ROLE OF DIGITALIZATION IN ORGANISATION DEVELOPMENT

Dr. Areman Ramyasri MBA.,M.COM,Ph.D
Assistant Professor, Department of Humanities & Mathematics, G.Narayanamma Institute of Technology and Sciences.

Abstract
In modern times, digitalization is playing a huge role in transforming the dynamics of the workforce within the organizations. It is empowering the human resource in storing and preserving the employees' data or information. It is changing the overall mechanism of organization development by converting it into digital way. Organizations are now transforming their technologies and advancing themselves by adopting technological progress. It is providing a new platform for the organizations in building and designing the digital working mechanism. Thus, the present paper deals with the role of digitalization in the context of organization development. It also studies the concept, review of literature, significance of digitalization, benefits of digitalization in organization development, challenges to digitalization in organization development. Further, it analyses the role of digitalization in organization development and brings out the conclusion.

Keywords: Digitalization, Organization Development, Technological Progress, Employees.

1.2. Introduction

Digitalization is a term that describes the phenomenon of adopting digital technologies in business, organization and / or society. It is the term use to cover the affiliated changes in the connectivity of individuals, organizations, and objects. It is creating keen changes in the world of work. The key feature of wire or wireless communication is not mobility but perpetual connectivity and time saving work productivity. In the context of organization development, digitalization is the process of adopting the working mechanism into the form of digital work. The digital work can be done through the use of digitalization. In organization development, digitalization is helping the individuals and organizations in building and designing their day to day professional activities. It is creating many new opportunities to the organizations by providing digital methods of working. It is supporting the staff in carrying out their business activities and providing them the advance opportunity to move ahead in the businesses.

Digitalization is increasing the tempo of daily life. It is not only supporting the common people but also providing useful contribution in the fields of industry, trade, business and organization. Today, we live in "speed-up society," with a faster pace through the day, fewer pauses, more multitasking, and more time pressures. Most of our daily life is directly connected with information and communication technology (ICT). ICT is allowing us to do tasks and activities easier and faster. Nowadays people have more and more activities performing through the use of internet. Even in organizations, several managerial activities are being executed digitally. In various forms of managerial functions digitalization is involved in formal or informal way.

Digitalization has a great impact on the developmental activities of the organization. One of the biggest impacts of digitalization on organizations is that information has become more accessible and transparent, which allows organizations to share more information with all employees – even those at lower levels of the hierarchy. This easy accessibility resulted in increased worker productivity and in greater demands at work and at home. Whether it is top level of management, middle or lower level of

Research Paper
Impact Factor: 6.462
Peer Reviewed & Indexed Journal
www.ijmsrr.com

IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

management, in all the forms the digitalization has its impact. Thus, it is important to study the role of digitalization in organization development.

1.3. Review of Literature

Earlier many researchers have conducted studies on digitalization and other related aspects of digitalization in the context of organization. In this section we have included some of the noteworthy articles and presented below.

Bertrand Audrin (2019) in his thesis titled "Making sense of digitalization: concept and its implementation in organizations" concluded that digitalization is a new trend of technological and organizational change. It is the basic understanding that relates to a way of encoding data. It is the process of transforming an uncategorized data into a meaningful form of digital information. He suggested that organizations are required to convert their working process from traditional form to the modern way of digitalization so that the data or information of the organization can be preserved for future references.

Andreas Kompalla and Christian Hell (2018) conducted the study on Digital Transformation and its Implications on Organizational Behavior. They stated that digitalization is changing the working mechanism of organization development by using the cloud computing, artificial intelligence and advanced algorithms. They also stated that digitalization is not only helping the leaders or managers but it is also helping the employees of the organization in their working mechanism.

Michael J. Kendzia (2018) conducted the study on the Digital Revolution and the Organization of Work: Contemporary Management Techniques. He interpreted that organizations by following the Digital Revolution can get more success. Digitalization can results in development of entrepreneurial & managerial skills by providing widely accessible information.

Jessica Mackenzie and Rebecca Gordon (2016) have studied the conceptual study on organization development. They viewed that the development of the organization is supremely depends on the adoption of new technology and innovation at the workforce. The organization development should majorly focus on adopting the modern technological methods and bringing the innovations in the form of digitalization at the workplace.

Shekar Bandi, Mallikarjun Angadi, & J. Shivarama (2016) have conducted the study on Best Practices in Digitalization: Planning and Workflow Processes. As per their views, it can be very useful tool for maintaining and preserving the organizational data or information. It provides the time saving and space saving work with ease in accessibility of work.

Anita Sharma (2015) studied on the role of Digitalization in HR. She concluded that digitalization empowers the human resource department by providing the employees data or information. It helps in carrying out the roles and responsibilities of the organization. She also revealed that organizations by using digitalization can attract and retain higher quality talent through digitalization. It helps in recruiting, selecting, capacity building, communicating and performance appraisal of the employees. Finally, she suggested that organization needs its own digital strategy to improve productivity and it shouldn't be a complex process.

Charles C. Snow, Oystein Devik and Arthur M. Langer (2015) in their study stated that digitalization is the key feature for providing internal efficiency in organizations, or for providing external opportunities such as new services or offerings to customers. In addition, it is the modern operating environment of the company. It is a monumental and multi-dimensional concept and every company should prefer to adopt the digitalization. Each company's situation is different, but it can be adopted by using strong technological background.

Thus, it can be concluded that earlier many researchers have conducted studies on digitalization and its impact on organization but they have not focused on some key features of role of digitalization in organization development. Keeping this in view the study has been initiated.

1.4. Research Objectives
The following paper deals with the main objective of analyzing the role of digitalization in organization development. It also includes the following objectives.
   i.   To study the concept of digitalization.
   ii.   To assess the benefits of digitalization in organization development process.
   iii. To analyze the role of digitalization on the working mechanism of organization development.
   iv.   To identify the challenges to the digitalization in the context of organization development.

1.5. Research Methodology
Achieving accuracy in any research requires in depth study regarding the subject. As the prime objective of the researcher is to find the possible result from the available problems, the research should have accuracy in terms of data collection. The research methodology adopted for this study is basically based on secondary data. It is collected from official records and other published sources. The collected data is edited, classified, analyzed and interpreted. Finally conclusion is drawn based on the study and suggestions are offered.

1.6. Limitations of the Study
The following are the limitations of the study.
   1. The research is done by using only the secondary data.
   2. The data is collected from articles, books, published sources and online sources.
   3. While collecting the data there may be possibility of error. It may influence the interpretation and conclusion.

1.7. Concept of Digitalization
The concept of digitalization started in the year 1969 when the internet was started. It is the modern way of executing different activities by using technologies. The main intention behind the introduction of internet is to provide time saving work and international connectivity. Since the inception, digitalization is transforming the world into the global market. Today, people cannot imagine their personal or professional lives without digital technologies. Digitalization is involved in every aspect of human life. It has an impact on every part of the society. The impact of digitalization can be seen on the basis of its impact on the country or government on the economy and the society. There is a major change in every sector with the emergence of digitalization. The digitalization has created new job opportunities, have led to innovation in every sector and also led to the growth of the economy i.e. have helped in the GDP growth of the country. The government has emphasised on the digitalization as it brings transparency, better control, and better job opportunities. It also provides an ease of access to the people and an

upward movement in their quality of life. Thus, digitalization can be understood as the method of bringing innovation in the work by using modern technologies.

In a broader sense, it relates to data management and it is the way of conserving physical documents into the form of digital documents. It focuses on transforming the people and their works into digitally by bringing them to a more connected world. It is a global concept rather than a specific technology. It can be considered as an "organizing vision", a broad concept to which a whole lot of technologies and managerial trends might be associated. With new business models and strategies, job roles are often reorganized, which can lead to satisfaction, work/life balance, and worker autonomy.

1.8. Significance of Digitalization
The basic idea of digitalization is to make full use of ICT facilities for accessing worldwide resources and beneficial for society at the same time. As going digital is the need of the hour, to remain environment healthy and safe. It is growing use of information and communication technology in every area of our lives, and has impacted all levels of our society and influenced the way we do business. Digitalization has created many challenges as well as excellent opportunities in the workplace and in life in general. The world is concerned with the risk of technological unemployment, the quality and conditions of work, the risk of even greater economic inequality, etc. On the other hand, there are many new opportunities with the rise of new jobs and new markets, rising environmental sustainability, improving ergonomics and the safety of production processes etc.

Digitalization gives a competitive edge in the business world by enhancing the quality of work, reinventing profitable methods and by promoting consistency. It is very useful tool for individuals in general and for businesses in particular. It can be used at any time at any place for many reasons.
Some of them are as follows.
1. It saves cost and increases efficiency.
2. It is the safer data storage in the cloud which enables the data to be analyzed in the future.
3. It improves the communication between the individuals and groups by providing fast and never ending connectivity.
4. It integrates the conventional records or files into a digitalized form by eliminating man power and shortening of communications chain.
5. It helps in improving and facilitating the better informational exchange.
6. It also helps in providing customer service anywhere in the world.
7. For organisations, it helps in reducing the operational cost.
8. In traditional practices there may be possibility of human error. It prevents the human error as it works accurately.
9. It provides an advantage of analytics & real user data & helps to improve the continuity of business growth.
10. It reduces space of the organization, which is one of the main area of concern for many small and medium scale businesses.

1.9. Digitalization in Organization Development:
Digitalization in organization development is the systematic process of developing the organization by applying the technological science principles and practices. It is the practice in the organization to increase individual and organizational effectiveness. Digitalization helps the OD in dealing with the wide range of issues like employees problems, work systems problems etc. It helps the organization in focusing on poor morale of the employees, low productivity, poor quality, interpersonal conflict,

intergroup conflict, unclear or inappropriate goals, inappropriate leadership styles, poor team performance, inappropriate organization structure, poor designed task, inadequate response to environmental demands, poor customer relations, inadequate alignment among the organizations strategy, structure, culture, process etc. In short, digitalization is a modern technological method of improving the potentials of individuals, teams and organizations.

1.10. Benefits of Digitalization In Organisation Development:
Digitalization is the method of adopting modern technology into the traditional practices. It is a process of converting information from the normal form into a digital (computerized) format. This format presents data that is represented as bits or bytes. Digitalization of business helps to improve the efficiency of its process, consistency, and quality. In organization development, the digitalization can be used to improve the potential abilities of the individuals i.e., employees and of the organization. Organizations apply the digital methods to identify, analyze the problems of the organization and provide the digital result which helps the working mechanism of the organization.
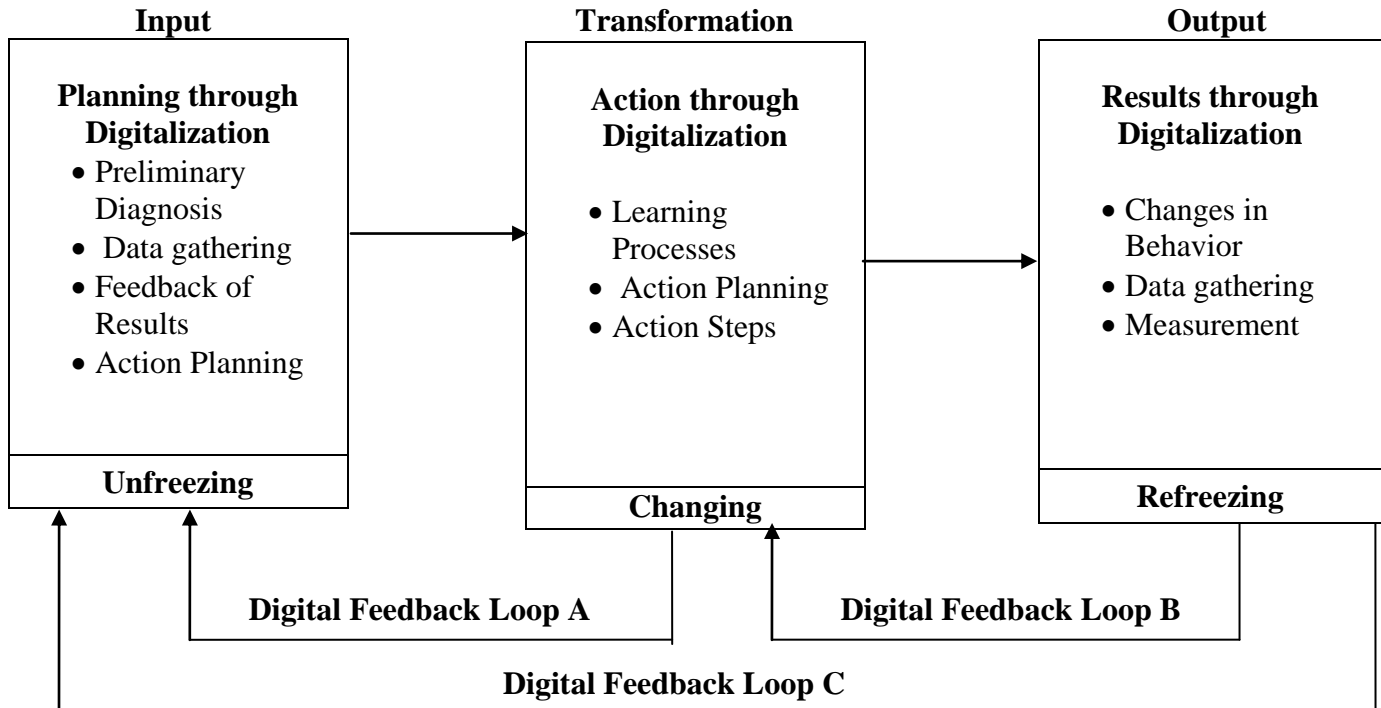
Various organizations are involved in digitizing their material because they remain influenced of the enduring value of such resources for learning. Digitalization also raises the reputation of the organizations as global users can know the institutional collection and utilize these resources from distant locations. The main reasons to digitalize are to enhance access and improve preservation. By digitalizing their collection, organizations can make information accessible that was previously only available to a select group of users. It can also help preserve materials making high-quality digital images available electronically and may reduce wear and tear on brittle and fragile documents.

1.11. IMPLEMENTATION OF DIGITALIZATION IN ORGANISATION DEVELOPMENT THEORY OR MODEL:
Digitalization can help in changing the behavioral aspects of the employees. It is very useful tool for the management to change the behavior of the employees. It can be implemented effectively in the theories or models of organization development. It can be very useful at every aspect of the OD. In the study we have applied digitalization in the Kurt Lewin's model of Organization development.

Digitalization in Organization development Theory

Input

Planning through Digitalization
- Preliminary Diagnosis
- Data gathering
- Feedback of Results
- Action Planning

Unfreezing

Transformation

Action through Digitalization
- Learning Processes
- Action Planning
- Action Steps

Changing

Output

Results through Digitalization
- Changes in Behavior
- Data gathering
- Measurement

Refreezing

Digital Feedback Loop A

Digital Feedback Loop B

Digital Feedback Loop C

Kurt Lewin's model of Organization development
Source: Compiled by using secondary Data

Based on the study, digitalization can be adopted during the three stages of organisation development theory which is defined by the Kurt Lewin. According to Lewin, successful change requires the three stages i.e., unfreezing (the status quo), changing to a new state, refreezing the new change to make it permanent. The details of this theory in connection with digitalization are discussed below.

i. **Unfreezing:** Digitalization plays a vital role in creation of new morale in the inner abilities of the employees. It helps in creating motivation and readiness to change through disconfirmation, creation of guilt or anxiety and provision of psychological safety. Through the use of digitalization, organizations can get help in identifying or diagnosing the preliminary problems of the employees, gathering necessary data or information related to the employees and planning the new action which is suitable to particular employees depending upon one's ability or comfort.

ii. **Changing:** Digitalization helps the organization in changing the behavior of the employees after planning through digitalization. By using the digitalization employees gets help in changing through cognitive restructuring. It is useful in helping the employees to see things, judge things, feel things, and react to things differently based on the new point of view. It helps in learning processes, identifying new role model, mentor etc., and scanning the environment for new relevant information.
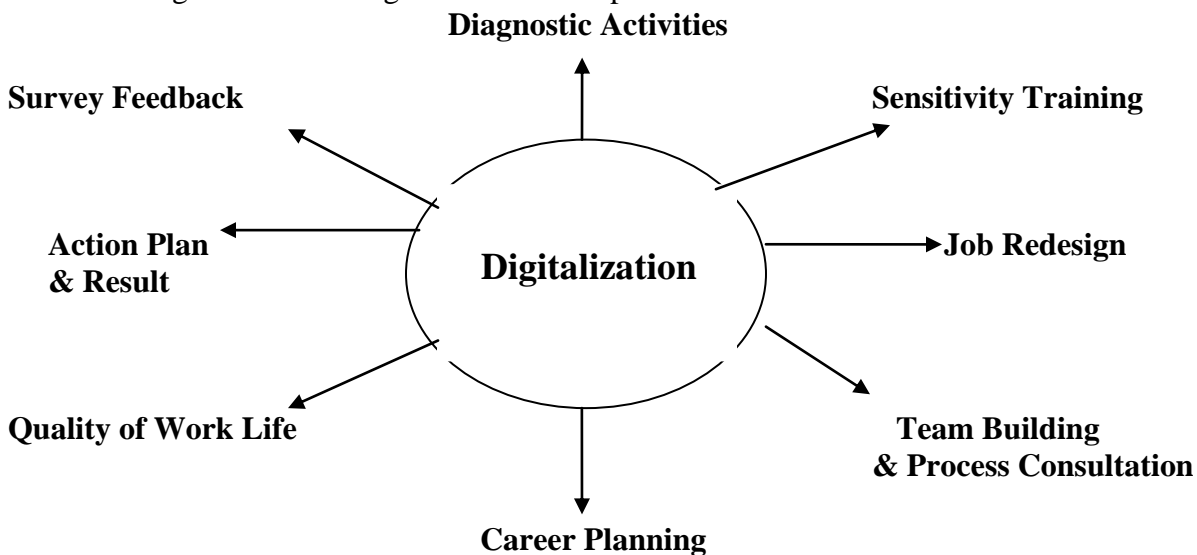
iii. Refreezing: In this stage, digitalization helps to integrate the new behaviors into the employees' personality and attitude. It helps in stabilizing the changes require testing to see if they fit with the individual, and fit with the individual's social surroundings.

iv. Digital Feedback: In this theory, three digital feedback loops are created to reach out the exact solution of the problem or change among the employees. The first two loops i.e., loop A & B helps in maintaining the link between unfreezing and changing, and refreezing and changing whereas the loop C creates the link between unfreezing and refreezing. In all the three phases, digitalization helps in maintaining the data or information, creating links in between of each loop and identifying any error found in the whole process.

1.12. Role of Digitalization in Organization Development

Digitalization can be used for enhancing the working system of the organization development. It can be implemented during the process or techniques of organization development. It will bring out the changes in or among organizational people by providing digital techniques. The following points will describe the role of digitalization in organization development.

Diagnostic Activities

Survey Feedback

Sensitivity Training

Action Plan & Result

Digitalization

Job Redesign

Quality of Work Life

Team Building & Process Consultation

Career Planning

i. Diagnostic Activities: A diagnostic activity is the fact-finding phase which produces the picture of the situation through interviews, observations, questionnaire, examination of organization documents and information. Digitalization helps the organization in diagnosing the facts. It helps in identifying the problems of individuals and the organization. It provides the basic framework of problems related to the organization by diagnosing various activities digitally.

ii. Sensitivity Training: Sensitivity training is also known as laboratory training, encounter groups, and T-groups. It is a method of changing behavior through unstructured group interaction. Digitalization provides interactive methods of training the employees individually and collectively. Employees get the digital training and understand other employees better, become aware of their own feelings and perception, and improve communication.

iii. Job Redesign: Digitalization helps the OD in redesigning the job of the employees. It helps in identifying the roles of the employees and alters job to improve the fit between individual skills and the demands of the job. It analyses the employees' ability and helps in identifying the suitable

role for the employees. It helps in job enlargement, job enrichment, job simplification and job rotation.

iv. **Team Building & Process Consultation:** Team building utilizes high-interaction group activities to increase trust and openness among team members. Digitalization helps the organization in team building. It can be applied within groups or at the inter-group level where activities are interdependent. Digitalization also helps in process consultation. It is useful at negotiating outside consultant to assist a client to perceive, understand and act upon process events. The consultant gives a client insight into what is going on around him (the client), within him, and between him and other people. The consultant then goes to identify the processes that need improvement.

v. **Career Planning:** Career planning is the matching an individual's career aspirations with the opportunities available in the organization. Digitalization recognizes the individual's career ability by tracking the digital records. It provides the information of each and every employee which is stored in the data base. With the help of available information, the organization can plan the career of the employees.

vi. **Quality of Work Life:** Digitalization plays an important role in the quality of work life. It helps in improving employees' satisfaction and physical and psychological health of employees which creates positive feelings. It also helps in enhancing the productivity of the employees, reinforces workplace learning and improves management of the on-going change and transition. In general, it builds the image of the company as best in recruitment, retention and motivation of the employees.

vii. **Action Plan & Result:** Digitalization also plays an important role in planning the action to work and analyzing the result. It helps in statistically planning the accurate action and also provides the framework in analyzing the result of that implemented action plan.

viii. **Survey Feedback:** Survey feedback makes use of digital questionnaire to identify discrepancies among member perceptions and attempts to solve these differences. Survey feedback is the method of digital questionnaire based analysis of organization to develop an understanding of problems within the organization and to identify areas or opportunities of change. The organization, after the implementation of the behavioral change model among the employees conducts the digital survey to identify and analyze the success or failure of the applied behavior.

1.13. Challenges to Digitalization in OD
The following are the few challenges to digitalization in organization development.
1. Rapid changes in the technology may influence the working process of the employees.
2. Building trust among the employees for change from traditional practices to the digital practice is very difficult.
3. Lack of knowledge & information about its update & utilization may affect the organization development.
4. Lack of infrastructure & inaccessibility of digitalization may adversely affect to the small & medium scale organizations.
5. Training, coaching and consultation process of digitalization is cost expensive. The organizations have to bear the cost of digitalization.

1.14. Recommendations
The following are the recommendations of the study.

i. In order to adapt to the digitalization, the organizations needs to build an infrastructural environment so that the employees gets use to it.

ii. Implementation of digitalization requires lot of training and counseling to the employees. The organizations must provide sufficient training and counseling to the staff before converting the work into digital form.

iii. The organizations which are already using the digital form of organizational activities must upgrade their technologies from time to time.

iv. Security of the data or information is very key element for any organization. While performing digital activities in the organization one can insure that their data is safe, secure and protected.

v. Digitalization is very useful for every form of organization. The organizations need to trust the modern methods of doing business and bear the cost of digitalization. It will take some time to adjust to the digitalization but once it is adopted, it will generate the positive results in near future.

1.15. Conclusion
Based on the study, we can conclude that the digitalization brings advancement, simplicity of work, interactive method of working and growth in the organization development. Even though, it is the new concept for small and medium size organizations but adopting this mechanism will definitely help in their forthcoming working conditions. In fact, many large scale organizations have already applied the digitalization in their internal organizations. They have continuously used the digitalization in their day to day working activities. Accordingly, it can be used in the organization in many ways. It is used to solve the problems like employee related problem or work related problems.

Digitalization can also be used for developing the poor morale of the employees, enhancing the low productivity or analyzing the poor quality in terms of work, identifying the interpersonal conflict between the employees and intergroup conflict between the various formal or informal groups etc. Further, it can be used to identify the unclear or inappropriate goals, inappropriate leadership styles, poor team performance, inappropriate organization structure, poor designed task, inadequate response to environmental demands, poor customer relations, inadequate alignment among the organizations strategy, structure, culture, process etc. Finally, it can be concluded that digitalization is the new innovation which needs to be implemented well in organization in order to have strength within the organization and growth and development in the external organization.

1.16. References
1. Wendell L. French, Cecil H. Bell and Veena Vohra, "Organization Development", Pearson Education, 6th Edition, 2009.
2. Jessica Mackenzie and Rebecca Gordon, "A Study on Organization development", Knowledge Sector Initiatives, Feb. 2016.
3. Charles C. Snow, Oystein Devik and Arthur M. Langer, "Designing the Digital Organization", Journal of Organisation Design, 2017.
4. Mona Vosoughi, "Organizational Development Consulting: A Study of Expert Consultants' Key Strategies", UNF Graduate Theses and Dissertations, 550. 2014.
5. Saima Khan, Shazia Khan & Mohsina Aftab, "Digitalization and Its Impact on Economy", International Journal of Digital Library Services, Vol. 5, Issue. 2, June 2015.

6. Michael J. Kendzia, "The Digital Revolution and the Organization of Work: Contemporary Management Techniques", Advances in Applied Sociology, 2018, issue 8, Page No. 212-232.
7. Anita Sharma, "Role of Digitalization in HR", IJCMS2015, Vol. II, Issue. I. 2015.
8. Bertrand Audrin, "Making sense of digitalization: three studies on the digitalization concept and its implementation in organizations", Feb. 2019.
9. Shekar Bandi, Mallikarjun Angadi, & J. Shivarama, "Best Practices in Digitalization: Planning and WorkflowProcesses", Emerging Technologies and Future of Libraries: Issue and Challenges, 2016, Page No. 332-338.
10. Andreas Kompalla and Christian Hell, "Digital Transformation and its Implications on Organizational Behavior", IBIMA Publishing, Journal of EU Research in Business, 2018, Vol. 6, Page No.14.
11. Anamarija Cijan & Jakob Stemberger, "How Digitalization changes the Workplace", Dynamics Relationships Management Journal, Vol. 8, Issue. 1, May 2019.
12. S.S. Khanka, "Human Resource Management" S. Chand Publishing House, 2014, Page No. 131-139.
13. Lalitha Balakrishnan & S. Srividhya, "Human Resource Development", Himalaya Publishing House, 2nd Edition, 2011.