



Study on Change & Organization Development with Reference to Cipla LTD.

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Abstract – This study investigated employee perceptions toward organizational change and development within Cipla Ltd, a prominent pharmaceutical organization. The research addressed a pressing managerial concern regarding limited empirical understanding of employee attitudes during continuous organizational transformation. It pursued objectives encompassing perception assessment, factor analysis, and examination of relationships with job satisfaction. The study additionally sought to generate practical suggestions supporting HR managers within the organization. A quantitative research design guided the investigation, employing a structured, closed-ended questionnaire administered to one hundred employees. Purposive sampling ensured respondent relevance to the research objectives concerning change and development perceptions. Key variables examined included communication, employee involvement, leadership support, training adequacy, and resource availability. Statistical tools, including frequency analysis, regression, and analysis of variance, facilitated rigorous empirical examination of collected data. Findings revealed generally favourable, though variable, employee perceptions toward organizational change and development at Cipla Ltd. A significant relationship emerged between change management practices and employee job satisfaction, alongside noTable 4. variation across job levels. These findings carried important implications for strategic HR practice, emphasising communication, leadership development, and resource allocation. The study ultimately contributed valuable, context-specific insights supporting evidence-based organizational decision-making within pharmaceutical enterprises.

Keywords - Organizational Change, Organizational Development, Employee Perception, Employee Engagement, Pharmaceutical Industry, Cipla Ltd., Quantitative Research, HR Practices, Organizational Effectiveness.

I. INTRODUCTION

Organizations operated within continuously shifting economic, technological, and social environments. Such environments compelled managements to reconsider structures, processes, and strategic priorities regularly. Change emerged as an unavoidable reality for firms competing in dynamic markets. Scholars therefore emphasized change as a central theme within management literature.

Organizational change referred to the transition from an existing state toward a desired future state. This transition affected structures, technologies, processes, and behavioural patterns within firms. Change occurred incrementally through gradual adjustments or radically through transformational shifts. Both forms carried significant implications for organizational performance and employee wellbeing.

Organizational development complemented change by offering a planned, systematic approach toward improvement. It relied upon behavioural science principles to enhance overall organizational effectiveness. Development initiatives targeted culture, communication, leadership, and interpersonal relationships within firms. These initiatives aimed to build long-term organizational capacity rather than short-term fixes.

Employees occupied a central position within any change or development initiative. Their perceptions, attitudes, and

reactions determined the ultimate success of such efforts. Resistance among employees often threatened planned change programmes and undermined intended outcomes. Organizations therefore invested considerable effort toward managing employee responses to change.

Organizational Change

Organizational change denoted any alteration in structure, technology, strategy, or personnel within a firm. It represented a deliberate or emergent departure from established organizational practices. Change encompassed both minor procedural adjustments and major strategic transformations. Scholars regarded change as a continuous rather than an occasional organizational phenomenon. Change originated from internal factors, including leadership transitions, restructuring, or performance gaps. External factors, such as market competition, regulation, and technology, also triggered change. Planned change followed deliberate managerial initiatives aimed at specific improvement goals. Unplanned change, however, arose spontaneously in response to unforeseen environmental pressures.

Several theoretical models explained the process through which organizational change unfolded. Lewin's model described change through unfreezing, changing, and refreezing stages sequentially. Kotter's eight-step model expanded this process into detailed, action-oriented phases. Such models guided managers toward structured and systematic implementation of change initiatives. Resistance frequently accompanied organizational change,



arising from fear, uncertainty, or habit. Employees resisted change when communication remained inadequate or trust remained low. Effective change management therefore required transparent communication and genuine employee involvement. Overcoming resistance ultimately determined whether change initiatives succeeded or failed within organizations.

Organizational Development

Organizational development constituted a planned, long-term effort toward enhancing organizational effectiveness. It applied behavioural science knowledge to improve processes, culture, and relationships. Unlike isolated change events, development represented an ongoing and systemic organizational process. It emphasized collaboration between consultants, management, and employees throughout implementation. Development initiatives pursued objectives such as improved communication, trust, and collaboration. They also sought enhanced problem-solving capacity and adaptive organizational capability. Humanistic values underpinned development practice, emphasizing employee growth alongside organizational performance. This dual emphasis distinguished development from purely output-oriented management approaches. Common interventions included team building, survey feedback, and structured training programmes. Process consultation helped groups diagnose and resolve interpersonal or procedural difficulties. Coaching and mentoring supported individual capability development within broader organizational goals. Such interventions collectively strengthened organizational readiness for continuous adaptation and improvement. Development strengthened organizational culture by fostering openness, trust, and shared purpose. It enabled organizations to respond proactively rather than reactively toward environmental pressures. Sustained development efforts improved employee morale, retention, and overall organizational commitment levels. Consequently, development functioned as a strategic lever for long-term competitiveness.

II. LITERATURE REVIEW

Storey (2025) examined generative artificial intelligence as a rapidly evolving technology reshaping organizational and societal structures. The study traced growth trajectories of large language models and their expanding influence across industries. It highlighted opportunities for information systems research, including governance, ethics, and human-AI collaboration frameworks. The author argued that scholars must move beyond adoption studies toward examining long-term societal consequences. Methodological gaps in current information systems literature were identified around measuring generative AI's organizational impact.

Al-Momani (2025) examined artificial intelligence and Industry 4.0 technologies as catalysts for sustainable organizational development. The study analyzed how AI-

driven automation and smart manufacturing support environmental and operational sustainability goals. Challenges including workforce transition and technology integration costs were discussed within the sustainability context. Findings suggested that Industry 4.0 adoption significantly enhances resource efficiency and waste reduction outcomes. Practical implications for organizations pursuing simultaneous digital and sustainability transformation were outlined extensively. The research contributed theoretical grounding linking technological advancement with sustainable development objectives.

Omol (2024) traced organizational digital transformation from its historical evolution toward emerging future trends. The study reviewed how digital technologies reshaped business models, processes, and competitive strategies over recent decades. Key drivers including cloud computing, automation, and data analytics were examined within organizational change contexts. Barriers to successful transformation, such as leadership resistance and skill gaps, were also analyzed. The paper positioned digital transformation as a continuous rather than singular organizational event. Strategic recommendations for managers navigating transformation complexity were provided.

Culot (2024) conducted a systematic literature review examining artificial intelligence applications within supply chain management contexts. The study synthesized empirical findings across demand forecasting, inventory optimization, and logistics coordination functions. Research gaps regarding AI implementation barriers in small and medium enterprises were identified. The review categorized existing studies by methodology, industry sector, and technological maturity level. Findings suggested that AI adoption significantly improves supply chain resilience and responsiveness. Future research directions emphasizing cross-functional integration and sustainability outcomes were proposed.

Talpur (2024) investigated corporate social responsibility decoupling through a comprehensive systematic literature review. The study distinguished between symbolic CSR commitments and substantive organizational practices affecting stakeholder trust. Institutional pressures driving decoupling behavior were examined across regulatory, competitive, and normative dimensions. The research identified measurement inconsistencies limiting comparability across existing decoupling studies. A future research agenda addressing longitudinal decoupling patterns and industry-specific variations was proposed. The author emphasized accountability mechanisms that could reduce gaps between CSR rhetoric and actual practice. Implications for policymakers and corporate governance frameworks were also discussed extensively.

Bagga and Kaur (2023) examined organizational culture's mediating role between transformational leadership and



change management within virtual teams. The study demonstrated how leadership behaviors shape cultural norms supporting successful organizational change initiatives. Virtual team dynamics, including communication barriers and trust-building challenges, were incorporated into the analysis. Findings indicated that culture significantly strengthens the relationship between leadership style and change outcomes. Practical implications for managers leading distributed teams through organizational transitions were discussed extensively. The research contributed to leadership literature by contextualizing findings within remote work environments.

Akbar (2022) examined the critical success factors influencing the implementation of DevSecOps within software development organizations by proposing a structured decision-making framework. The study integrated security practices into every stage of the software development life cycle and emphasized the importance of organizational readiness, management support, automation tools, skilled professionals, and continuous monitoring. Using a multi-criteria decision-making approach, the research prioritized factors that significantly affected DevSecOps adoption and project outcomes. The findings demonstrated that organizations adopting a systematic framework for DevSecOps achieved improved software quality, enhanced security compliance, reduced vulnerabilities, and greater operational efficiency, thereby strengthening overall software development performance.

Marion (2021) investigated the transformative influence of digital technologies on innovation processes and product development within modern organizations. The study analyzed how digital tools reshaped collaboration, communication, knowledge sharing, and decision-making across cross-functional teams involved in new product development. It highlighted that cloud computing, collaborative platforms, artificial intelligence, and digital communication systems accelerated innovation cycles while improving organizational flexibility and responsiveness. The findings revealed that digital transformation significantly enhanced organizational productivity, innovation capabilities, and collaborative efficiency, enabling firms to adapt more effectively to changing market conditions and technological advancements.

Moris (2020) developed an innovative in vitro experimental model to investigate early anteroposterior organization during human embryonic development. The research utilized advanced stem-cell technologies to simulate critical developmental processes under controlled laboratory conditions, enabling detailed observation of early tissue patterning and cellular differentiation. The study demonstrated that the proposed model effectively replicated fundamental developmental mechanisms previously difficult to observe in humans. The findings

provided valuable scientific insights for developmental biology, regenerative medicine, and biomedical research while offering organizations involved in healthcare innovation improved experimental platforms for future discoveries

Need for the Study

Organizations required accurate understanding of employee perceptions to manage change effectively. Without such understanding, change initiatives risked failure through unaddressed resistance and dissatisfaction. This study addressed that requirement by examining perceptions specific to Cipla employees. It generated evidence-based insights that supported more effective HR decision making. The study therefore fulfilled a genuine organizational need for empirical, context-specific knowledge.

Scope of the Study

This study confined its scope to employees working within Cipla Ltd. It examined perceptions regarding organizational change, development, and associated job satisfaction. The scope encompassed demographic variables alongside attitudinal and perceptual survey responses. Findings applied primarily to the studied organization, with limited broader generalizability. Nonetheless, the study offered a valuable framework applicable to comparable pharmaceutical organizations.

Objectives of the Study

- To understand the change management process followed in Cipla Pharmaceutical Company, Hyderabad.
- To know how much employees are aware about the changes that are going to happen in the company.
- To find out how employees accept and adjust to the changes at work.
- To study which techniques are used by the company to bring organizational change.
- To know the role of organization development in handling these changes.
- To give suggestions that can help employees accept change in a better way.

Limitations of the Study

- The study relied upon a relatively small sample size.
- Findings were confined to a single pharmaceutical organization.
- Purposive sampling limited the generalizability of the results.
- Self-reported perceptions may have introduced response bias.
- The cross-sectional design captured perceptions at one point only.
- External factors beyond the study's scope were not examined.



III. RESEARCH METHODOLOGY

Research methodology outlined the systematic procedures adopted for conducting this investigation. It encompassed the research design, sampling approach, data collection methods, and analytical tools. This study adopted a quantitative design supported by structured questionnaire administration. Purposive sampling guided respondent selection, ensuring relevance to the research objectives. Statistical tools, including frequency analysis and regression analysis, facilitated meaningful data interpretation. The following sections elaborated each methodological component adopted within this research.

Primary Data

Primary data originated directly from Cipla employees through a closed-ended questionnaire. The questionnaire incorporated demographic variables, multiple choice questions, and Likert-type items. This structured format ensured consistency and comparability across all collected employee responses. Primary data formed the empirical foundation supporting the study's statistical analysis and findings. Its collection ensured that conclusions reflected authentic, firsthand employee perceptions accurately.

Secondary Data

Secondary data supplemented primary findings through existing scholarly and organizational sources. These sources included academic journals, books, internet resources, and the company website. Secondary data provided theoretical grounding and contextual background for the research problem. It further supported comparison between existing literature and the study's empirical findings. This combination strengthened the overall credibility and depth of the research.

Sample Design

Sample size: 100 Employees

Research period: 45 days

Data Collection Tools

A structured, closed-ended questionnaire served as the primary data collection tool. The questionnaire comprised demographic questions, multiple choice items, and Likert-scale statements.

IV. DATA ANALYSIS & INTERPRETATION

1. What is your gender?

Table 1: Gender

Category	Frequency	Percentage (%)
Male	58	58
Female	42	42
Total	100	100

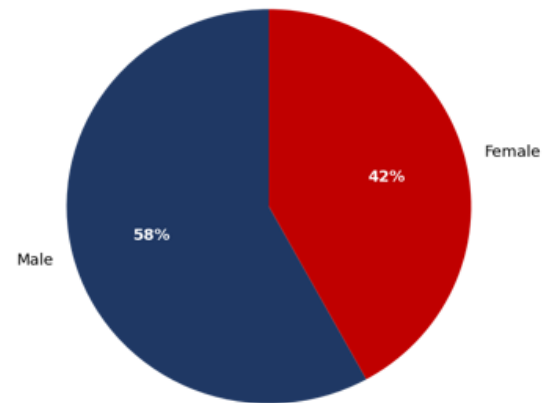


Figure 1: Gender

Interpretation

Table 4.1 indicated that male respondents constituted fifty-eight percent of the total sample, while female respondents accounted for forty-two percent. This distribution reflected a relatively balanced gender composition among employees at Cipla Ltd, with a moderate male predominance. Such balance strengthened the reliability of perceptions gathered regarding organizational change and development, since both genders remained adequately represented. The gender composition therefore supported meaningful comparison of perceptions without introducing significant demographic bias into the overall findings of the present study.

2. What is your job level in the organization?

Table 2: Job Level

Category	Frequency	Percentage (%)
Junior-level	40	40
Middle-management	35	35
Senior-management	18	18
Executive / Top-management	7	7
Total	100	100

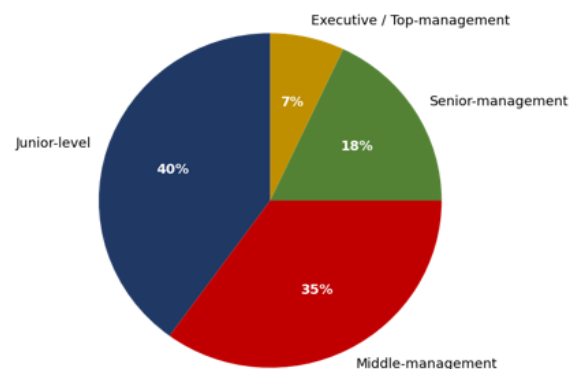


Figure 2: Job Level

Interpretation

Table 4.2 revealed that junior-level employees formed the largest respondent group at forty percent, followed by middle-management employees at thirty-five percent.



Senior-management personnel constituted eighteen percent, while executive and top-management employees represented merely seven percent of the sample. This distribution indicated that operational-level employees dominated the survey, offering valuable frontline perceptions regarding organizational change. The limited representation of top-management respondents suggested that findings primarily reflected operational rather than strategic viewpoints within Cipla Ltd.

3. What is your highest educational qualification?

Table 3: Educational Qualification

Category	Frequency	Percentage (%)
Diploma	16	16
Undergraduate	34	34
Postgraduate	42	42
Other	8	8
Total	100	100

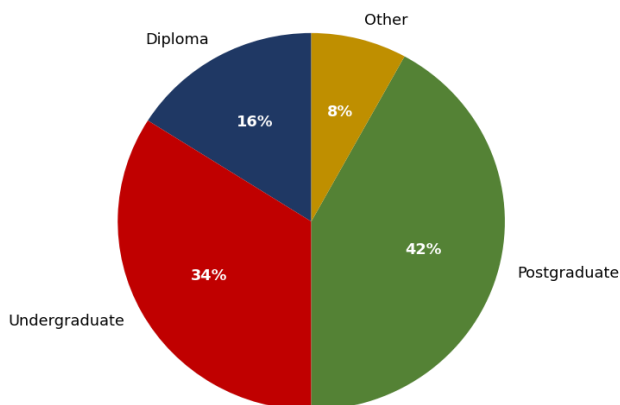


Figure 3: Educational Qualification

Interpretation

Table 4.3 showed that postgraduate employees represented the largest proportion at forty-two percent, followed by undergraduates at thirty-four percent. Diploma holders accounted for sixteen percent, while employees possessing other, higher, or non-standard qualifications constituted eight percent. This distribution suggested a reasonably well-educated workforce at Cipla Ltd, capable of understanding complex organizational change initiatives. Higher educational attainment among respondents likely enhanced the quality and reliability of perceptions gathered regarding change and development processes within the organization.

4. Which factor do you consider the most significant driver of organizational change at Cipla Ltd?

Table 4: Driver of Organizational Change

Category	Frequency	Percentage (%)
Technological advancement	30	30
Regulatory requirements	25	25
Leadership decisions	28	28

Market competition	17	17
Total	100	100

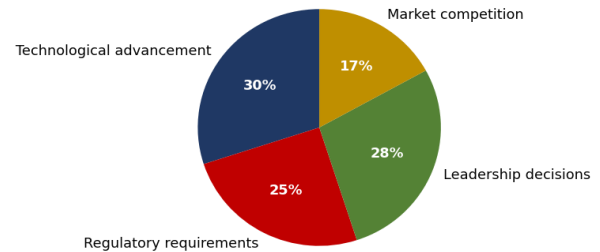


Figure 4: Driver of Organizational Change

Interpretation

Table 4.4 indicated that technological advancement emerged as the most frequently cited driver of change at thirty percent, closely followed by leadership decisions at twenty-eight percent. Regulatory requirements accounted for twenty-five percent, while market competition represented seventeen percent of responses. This near-even distribution suggested that employees perceived organizational change at Cipla Ltd as arising from multiple interacting forces rather than a single dominant cause. Technological and leadership factors nonetheless appeared marginally more influential within the pharmaceutical operating environment.

5. Through which channel do employees primarily receive communication about organizational change?

Table 5: Communication Channel

Category	Frequency	Percentage (%)
Official email	38	38
Team meetings	32	32
Notice boards	18	18
Informal channels	12	12
Total	100	100

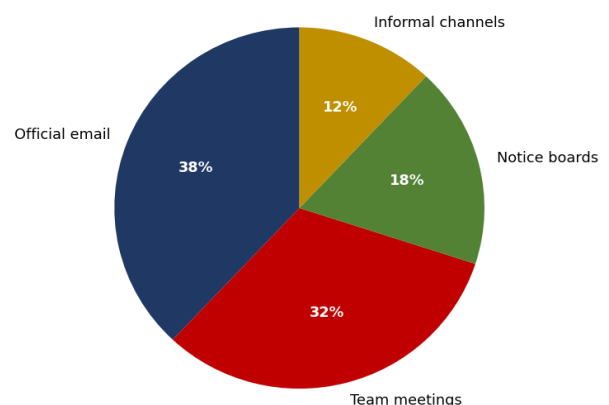


Figure 5: Communication Channel



Interpretation

Table 4. 5 demonstrated that official email served as the primary communication channel for thirty-eight percent of respondents, followed by team meetings at thirty-two percent. Notice boards accounted for eighteen percent, whereas informal channels represented twelve percent of responses. This pattern indicated that formal, documented communication methods dominated change-related messaging at Cipla Ltd. The comparatively lower reliance upon informal channels suggested management preference for structured and traceable communication during organizational change and development initiatives.

6. Which organizational development intervention is most commonly practiced at Cipla Ltd?

Table 6: Organizational Development Intervention

Category	Frequency	Percentage (%)
Training programmes	40	40
Team building activities	24	24
Performance feedback systems	22	22
Coaching and mentoring	14	14
Total	100	100

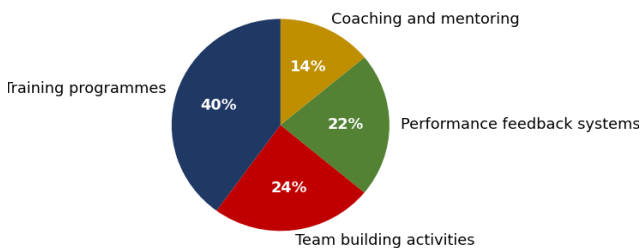


Figure 6: Organizational Development Intervention

Interpretation

Table 4.6 revealed that training programmes represented the most commonly practiced organizational development intervention at forty percent. Team building activities followed at twenty-four percent, while performance feedback systems accounted for twenty-two percent. Coaching and mentoring represented the least common intervention at fourteen percent. This distribution suggested that Cipla Ltd prioritized structured training over relationship-focused interventions. Greater emphasis upon coaching and mentoring could further strengthen organizational development outcomes across various employee levels within the organization.

Findings

- The study revealed that 58% of the respondents were male, while 42% were female, indicating a relatively balanced workforce composition with moderate male predominance.
- Junior-level employees constituted 40% of the respondents, followed by middle-management employees (35%), suggesting that the findings primarily reflected operational-level perceptions of organizational change.
- A majority of the respondents were postgraduates (42%), indicating that employees possessed sufficient educational qualifications to understand organizational change and development initiatives.
- Technological advancement (30%) emerged as the most significant driver of organizational change at Cipla Ltd, closely followed by leadership decisions (28%).
- The study found that official email (38%) served as the primary communication channel for disseminating organizational change information, followed by team meetings (32%).
- Training programmes (40%) were identified as the most frequently implemented organizational development intervention within the organization.
- Employees perceived the Human Resources department (46%) as the principal function responsible for planning and managing organizational change initiatives.
- Acceptance (34%) represented the most common employee reaction toward organizational change, while 26% actively participated in change initiatives, indicating generally positive attitudes.
- Career growth opportunities (32%) emerged as the most influential factor affecting employee job satisfaction during organizational change, followed closely by job security (30%).
- Employees considered open communication (36%) as the most effective strategy for reducing resistance to organizational change, emphasizing the importance of transparent communication practices.

V. CONCLUSION

This study examined employee perceptions toward organizational change and development at Cipla Ltd. It explored communication, involvement, leadership, training, and resource-related dimensions influencing these processes. The investigation further considered the relationship between organizational change, development, and employee job satisfaction. Such comprehensive examination provided a holistic understanding of change dynamics within a pharmaceutical organizational context.

Findings revealed generally favourable, though occasionally mixed, employee perceptions regarding change and development initiatives at Cipla Ltd. Communication, leadership, and resource adequacy emerged as areas requiring further managerial attention.



Conversely, teamwork, collaboration, and overall developmental effectiveness reflected notably positive employee sentiment. These findings connected directly to everyday organizational realities experienced by employees within the company.

This study contributed meaningfully toward management practice by highlighting specific areas requiring strategic HR intervention. It offered Cipla Ltd actionable insights for refining communication, leadership, and resource allocation practices. The findings further enriched academic understanding regarding change and development within pharmaceutical organizational contexts. Ultimately, this research supported more informed, evidence-based decision-making for future organizational change initiatives.

Recommendations

- Cipla Ltd should strengthen employee participation by involving employees more actively in planning, decision-making, and implementation of organizational change initiatives.
- Management should enhance communication strategies by increasing the frequency, clarity, and transparency of change-related information across all organizational levels.
- The organization should expand coaching and mentoring programmes alongside formal training to provide continuous developmental support to employees.
- Leadership development programmes should focus on strengthening transformational leadership competencies and improving managers' ability to address employee resistance effectively.
- Greater emphasis should be placed on career development opportunities, succession planning, and internal promotions to improve employee satisfaction during organizational change.
- Cipla Ltd should allocate adequate financial, technological, and human resources to ensure smooth implementation of organizational change initiatives.
- Training programmes should be regularly updated to improve employee preparedness, enhance change readiness, and address emerging technological and regulatory requirements.
- The organization should establish structured feedback mechanisms that allow employees to express concerns, provide suggestions, and participate in evaluating change initiatives.
- Human Resource policies should integrate employee welfare, recognition programmes, and performance management systems to complement existing training and development initiatives.
- Since employee perceptions differed significantly across job levels, Cipla Ltd should design customized organizational development and change management strategies that address the specific expectations and

responsibilities of junior, middle, senior, and executive employees.

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