Assessment of Change Management and Development; in Perspective of Sustainable Development

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Abstract- **This paper is aimed at analyzing the change management and developments in the world, in perspective of environmental sustainability. The perspective takes on the routine practices by the organizations for making incremental change in their product, process, structure or day-to-day practices that influence the environmental sustainability. The paper highlights the need of change and its significance for the organization both in terms of sustaining competitive advantage and profitability. It also identifies contemporary drivers of change and development in the organization, its impacts on the community and major issues developed due to these developmental changes.**

Pillars of sustainable development is also being discussed along with the significance of sustainability is analyzed in perspective of change and development. This paper also discusses the approach of sustainable city for resolving the environmental and societal issues rose due to change and development. To lead towards development and growth, vision and significance of sustainability is also being studied along with the components and characteristics of sustainable city.

Keywords – Sustainable development, change management, development, business management, ecosystem, environment

I. INTRODUCTION

With increasing competition and increased technological advancements, now firms cannot operate as an individual body without focusing on the interconnectedness they have with their environment, society and economic factors [1]. Environmental, commercial, social and political trends due to number of factors such as globalization, demographic change, shifting in economic power' centers with the purpose of including emerging markets, ecosystem degradation and climate change. These all factors have motivated the firms to under change and development process for improving quality of life and overcoming the resource scarcity [2]. Organisations as well as government authorities are accepting that unintended environmental, economic and social consequences because of rapid economic growth, over consumption or not efficient consumption of natural resources, population growth, and competitive commercial activity has given rise to issues environment and society which is now major concern for businesses [3].

With increased focus of authorities on sustainable development, many organisations are increasing adopting this framework in the routine operations for addressing issue related to commercial, political and personal level. McKinsey and many other scholars cite sustainability as important force which will be reshaping and defining our world in this coming era [4]. In order to achieve economic growth which is sustainable requires the organisations to change their internal industrial processes which not only reduces waste as well as efficiently uses scarce resources. [5] believed that everyone in the world needs to use resources more responsibly to become more energy-efficient society and organisations must perform their duty by organizing industrial processes cost efficiently and sustainably that results in reducing waste and also reuses the recycled material.

Societal activities must reflect the sustainable economic development along with technological advancements in the organisations as well as individual lives.

II. LITERATURE SURVEY

2.1 Concept of sustainable development

[6] explained sustainable development as the activities and business strategies which are adopted by the organizations to fulfil the enterprise profitability and competitiveness needs along with protecting stakeholders enhancing the use of natural scarce resources and sustaining the human resources for the future. [7] further added

that sustainable organizations are those that consider their responsibility often called triple bottom line. Different authors describe sustainable development is different perspectives as [8] stated Sustainable development is the one helps the organizations to meet the present needs without compromising the needs of the future generations. Sustainable development refers to the organizational efforts to maintain a balance between natural resources and human resources for future generations by using in present situation [9]. Now world is moving towards urban development with an appropriate aim of achieving sustainable urban development. It comprises of improving urban population environmental conditions. As explained by [10], sustainability is also referred to the good of life that is a combination of an ecosystem of high level with high level of human well-being.

[11] demonstrated that change management and developments in any level of the world must recognize that growth should be environmentally sound for the purpose of reducing poverty and building shared prosperity. This sustainable development is necessary for preserving the resources for future generations to get long term benefits for planet people and prosperity.

2.2 Components of Sustainable Development

Sustainability development is achieved by the organisations through its three major pillars which serves a powerful tool to define the problem of sustainable development [12]. Three parameters are used for defining sustainable development; environmental, social and economic and if one of the pillars becomes weak or not prioritized by the organization, then unsustainable becomes the whole system [13].

2.2.1 Environmental Sustainability

[14] has explained environmental sustainability as the environment ability of supporting a defined environmental quality level and extraction rates of natural resources indefinitely. It basically requires the preservation and efficient use of natural resources to fulfil the responsibilities towards the environment. Not focusing on the environmental sustainability has become the actual problem of world while focusing on the growth with compromising on the consequences as well [15].

2.2.2 Social Sustainability

Social Sustainability refers to the social system ability such as organization, family, and country, to operate and function at some level which is defined for social harmony and well-being indefinitely [16]. Socially unsustainable system leads to number of problems which are visible in the society such as low education, widespread injustice, endemic poverty and war [17].

2.2.3 Economic Sustainability

[18] has proposed economic sustainability as the economy ability for supporting an economic development of defined level indefinitely. As economy is growing and organisations are using the resources uncounted leading to problem of economic unsustainability.

2.3. Conceptual framework for Change Management and development

[19] has stated development as the process of creating progress, growth, or positive change in the society, organization or at the global level. It is referred as the addition of demographic, social, environmental, economic or physical component. People are involved in the process of development to improve the quality of life and raising the style of living of population. It also involves expansion or creation of employment opportunities, local and regional income level without creating any damage to the natural or human resources. Development is useful in this globalized world and must be visible either in form of improved quality change; improve life quality and way of doing things [20].

While, change management is the systematic approach of dealing with organizational transformation, transition in organizational goals, technologies or processes [21]. Organisations or people are involved in process of change management with the purpose of implementing strategies to effect change, control change and help people in adapting change in the organization. Change management strategies include structured procedures to request a change along with the mechanisms to respond to the change requests and follow them [22].

2.4. Why change is important

The globalization makes this world change every day; customer preferences and demands are changing, population demographics are changing, advancement in technology is also changing the technology usage and economic development and economic factors are also changing. Survival of those organisations is rare who fail or lag behind in embracing change, make them incapable of competing under current conditions of business [23]. Change that is made due to new technology and update in technology is now common in the businesses while this change is most of the time disruptive but later it increases the service delivery and productivity. Technology has also changed the

way of communication. Today's communication technology which is increasing rapidly also represents change which has allowed the organisations towards more learning quickly and in no extra increased costs [24].

In addition to that, the changing global economy is also impacting the organization in both ways; positive and negative that can be stressful for the businesses. A strong position of the economy with increased product and services demand demonstrate that businesses need to consider change through expansion, by adding new staff or new facilities [15]. Though, this change helps organisations to grow and exploit new opportunities but also poses new threats. Change also helps the firms to make their employees learn new and advanced skills, exploring new opportunities and exercising creative and innovative ways to benefit the organization [25].

2.5. Contemporary Drivers of Change

Drivers of change refer to all those internal and external factors which are shaping the organizational change. This may include change in the strategy, mission and vision, products and services, process or operations etc. Organisations which undergo the process of change are more likely to change their mission, set objectives, culture, and many more inside the organization. Generally considered drivers of change include changes in the technology, increased competition from other industry players, shift in customer demographics, needs and perceptions, changes in the factors of demand and supply, and other external factors such as political events [26].

Increased sizes of the organization and their wide-spread operations are making difficult for the organisations to coordinate their actions by working far away. Technological advancements in the communication channels such as social media have infiltrated the lives of people, increasing use of task matching platforms, crowd-sourcing, improvements in the coordination and communication at the global level is now widely acceptable [27]. This all has resulted in easier coordination, new business models to lead in the right direction. Wide-spread businesses have also made management of money quite tough and challenging task [28]. Through aggregation, organization, movement and exchange of money has become easier because of digital technologies and high-speed networks. This has resulted in freedom and tremendous power to handle money and cash reserves of the company accessible by all the groups and individuals of the organization. This advancement in money management has also resulted in many challenges for the organizations and requiring change [5].

Additionally, changing working practices and launch of new advanced machinery has also changed the manufacturing processes and procedures in the organisations. So, in order to remain competitive and operationally efficient, organisations are changing the processes and culture to remain competitive and cost efficient [29]. Further, organisations desire to learn new skills, new methods of working, discovering new things or any real time events to remain strategically competitive.

III. LITERATURE ANALYSIS AND ISSUES IDENTIFICATION

Major Issues Due to Development

3.1. Environmental issues

Environmental issues at regional level due to change in region and development have led towards numerous issues and hazards for the human as well as other living creatures of this planet. The hazards due to change in region and development fell under five broad categories: air pollution, water and land pollution, contaminants of the human environment, natural disasters and loss of resources [30]. With these developments, there is lack of high-quality fresh water available for the people which are the most important concern of people. Whereas, material concerns, human health, and ecosystem are other growing concerns due to development. Along with that, these developments are destroying the habitats f many creatures, causing ozone depletion which results in climate change and acidification in very natural resources of the world. [31] further added that forest degradation, ground water contamination is amongst the top priority concerns at universal level. It has been predicted that with time, a shift of the world will be seen from natural resources depletion and environment contamination to loss of ecosystems and its safety [32].

3.2. City level issues and impacts due to development of city

The attractiveness of prosperity and jobs, better lifestyle, provision of basic facilities has pulled people towards the cities [33]. It has been recorded that more than half of the global population is living in the city and it is projected that by the year 2050; around 2/3rd of the global population will be shifted to urban areas [34]. But this urbanization has led towards two major problems; environmental degradation and poverty.

Insufficient availability of water, poor water and air quality, high energy consumption and waste-disposal problems have exacerbated due to increasing demand for urban environment and increased density of urban population [35].

This urban development has led to number of issues such as; intensive city level development leads to greater poverty level, because it makes it difficult for the local governments to provide necessary services to the people [36]. Secondly, massive use of energy resources results in greater air pollution causing significant human diseases. Third, exhaust from automobile generates high level of toxic fumes in the urban air [37]. Fourth, uncollected waste of large volumes causes multiple health issues. City level development and urbanization may magnify the environmental hazards risks such as flash flooding [38]. Animal habitats and food resources are destroyed and animal populations are repressed by vehicles, and toxic substances.

3.3. Vision and Direction of the Change

Change and development have led towards major environmental and social issues which has pushed the world towards building a sustainable city for safeguarding this world and animal habitats [39]. Vision of sustainable cities are driven by the citizens who are committed to build a city that levels down the important limits, creates widespread well-being and opportunity and promotes a healthy society. The development of smart cities is advocated by the private sector businesses as well as government bodies with the purpose of delivering urban sustainability [40]. Sustainability is of great importance in the process of change management and development as it guides the organisations as well as individuals to efficiently use the natural resources which are scarce as well as limited for the future generations as well [41]. It demands the development of the businesses, facilities and other city level improvements which does not violate the limits of environmental sustainability as well as fulfils the duty as state citizen.

2.7.1 Sustainable City with characteristics and components

Sustainable city will be having numerous characteristics which will differentiate it as sustainable one [42].
- Access to public resources: in order to secure the residents well-being, they will have guaranteed access to safe health centers and quality education, safety and good air quality, access to public transportation and garbage collection services, amongst the many other necessities of modern living [43].
- Urban renewal actions: sustainable city development also involves the renovation of public spaces such as parks, squares and public streets along with practices of waste management and modern irrigation being vital elements of living sustainably. This will help is preserving city identity and cultural heritage [44].
- Reduction of CO2 emissions: in order to build sustainable city, CO2 emissions will be reduced to save the ozone layer from depleting [45]. It will be achieved through shifting towards renewable energy sources and reducing consumption of water and energy sources.
- Favouring ethical consumption: over consumption of natural resources has led towards its depletion, harmful by-products and greater waste. Therefore, sustainable city will be promoting ethical consumption level by the citizens, fair trade and production of food at the local level [46].
- Reduce, Reuse and Recycle: sustainable city will be creating awareness about the significance of responsible consumption and recycling and will promote the development of infrastructure which allows waste at minimal level.

IV DISCUSSION

The previous researches have described sustainable development, change management and development in details with different independent or dependent variable but only few researches have linked these variables with each other. The researchers have examined the relation between change management and development, sustainability and development but these variables in one frame are not examined in detail. This research paper examined the impact of change and development on the sustainability as dependent variable. Change in the organisations and at the individual level along with urban development will be examined in the research with its impact on the social, economic and environmental level sustainability.

V.CONCLUSION

Change is inevitable need of the business world for securing the organizational survival and sustaining the profitability. Change may involve change in the process, procedure, products and services, culture or any strategic objectives. In order to manage change, change management is necessary which involves encouraging the employees for adopting change by providing them training to learn new skills and processes, establishing a supportive organizational culture and a system of reward and performance appraisal for those who adopt change as well as improve their new performance. In addition to that, development is also a process of making positive change and

growth at the world level at the societal, economic or environmental level. This development or change may cause negative impact on the environment in terms of air, noise or water pollution. So sustaining the resources and natural environment is the responsibility of every organization by using the resources efficiently and cost effectively. Sustainability basically requires the preservation of resources and facilities for future generations and also safeguarding the environment.

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