



A STUDY ON STRATEGIC CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT IN TATA AIG GENERAL INSURANCE

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ABSTRACT

Strategic change management is essential for organizations facing technological advances, changing customer expectations, regulatory requirements, and intense competition. This study examines strategic change management and organizational development at Tata AIG General Insurance, focusing on leadership, communication, employee participation, technology adoption, training, culture, and performance. Primary data were collected from 100 employees through a structured questionnaire, while secondary information supported the study. Percentage analysis was used to interpret responses. The findings indicate that leadership support, effective communication, employee involvement, technology adoption, and training positively contribute to organizational development. The study recommends continuous change planning, employee development, communication, innovation, and strategic sustainability.

Keywords: Strategic Change Management, Organizational Development, Tata AIG General Insurance, Employee Adaptability, Change Leadership

1. INTRODUCTION

Modern organizations operate in environments characterized by technological progress, changing customer expectations, regulatory developments, globalization, and intense competition. These conditions require organizations to modify their structures, processes, technologies, and strategies continuously. Strategic change management provides a planned approach for identifying the need for change, designing interventions, communicating objectives, managing employee reactions, and implementing transformation in alignment with organizational goals. Organizational development complements change management by improving organizational effectiveness, employee capabilities, teamwork, leadership, communication, culture, and performance. Change initiatives can create uncertainty and resistance because employees may be concerned about job security, responsibilities, working methods, or unfamiliar technologies. Therefore, successful change requires leadership commitment, transparent communication, employee participation, training, and organizational support. When employees understand the reasons and benefits of change, they are more likely to develop ownership and accept new practices. The insurance industry is particularly exposed to continuous transformation because customer expectations, digital technologies, competition, and regulatory requirements are constantly evolving. Insurance organizations increasingly use digital platforms, automated processes, online services, data-driven decisions, and



technology-enabled claims and underwriting systems. These developments can improve efficiency and customer service, but they also require employees to acquire new competencies and adapt to changing procedures. Tata AIG General Insurance operates in this dynamic environment and offers products including health, motor, travel, home, personal accident, marine, and commercial insurance. The company emphasizes customer-centricity, innovation, operational excellence, technology adoption, employee development, and organizational learning. Its strategic change efforts are directed toward improving customer experience, claims processing, underwriting accuracy, risk management, operational efficiency, and sustainable growth. The present study examines how strategic change management contributes to organizational development at Tata AIG General Insurance. It focuses on leadership support, communication, employee involvement, technology adoption, organizational culture, training, and performance enhancement. Understanding these factors is important because effective change management can reduce resistance, improve employee adaptability, strengthen organizational capabilities, and support long-term competitiveness. The study therefore seeks to assess employee perceptions of change initiatives and identify practical measures for improving organizational development and sustainable performance.

2. REVIEW OF LITERATURE

Lewin (1951) proposed the Three-Step Change Model of unfreezing, changing, and refreezing, emphasizing preparation, implementation, and stabilization of change. Kotter (1996) developed an Eight-Step Change Model that highlights urgency, guiding coalitions, communication, empowerment, short-term wins, and institutionalization. Beckhard (1969) described organizational development as a planned effort using behavioral science to improve organizational effectiveness. Bennis (1969) emphasized organizational adaptability, leadership, culture, and employee participation. Burke and Litwin (1992) explained how leadership, strategy, culture, processes, and motivation influence organizational transformation. Schein (1992) highlighted the influence of organizational culture on employee attitudes toward change. Armenakis and Bedeian (1999) identified employee commitment, leadership, communication, and change preparation as important change factors. Cummings and Worley (2005) emphasized team building, leadership development, performance management, and organizational learning. Hiatt (2006) introduced the ADKAR framework of awareness, desire, knowledge, ability, and reinforcement for managing individual transitions. Cameron and Green (2015) highlighted adaptability, creativity, employee involvement, and digital transformation in contemporary change management. Collectively, these studies establish that leadership, communication, participation, culture, learning, and structured implementation are important to organizational development. The literature indicates that change should be treated as a continuous process. These perspectives provide a basis for examining employee perceptions and outcomes at Tata AIG General Insurance.

3. OBJECTIVES OF THE STUDY

1. **To investigate** Tata AIG General Insurance's strategic change management procedures.
2. **To examine** the relationship between organizational development and change management.
3. **To assess** the contribution of communication and leadership to the effective execution of change.
4. **To evaluate** how change initiatives affect organizational effectiveness and employee performance.
5. **To recommend** ways to enhance organizational development and strategic change management.

4. RESEARCH METHODOLOGY

A descriptive research design was used to study strategic change management and organizational development at Tata AIG General Insurance. Primary data were collected from 100 employees through a structured questionnaire using convenience sampling. Secondary data were obtained from books, journals, reports, websites, and company-related sources. Percentage analysis was applied systematically.



4.1 STATISTICAL TOOL

Percentage Analysis

Percentage analysis is the appropriate statistical tool for this study because the questionnaire measures employees' categorical opinions concerning leadership, communication, participation, technology, training, culture, and organizational performance. It enables straightforward comparison of responses across different categories and clearly presents the proportion of employees holding each opinion.

5. DATA ANALYSIS AND INTERPRETATION

Table 5.1: Effective Support for Change Initiatives by Leadership

Response	Number	Percentage
Strongly Agree	31	31%
Agree	43	43%
Neutral	11	11%
Disagree	10	10%
Strongly Disagree	5	5%
Total	100	100%

Analysis: The largest response is **43%**, representing employees who agree that leadership effectively supports change initiatives.

Interpretation: A substantial majority of employees hold a positive view of leadership support. This indicates that leadership commitment is an important factor in facilitating successful organizational transformation.

Table 5.2: Effective Communication During Change

Response	Number	Percentage
Strongly Agree	29	29%
Agree	45	45%
Neutral	12	12%
Disagree	9	9%
Strongly Disagree	5	5%
Total	100	100%

Analysis: The highest response is **45%**, while the combined positive responses account for **74%** of respondents.

Interpretation: The results demonstrate that communication is viewed positively during organizational change. Effective communication helps employees understand organizational initiatives, reduces uncertainty, and supports change acceptance.

Table 5.3: Enhancing Organizational Performance through Change Management

Response	Number	Percentage
Strongly Agree	34	34%
Agree	40	40%
Neutral	12	12%
Disagree	9	9%
Strongly Disagree	5	5%
Total	100	100%

Analysis: The largest response is **40%**, and **74%** of respondents either agree or strongly agree that change management enhances organizational performance.



Interpretation: The findings indicate that employees generally perceive well-managed change initiatives as beneficial to productivity and organizational effectiveness.

6. RESULTS

1. Employees generally have a favorable perception of the organization's strategic change management practices.
2. Leadership support is recognized as an important factor in successful change implementation.
3. Effective communication helps employees understand organizational changes and reduces uncertainty.
4. Employee involvement in decision-making increases commitment and acceptance of organizational change.
5. Technology adoption contributes to organizational modernization and operational efficiency.
6. Training and development initiatives improve employee flexibility and readiness for change.
7. A supportive organizational culture encourages creativity, teamwork, and successful implementation of transformation initiatives.
8. Strategic change management is perceived to improve organizational productivity and performance.
9. Employees recognize a positive relationship between strategic change management and organizational development.
10. Successful change management strengthens the organization's ability to maintain competitiveness and achieve sustainable growth.

7. SUGGESTIONS

1. Tata AIG General Insurance should maintain strong leadership involvement throughout major transformation projects.
2. Management should provide timely information and regular updates concerning organizational changes.
3. Employees should be given greater opportunities to participate in the planning and implementation of change initiatives.
4. Regular training and skill-development programmes should be conducted to improve employee adaptability.
5. The organization should encourage an innovative and continuous-learning culture.
6. Technology-driven solutions should be adopted to improve operational efficiency and customer service.
7. Management should conduct periodic evaluations to measure the effectiveness of change initiatives.
8. Recognition and reward programmes should be introduced for employees who actively contribute to organizational transformation.
9. Communication channels should remain transparent and accessible throughout change programmes.
10. Change management should be treated as a continuous strategic process supporting employee engagement, organizational effectiveness, and sustainable development.

8. CONCLUSION

Strategic change management plays an important role in organizational development at Tata AIG General Insurance. The study demonstrates that organizational transformation is positively associated with leadership support, effective communication, employee participation, technology adoption, training, organizational culture, and performance improvement. Employees generally view the organization's change management practices favorably, indicating that planned transformation can contribute to greater adaptability, operational effectiveness, employee development, and organizational performance. Leadership commitment provides direction and confidence during transformation, while effective communication helps employees understand the purpose and expected outcomes of change. Employee participation further strengthens ownership and reduces resistance, whereas training enables employees



to respond effectively to changing technologies and business requirements. Technology adoption supports modernization, efficiency, and improved service delivery, while a supportive organizational culture encourages innovation, teamwork, and continuous improvement. The study therefore concludes that change management should not be considered a one-time organizational activity. It should be treated as an ongoing strategic process aligned with organizational objectives and changing market conditions. Tata AIG General Insurance can strengthen its long-term competitiveness by continuing to invest in employee capabilities, communication, technology, leadership, innovation, and systematic evaluation of change programmes. Effective strategic change management can consequently support sustainable organizational development and long-term business success.

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