes or issues that apply to all change efforts: (1) content issues, which mainly concentrate on the content of contemporary organizational changes; (2) contextual issues, which mainly concentrate on forces or conditions present in an organization's external and internal environments; (3) process issues, which deal with actions taken during the implementation of an intended change; and (4) criterion

issues, which deal with outcomes typically assessed. Also reviewed is research on keeping track of affective and behavioral responses to change.

Nearly all businesses are dealing with the so-called digital transformation in an effort to satisfy changing technological and social needs. Enhancing the business' ability to work flexibly and, thus, raising its agility, is a good place to start when addressing the shifting needs. In doing so, we add to the ongoing conversation about evolving corporate organizational systems with this study. To shed light on the issue of whether agility is a requirement or a result of the digital revolution, we adopted a three-stage study design. We also report the findings of focus group interviews we conducted with management of particular businesses in addition to a literature review (Bajer, J., 2017).

Process theories of organizational transformation and growth lag behind practice theories of implementing change. This study addresses typical implementation errors in the four process models of organization change—teleology (planned change), life cycle (controlled change), dialectics (conflictive change), and evolution—to fill this gap (competitive change). Change agents often react to these breakdowns by taking steps to modify organizational procedures and human behavior so they follow their model of change. Although this tactic receives the majority of the emphasis in the research, we contend that managers and academics might perform better in many situations if they thought about and altered their mental models to fit the change journey that is taking place in their business (Van de Ven, A. H. et al., 2011)

According to (Dery, K. et al., 2017) traditional workplaces are typified by asynchronous email communications, physical segregation, and isolated technological environments for employees. Employee capabilities and what employers expect from them in the digital age are fundamentally at odds in these workplaces due to behaviors, technologies, and physical limitations. In order to establish digital workplaces and enhance employee experience, success in the digital era depends on changing how work is done. This involves using three design levers to handle the two dimensions of workforce connectivity and responsive leadership. They illustrate how digital workplaces create success and how IT leaders play a crucial role in the change based on the experiences of three well-established organizations going through digital transformation.

The goal of this author (DiRomualdo, A. et al., 2018) is to look at how digital technology has changed the types of HR services offered and how those services are provided. The authors investigate how the increased importance of technology may alter the kinds of tasks carried out by the corporate center, global business services (GBS), centers of excellence (COEs), and field-based HR. The authors examine the influence on current roles (those changing and those departing) as well as the requirement for new roles to be formed within HR based on the changes in activity. The Hackett Group's 2017 HR Digital Transformation Study and its huge database of paid HR benchmarks with Global 1000 firms are both used by the authors to construct their hypothesis about how digital technology would change HR procedures, roles, and organizational structure. Planning for the changes that HR organizations will need to implement to fulfill the needs of business digital transformation and take advantage of opportunities to enhance HR capabilities, service offerings, and performance must start now.

It was stated in a blog of ILR school (2022) that organizations' rising alumni talent pools represent an often-untapped source of clients, referrals, and eventually, prospective boomerang employees," according to a study on the pace of workforce transformation. Demand for socio political and economic change is sparked by societal movements as well, and this demand inevitably shows up in the workplace. Employees now have more power than ever because of a tight labor market, giving them the chance to voice their opinions on local, national, and international issues as well as what they want from their employers. The changing nature of the employment relationship necessitates that companies also support employees' growth outside of the office in addition to controlling performance and measuring engagement at work. Employees must be able to operate independently without continual supervision if organizational agility is to be achieved, which increases the requirement for managers to act as coaches and mentors. As roughly 50% of work activities may be automated with current technology, automation continues to change processes and positions in the workplace.

### **RESEARCH GAP**

Many research paper put less emphasize that the unplanned part of digitization is neglected because unintended change is unlikely to be followed by a process but still has an effect on organizational structure in many ways because it also affects the perceptions of individual's employee in an organization in many ways that should be seriously considered as it may affect the adjustment of the plan to change (Alkhadra, Rahaf et al., 2022).

Another thing that is found that this study focused on individuals' employees perceptions while ignoring a more in-depth understanding of the emotional perspectives (passive and activation). One could argue that the passive emotions are the ones that frequently have an impact on the day-to-day implementation of organization change, gradually affecting the process as a whole (Selander & Henfridsson, 2012).

The digitalization has been viewed as a phenomenon rather than an activity in this investigation. To put it another way, the digitalization context has not been concerned with the automation procedure that businesses use or the artificial intelligence that is incorporated into their business models (Alkhadra, Rahaf et al., 2022).

### **RESEARCH METHODOLOGY**

The literature is reviewed in this study. This study looked at research papers on trends in organization change in the era of digitalization – A qualitative research using Altas.ti. The majority of publications published in peer reviewed journals were used in the data collection for secondary data. The primary data collection done through qualitative method where responses taken using Delphi technique which focused on expert opinion from senior management and are considered for giving the descriptive answer for open ended questions formed based on reading research papers and articles.

There were six open ended question have been formed to understand new emerging HR trends, Work life balance with expected hybrid working model, challenges while implementing the change, organization readiness for the change, assisting the old employee to bridge with new generation

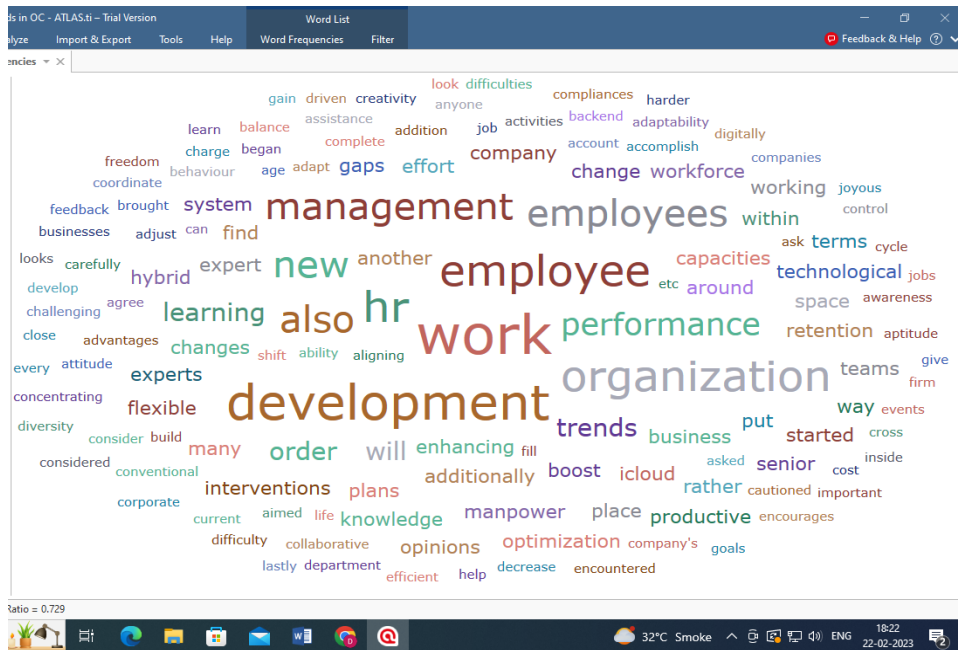
employees and development of manpower optimisation and outsourcing the HR processes on iCloud space.

The Qualitative research has been done to identify the relationship of descriptive information provided by the respondent (Anas, Nasiru et al., 2022) by using the ALTAS.it 23 software. The software followed the three step process:

1. Analysis of the keywords form the word cloud
2. Narrow down descriptive information to the understand as most common comments made in each questions
3. Sankey diagram is used to facilitate an interlinked trend in organization change in the era of digitalization.

### DATA ANALYSIS

In the primary data collection done with top level management in an organization and we have received 14 responses where descriptive answers provided for the open ended questions. In this ALTAS.it 23 software tool where we have word cloud for the common word used in the textual analysis done. ALTAS.it 23 software tool used to perform thematic analysis for the question used in the research. The most common used word cloud is employee, development, organization, performance, learning and management. With most common used word organization should include digitization in planned way as the change likely to be followed by a process and create a great impact on organizational structure in many ways, as it also affects the perceptions of individual’s employee. The most frequently keywords used gives an outline to the organization that trends of change with digital transformation should conceptualized on the development and performance of an individual employee in an organization.





Then we have done the initial coding of the textual data that represent the meanings and patterns of the data from ATLAS.ti 23 software through Table format showing the code document analysis. It helps to examine the frequency of code used by the respondent. In other words, we carry out this process to know quantitative analyses of the qualitative data to identify the relationship between them.

	1: New emerging H.L.	2: Work life balanc...	3: Challenges while...	4: Organization rea...	5: Assisting and bri...	6: Development of...	Totals
Boosting corporate performance	1				1		1
Build multi skilled workforce	1						1
conventional promoter-driven			1				1
Coordinate between Teams			1				1
Cost efficient				1			1
Employee expectations			1				1
Engaging and aligning	1	1					1
Enhancing learning & development					1		1
Flexible strategy	1						1
flexible work schedules		1					1
Hybrid work model	1						1
iCloud Space						1	1
Implement New HR trend				1			1
maintain a development attitude			1				1
Manpower optimization						1	1
Open to new Technology				1			1
Organizing HR interventions		1					1
Outsourcing HR processes						1	1
Processing all HR backend operations						1	1
Redesigned PMS	1						1
routinely meet		1					1
Supporting older employee					1		1
Teams are brought together		1					1
Training with proper feedback system					1		1
Upskilling and reskilling	1						1
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>25</b>

(25 codes + 0 code groups) x (6 documents + 0 document groups) = 150 cells

Figure 2: Overview of Code-document analysis

The below table show the responses given on each categories for the respective organization where they are working on senior level

**Table 1: Theme analysis**

New emerging HR trends	Work life balance with expected hybrid working model	Challenges while implementing the change	Organization readiness for the change	Assisting the old employee to bridge with new generation employees	Development of manpower optimisation and outsourcing the HR processes
Hybrid work model	Not much	Our mind-set	Not yet ready	No concrete effort	All backend hr ops process
Control over spending, multi skilled manpower, out of the box thinking	We have asked each and every employee to work from office.	No challenges	Yes but should be cost effective	Training the old employees with new requirements. Narrowing the gaps.	Payroll, statutory compliances etc
Focus on reskilling and upskilling Wellness Redesign performance management	Curating HR interventions	Adaptation to sudden change management in terms of employee expectations with regards to compensation, development and performance	Yes	Having awareness sessions, cross functional collaboration interventions	Yes automation will help in manpower optimization, Complete induction and on boarding process, payroll, learning.
Retention	Flexible timings with core period must in office	Not much	Yes	Learning & Development	Yes
Collaboration in the hybrid model, dearth for tech talent.	We have been getting teams together for lunches, sports and festive celebration in person. Also regular "all hands meets to update them and hear from them has helped us.	Productivity and inter team coordination is coming across as a challenge	Yes	Ours is a very new organisation	Payroll and PMS
More focus on L&D and employee engagement	We being in chemical company with manufacturing staff of 80% strength it's bit difficult	Being traditional promoters driven company seem difficult but we always keep trying.	Yes and open for transformation towards technology.	We use training and feedback mechanism to fill this gap.	L&D is one of the process which is going online. Payroll and employee cycle is managed in our organisation digitally.

Sankey diagram showing vertical relationship of each parameter with categories. The diagram shows descriptive information with a focus into different aspect to get the visual appearance. The Sankey diagram where each questions are grouped together into 4 or 5 categories.



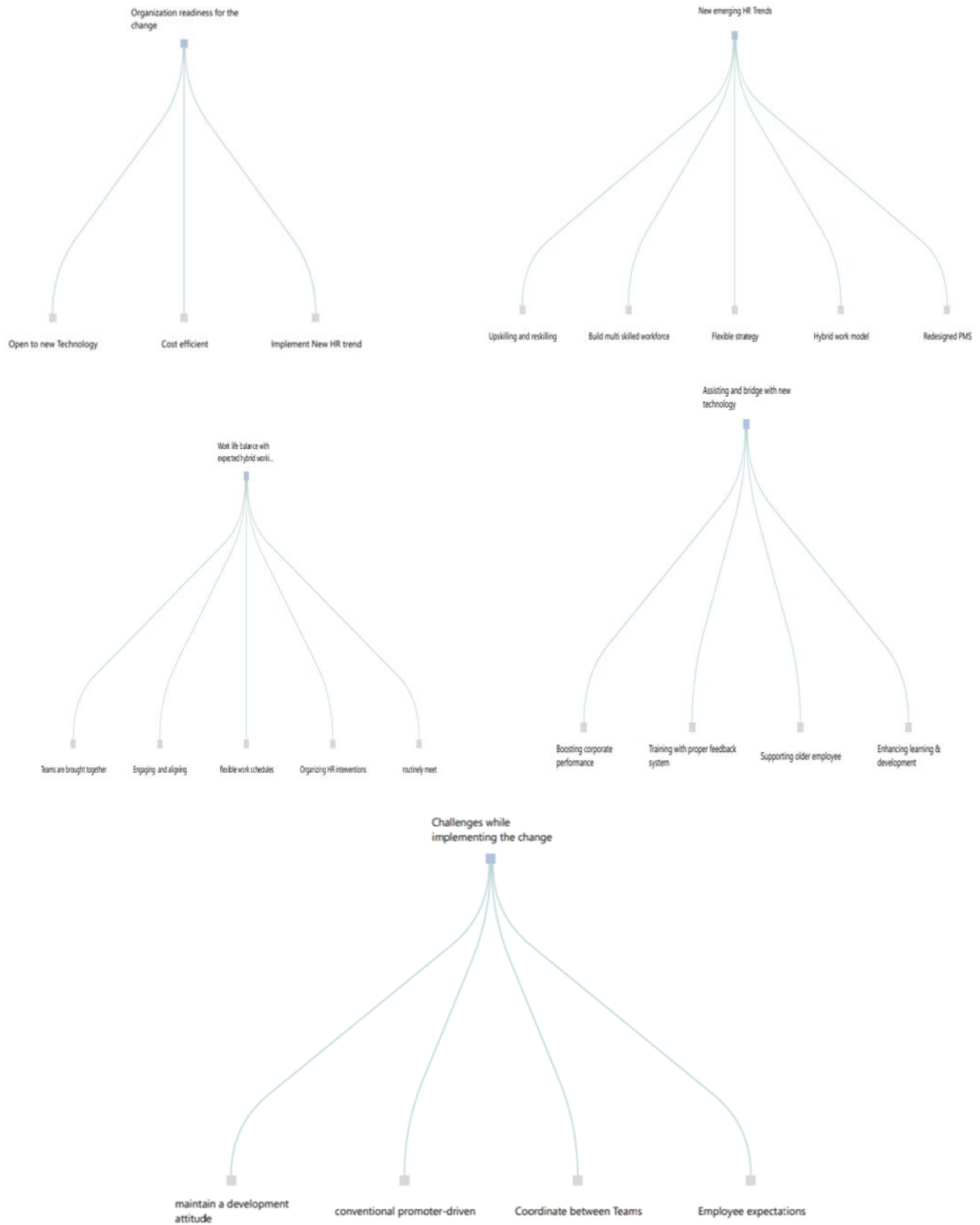


Figure 3: Sankey diagram on ATLAS.it software

**DISCUSSION**

The Post Pandemic scenario has witnessed many changes in the HR trends leading them to develop hybrid work models, a flexible strategy that will power your working model and help transform the workplace. Organizations started thinking carefully to have control over spending and put innovative plans in place to build up their multi-skilled workforce. These plans will improve both employees' capacities for work and their opportunities at work, providing more room for creativity and job satisfaction. In order to accomplish its goals and objectives in a highly effective, quick, and productive way, they also started concentrating on reskilling and upskilling the workforce through learning and development. This encourages employees to work harder and find new roles within the organization rather than switching jobs. In an effort to decrease retention, they redesigned performance management and began to consider the wellbeing of the employee.

Another point in which discussion was made related to engaging and aligning the millennials in terms of expected hybrid working and work life balance from the organization where they have asked each and every employee to work from the office. Organizing HR interventions strategies and procedures aimed at enhancing the operation of the organization. Because they have more freedom to adapt their work around their lives rather than the other way around, employees gain from the development of flexible work schedules. It can also boost retention, productivity, diversity, and employee engagement. However, it also offers several advantages for companies. Teams are brought together by organization for physical lunches, sporting events, and joyous occasions. Additionally, make an effort to routinely meet with all employees to provide updates and find out if anyone needs assistance from the company's senior management.

As part of our research, we also look at the obstacles and difficulties that senior management encountered while implementing the new shift inside the firm to maintain a development attitude. In terms of employee expectations about salary, development, and performance, they were ready to adjust unexpected change management. Their ability to coordinate between teams and be productive is their other major obstacle. Another difficulty of having a conventional promoter-driven business looks challenging, yet they never give up. Furthermore, expert opinions were also considered whether the company was prepared to implement new HR trends and technological changes in the age of HR transformation. The majority of experts responded "yes," but they cautioned that it was important for the company to be both cost-efficient and open to technological change. In addition, expert opinions were taken into account to learn how the business is supporting the older employee to close knowledge, behaviour, adaptability, and aptitude gaps with newer employees. To understand the need for training for the veteran personnel with the new requirements by feedback system in order to narrow and fill the gaps, awareness workshops and cross-functional collaborative interventions are used. Additionally, they put in place a learning and development department within an organization that is in charge of fostering staff development and enhancing their knowledge, expertise, and capacities in order to boost corporate performance.

Lastly, we ask experts' opinion if the new current trends towards digitalization will lead to more manpower optimization and outsourcing the HR processes on iCloud space. They agree that all backend HR operations such as complete induction, on boarding process, payroll, performance management system, employee cycle, statutory compliances, etc., are processed digitally in each organization, which resulted in manpower optimization. Many businesses use the iCloud space, which is going online, for their learning and development activities.

## CONCLUSION

Businesses will need to offer less traditional working conditions and more flexibility in order to attract and retain the best employees. To meet the diverse needs of the modern business, they must adapt new management techniques, work habits, collaborative technologies, and work environments. The information provide towards digitalization in this study can be sound starting point for adapting new organizational changes. In today's rapidly evolving world, the drive towards digitalization is evident at both individual and organizational levels. It is crucial to understand the direction of this trend in order to effectively adapt to it. A recent study sought to explore this phenomenon by gathering primary data through a qualitative method known as the Delphi technique. Senior management was asked six open-ended questions, resulting in descriptive responses that shed light on the changing nature of work and the workplace.

Additionally, secondary data from peer-reviewed journals was considered to further enhance the findings. The study ultimately concluded that there is a rapid organizational change occurring in terms of how we perceive the workplace and the nature of work itself. In response to these changes, businesses will need to offer less traditional working conditions and embrace more flexibility in order to attract and retain top talent. This means adopting new management techniques, fostering innovative work habits, leveraging collaborative technologies, and creating dynamic work environments. The information provided in this study serves as a valuable starting point for organizations looking to navigate the digitalization landscape. By understanding the current trends and dynamics, businesses can proactively adapt their practices to meet the diverse needs of the modern workforce. Embracing digitalization is no longer an option but a necessity for survival in today's competitive business environment. Therefore, organizations must be willing to evolve and transform in order to remain relevant and thrive in the digital age.

## Future Scope of the Study

From theoretical point of view, research provides an understand that implementation of change on the perspective of digitalization should not be only from firm level but building a relationship with different stakeholders as it leads to the structural changes. The themes analysed in the study can be more elaborative in order to get the bigger picture of the research. The information provide towards digitalization in this study can be sound starting point for adapting new organizational changes.

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