

An Empirical Study on the Impact of Change Management on Employee Engagement in Selected Private Universities of Rajasthan

¹Khagendra Poudyal, ²Dr. Srinivasan Iyer, ³Dr. Kamakshi Mehta

¹Assistant Registrar, Examination, Manipal University Jaipur, Rajasthan, India, Email:- Poudyal.khagendra@gmail.com

²Corresponding Author, Associate Professor, CDOE, Manipal University Jaipur, Rajasthan, India, Email:- jaipurbloss@gmail.com

³Associate Professor, Department of Management, Manipal University Jaipur, Jaipur, Rajasthan, India, Email:- Cakamakshi.edu@gmail.com

1. Abstract

Background: Competition, technological progress, restructuring of policies and evolving stakeholder demands has made higher education institutions a process that is consistently changing. Effective change management has become a critical measure needed to ensure employee engagement particularly in the context of the private universities. The current analysis focuses on the effect of managing change on the engagement of employees working in the choice of the private universities in the state of Rajasthan.

Methodology: The research adheres to quantitative research design. The structured questionnaire was used to gather primary data of 300 academic and non-academic employees in private universities. The measurement of change management was done based on leadership support, communication, training and development; employee participation and organization change practices. Job involvement, commitment, motivation and willingness to contribute were used to measure employee engagement. The statistical software was used to analyze the data through descriptive statistics, reliability analysis, correlation, and regression analysis.

Findings: The results indicate that the employees are moderately positive about the change management practices and the employee engagement. Correlation analysis indicates good positive relationship between the change management and employee engagement. Regression analysis verifies that change management has a strong positive influence on the employee engagement which accounts 46.5% of variance in the level of employee engagement. This implies that the best change management practices enhance the motivation, commitment and employee involvement.

Conclusion: The paper arrives at a conclusion that the effective change management practices which are structured and employee oriented are essential to enhance the engagement of employees in the private universities in Rajasthan. The results indicate that the management of the university should pay attention to the support of the leadership, open communication, training, and the involvement of the employees in the process of change to maintain the engagement and enhance the performance of the institution.

2. Keywords- Employee Engagement, Private Universities, Change Management, Higher Education Institutions, Employee Participation, Faculty Engagement, Regression Analysis, Rajasthan, Academic Staff

3. Introduction

Globalization, changes in technology, competition and shifting regulatory demands are influencing institutions of higher learning at a very fast pace. Specifically, the pressure on the improvement of academic quality, efficiency in operations, and performance of employees is a constant pressure on private universities. Change management has become a burning concern among the university management in such environment.

Change management is a conscious initiative made by organizations aimed at developing changes in their organization structure, processes, technology and people in a well-organized and seamless way. Unless change is properly handled, employees might end up feeling confused, stressed and resistant and all these may lower their involvement and output. Also, employee engagement is a valuable organizational outcome, since engaged employees are more committed, motivated, and ready to make positive contributions to the goals of a given institution.

With the example of the Rajasthan private universities, a high turnover of various academics and other non-academic staffs is directly related to changes in the school policies, adoption of technology, workload assignments, and administrative

practices. Nevertheless, there is a dearth of empirical studies that can be used to know the effects of change management on employee engagement at this sector.

This research will be used to address this gap in the research by evaluating how change management affects employee engagement in the chosen Rajasthan private universities. The quantitative approach that this study takes will give empirical data on the correlation between the two variables. The research results should guide the university administrators and policymakers to develop effective change management interventions that facilitate employee engagement and institutional success in the long run.

4. Previous studies

Change Management in Organizations and Higher Education

Change management is the intended attempts to transform an organization into a desired future position of the present state. With the current rapid environment, organizations are under constant pressure as a result of competition, technology and the change in policies. This has made change management a very important managerial task.

According to Umar et al. (2025), change management is important in enhancing sustainable organizational performance, especially in institutions of higher learning (HEIs). The dimensions of change management that are important and brought to light in their study include readiness to change, climate to change and processes of change. The factors assist the institutions to effectively respond to both internal and external challenges.

This pressure is not an exception of universities. Universities in all parts of the world are changing in structure, technology as well as in strategy to keep up with the competition. According to Baakeel (2025), organizations are getting more aggressive in reorganization and sustainability programs in universities. Such changes are usually people oriented, technological and structural changes. These changes need appropriate change management practices to minimize the opposition and make the implementation smooth.

The universities in the Indian case, especially the private universities are struggling with rising student demands, faculty retention, regulations, and technology. In research on Indian university libraries, Balararaju and Singh (2024) also state that the change management process influences the productivity of the staff in case of organizational, technological, and personal changes. According to their findings, depending on the quality of change planning and communication, the employees can adapt well.

The reinforcement of employee satisfaction, as specified by Shuaibu and Daniel (2024) in the examination of the role of the organizational structure, leadership change, operational variations, and environmental impacts of the organizational change in the context of the investigation of the private university in Nigeria also proves that the individual factor of change in the organization can have a significant impact on employee satisfaction.

The conducted research was not within the frame of India, but the results are very applicable to the situation of the Indian state of Rajasthan where the private universities have to cope with the same problems. In the literature, it has been well established that change management is inevitable in higher learning institutions and it is important in crafting employee attitudes and behaviors.

Change Management and Employee Engagement

Employee engagement can be defined as the emotional, cognitive and behavioral bond attached by employees to their organization and work. The more engaged employees are, the more committed, motivated and willing to make extra contributions to their job descriptions. A number of researches indicate that the employee engagement is highly dependent on change management.

In their research on the topic of the private banking industry in Pakistan, Mahesar and Chandio (2025) discovered that the means of efficient change management can have a great impact on employee engagement and satisfaction with their work. Employees are more accommodating when they feel assisted in the process of change and are more effective. The paper highlights that effective change management will provide an environment where employees will be motivated and not intimidated in the workplace.

The same results are provided by Putro and Suharyati (2025) who were investigating the organizational restructuring within the Indonesian state-owned companies. In their study, they reveal that change management influences positively the performance of the employees, primarily by way of involvement of the employees, good communication, and transformational leadership. These aspects make employees feel a part of the change process hence making them more engaged and motivating.

Employee engagement in the sphere of higher education is particularly relevant due to the direct correlation between the quality of teaching, research results, and student satisfaction, with the faculty and staff being the direct factors of these variables. Rajput and Sharma (2021, 2022) investigated university educators in India and found out the main antecedents of engagement, including the development opportunity and rewarding co-worker relations.

These studies are not directly related to change management, but they give emphasis on factors that are frequently influenced in the change of an organization. The lack of control over change can decrease the opportunities to develop and disorganize the relationships in the workplace and lower the engagement.

Sharma and Upadhyay (2024) also note the additional contribution that weak institutional policies, particularly in the Rajasthan private colleges, lead to higher stress and lower engagement of the members of the faculty. Their results indicate that employee engagement is impacted negatively in cases where change initiatives are not backed by the flexible policies and leaders. Thus, one can conclude that the practice of change management has a powerful impact on the engagement of employees in the private universities.

Leadership, Communication, and Training in Change Management

Leadership is the key aspect of change management efforts. Transformational leadership has especially gained much literature. Umar et al. (2025) reported that transformational leadership is positively correlated with climate for change which subsequently enhances the sustainable performance in HEIs. This implies that change-enablers who convey a clear vision can have a positive impact on the attitude of the employees.

In a study conducted by Agarwal and Pareek (2025) on transformational leadership in the banking industry in Rajasthan, the authors identified the components of transformational leadership as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and determined that the aforementioned elements have significant impacts on the performance of the employees.

Though this study is not founded on universities, the results are applicable since the behavior of leaders is similar in the sectors. Resistance to change and better engagement can be achieved by leaders of private universities who motivate, support, and intellectual stimulate the employees.

Wigraha and Budiantoro (2024) also point out that change management and employee engagement are also influential factors in transformational leadership and restructuring in an organization. According to their study, leadership plays a bridging role between change management and good organizational performance. This confirms the notion that the quality of leadership defines the way in which employees view and act with regard to change.

Another issue of change management is training and development. The research results of Jain and Khurana (2017) revealed that training and development are important in enhancing job satisfaction, commitment, pride, intention to remain, and general employee involvement.

Training is also beneficial during the times of change when employees acquire new skills and lessen the fear of being pushed aside. As Edwin (2022) also notes, change management aspects that are essential and impact on the performance of employees include learning and development, participation, and motivation.

Sung and Kim (2021) also affirm that education and training as well as participation and communication have positive influence on the behavior of innovation and organizational innovation. Their research indicates that the most significant effect is on participation and communication, which implies that the employees should be educated and engaged in change measures. In the case of private universities, open communication and ongoing training may be used in the process of keeping the interest up even in the time of change.

Research Gaps and Relevance

Although the available literature is very convincing on the significance of change management and employee engagement, some gaps can still be identified. There are numerous researches that concentrate on the banking sector, government institutions or institutions of higher learning that are not located in India. The empirical studies on the particular topic of the private universities in Rajasthan are limited.

The works of Rajput and Sharma (2021, 2022) are centered around the engagement of employees among university teachers but do not directly analyze change management as a predictor of such engagement. On the same note, Sharma and Upadhyay (2024) also point out the problem of engagement and turnover but promote the idea of work-life balance as an alternative to organized change management. It implies the necessity to incorporate variables of change management in the research of the faculty involvement in the work of the privately-run universities.

Changing literature like those by Umar et al. (2025) and Shuaibu and Daniel (2024) are able to show that change management has a critical impact on employee satisfaction, performance, and engagement in the context of higher education. The variation in cultural, regulatory and institutional settings require the need to create region specific researches.

The challenges that particular to the private universities of Rajasthan include are the lack of resources, intense competition, retention of the faculty, and the rapidity of the policy modifications. These are the circumstances that render effective change management to be crucial towards maintaining employee engagement. Thus, empirical research on the effects of change management on employee engagement within the chosen organizations of the private universities of Rajasthan is topical and needed. Such research can fill the current gap in the research and offer practical implications to the university administrators and policymakers.

5. Methodology

Research Design

The research design to be followed by this study is a quantitative research study to explore the change in management of employee engagement in selected private universities in Rajasthan. The quantitative design is appropriate in that it enables the researcher to get quantitative data and to make statistical analysis of the relations among variables. The research is descriptive and explanatory that is, it reports the current circumstances regarding change management practices and how they influence the engagement of the employees.

Population and Sample

The study population consists of academic and non-academic employees that are employed in selected private universities based in Rajasthan. Organizational change in terms of policies, technology, leadership and work processes have a direct impact on these employees. The convenience sampling technique was used to draw a sample out of this population since it will enable the researcher to access respondents easily within the limits of time and resources. The 300 respondents sampled in the study are deemed sufficient in quantitative analysis, besides the application of tools of statistical analysis including regression and correlation analysis.

Data Collection Method

The research relies on primary data which was gathered using a structured questionnaire. The questionnaire was created based on the review of the pertinent literature on the change management and the engagement of the employees. It has two major segments. The former part is demographic like age, gender, designation, and years of experience. The second section is the measure of the key variables of the study.

The measurement of change management was based on the organizational change, leadership support, communication, training as well as employee participation items. Employee engagement measurement involved the use of statements pertaining to job involvement, commitment, motivation, and willingness to make contributions to the organization. The measurement of all the items was done using a five-point Likert scale, where 1 (strongly disagree) to 5 (strongly agree).

Validity and Reliability

The questionnaire items were derived using past studies and revised according to the context of the study which was on private universities in order to achieve content validity. Pilot study was done among a limited number of the respondents to ensure that questions were clear and relevant. The scale was subjected to reliability tests, which were done using Cronbachs Alpha in which the figures were discovered to be beyond the acceptable range of 0.70, which showed good internal consistency.

Data Analysis Techniques

Data obtained were coded and analyzed with the help of such statistical software as SPSS. The demographic profile of the respondents was described using descriptive statistics such as mean, frequency and percentage. The correlation analysis was used to test the relationship between the change management and employee engagement. Change management was evaluated at the levels of employee engagement through regression analysis and the hypotheses of the study evaluated. It was set at 5 percent level of significance.

Ethical Considerations

Ethics was strictly adhered to when conducting the research. The study was voluntary and the respondents were made aware of how the study was going to be conducted. The respondents had their confidentiality and anonymity ensured, and the data collected were employed in the academic research.

6. Analysis**Demographic Profile of the Respondents**

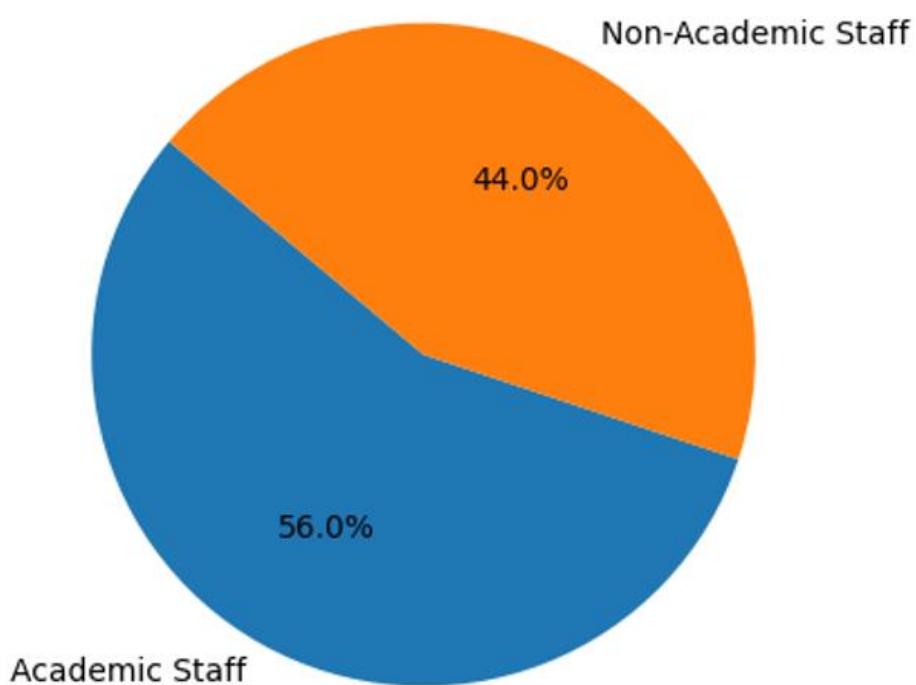
It was done on 300 employees employed in the identified private universities in Rajasthan and valid responses were obtained. The respondents consisted of both academic and non-academic staff since both types of personnel are influenced by the organizational change. The knowledge of the demographic profile will assist in deciphering the results and make the sample reflect the workforce in the private universities.

Most of the respondents were within a bracket of 31-40 years meaning they are mature and experienced workforce. The vast majority of respondents had the working experience of over five years implying that they were exposed to the institutional changes. The proportion of academic staff was slightly higher than that of the non-academic staff, as it is natural in universities.

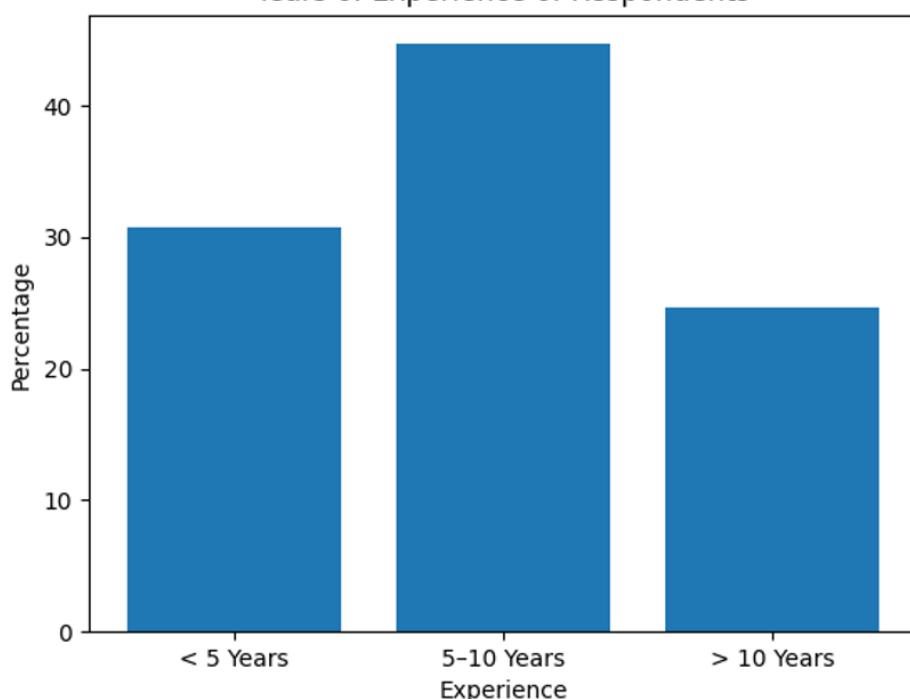
Table 1: Demographic Profile of Respondents (n = 300)

Variable	Category	Frequency	Percentage
Gender	Male	172	57.3%
	Female	128	42.7%
Age	Below 30 years	68	22.7%
	31–40 years	124	41.3%
	Above 40 years	108	36.0%
Designation	Academic Staff	168	56.0%
	Non-Academic Staff	132	44.0%
Experience	Less than 5 years	92	30.7%
	5–10 years	134	44.7%
	Above 10 years	74	24.6%

Academic vs Non-Academic Staff Distribution



Years of Experience of Respondents



Descriptive Statistics and Reliability Analysis

To get the general perception of the employees on change management and employee engagement, descriptive statistics were applied. The reliability analysis was done to make sure that measurement scales adopted in the questionnaire were reliable and consistent.

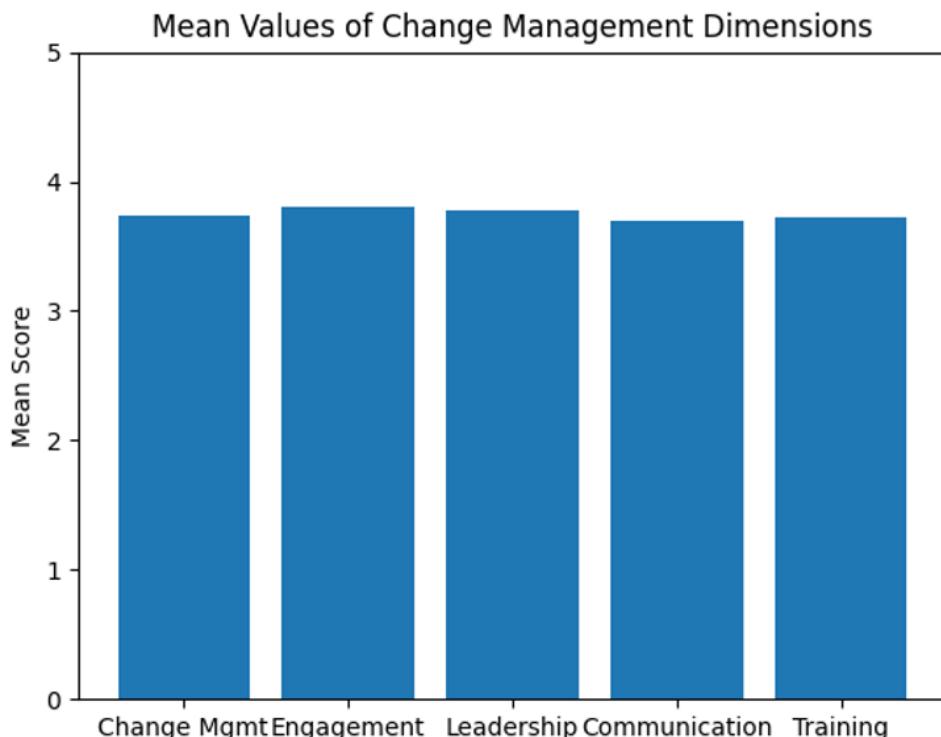
The dimensions used to measure the change management included leadership support, communication, training, employee participation, and organizational change processes. The engagement of employees has been assessed in terms of job involvement, commitment, motivation, and readiness to make contributions.

The average scores of the variables were greater than the mid-point of the scale and this showed a moderate positive perception of employees. The values of reliability (Cronbachs Alpha) of all constructs were more than 0.70, which indicates good internal consistency.

Table 2: Descriptive Statistics and Reliability

Variable	Mean	Standard Deviation	Cronbach's Alpha
Change Management	3.74	0.61	0.86
Employee Engagement	3.81	0.58	0.88
Leadership Support	3.78	0.64	0.84
Communication	3.69	0.67	0.81
Training & Development	3.72	0.63	0.83

The findings indicate that the general agreement among employees is that change management practices are practiced in their respective universities and that employees are moderately interested in their work. Nonetheless, the values of standard deviation imply that there is certain variance implying that there are differences in experiences in the institutions.



Relationship between Change Management and Employee Engagement

The correlation analysis was used in order to compare change management with employee engagement. The findings demonstrate the existence of positive and significant relationship between the two variables.

This implies that change management practices are improved and this translates to employee engagement. The more employees feel that they are communicated with, their leadership is supportive and involved in change, the more committed and motivated towards their work they become.

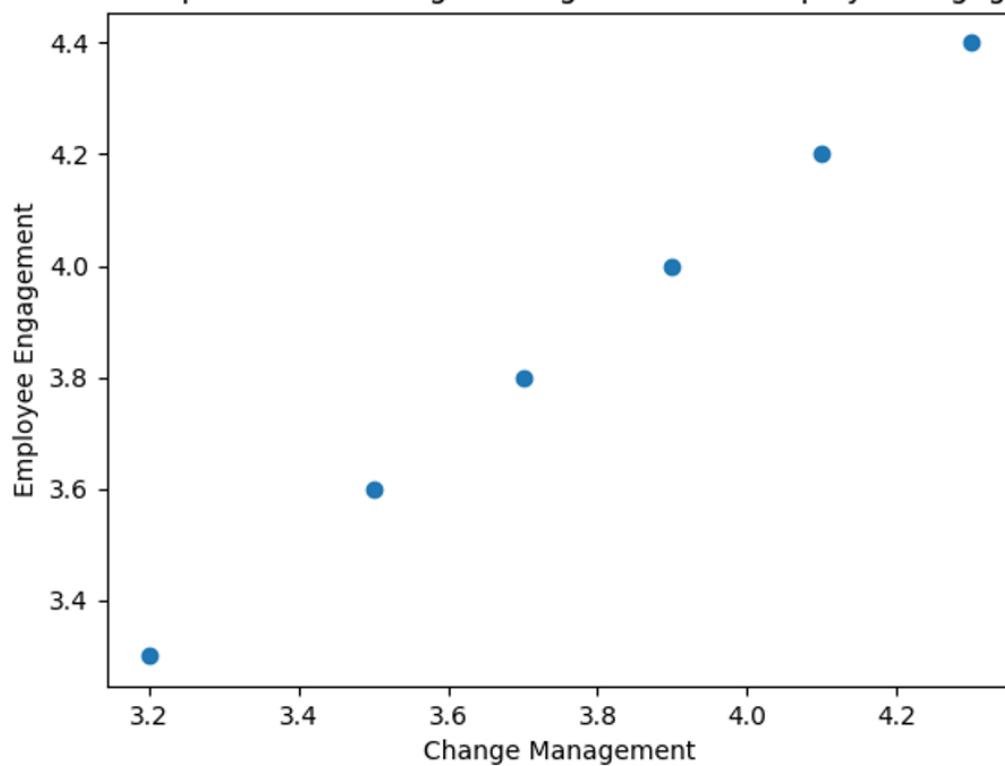
Table 3: Correlation Analysis

Variables	Change Management	Employee Engagement
Change Management	1.000	
Employee Engagement	0.682**	1.000

Note: $p < 0.01$ (Significant)

The coefficient of correlation of 0.682 shows a positive strong relationship. This observation confirms earlier researchers like those carried out by other researchers that affirm the fact that effective change management minimizes uncertainty and enhances employee participation.

This finding proves that change management is a valuable organizational variable that affects employee engagement in private universities of Rajasthan.

Relationship between Change Management and Employee Engagement**Impact on Employee Engagement**

Regression analysis was used to test the effect of change management on the engagement of employees. The independent and the dependent variables were change management and employee engagement respectively.

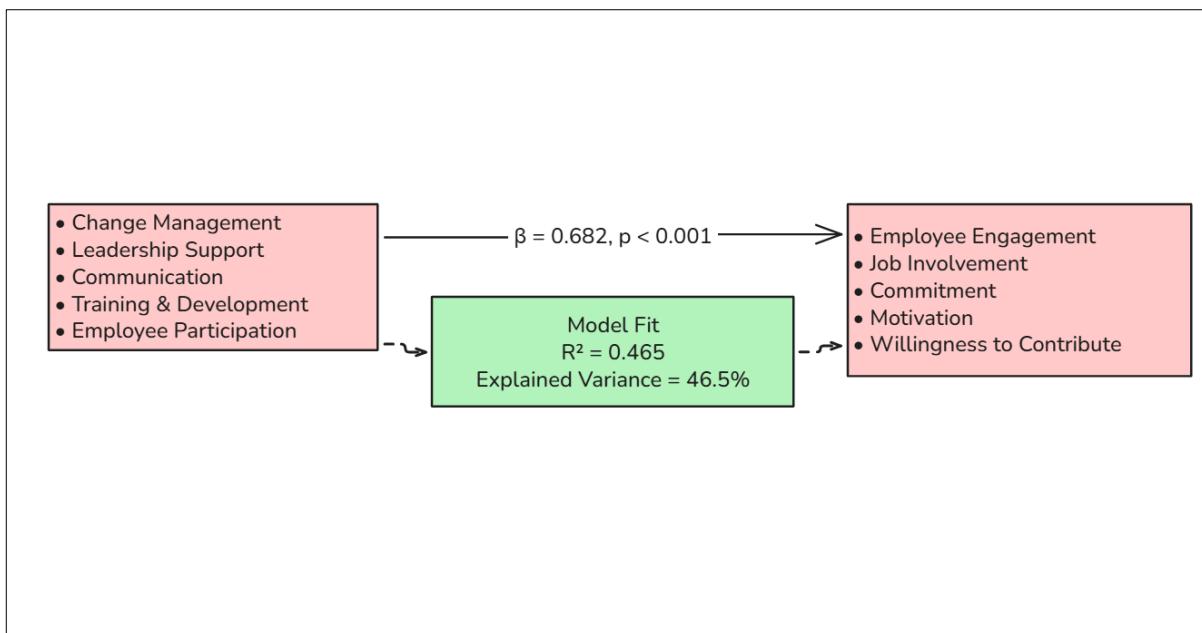
Regression findings indicate a strong positive effect of change management to the engagement of employees. The model also describes a significant part of the variance in employee engagement, which states that the practice of change management is significant in influencing the attitudes of employees.

Table 4: Regression Analysis Results

Model	R	R ²	Beta (β)	t-value	Sig.
Change Management → Employee Engagement	0.682	0.465	0.682	16.87	0.000

The value of R² is 0.465 which implies that change management can explain 46.5 percent of the variation in the employee engagement. The betas value (0.682) is very strong. The value of significant ($p < 0.05$) is used to verify that the effect is statistically significant.

This conclusion is a clear sign that more universities that have managed change processes well have higher chances of engaging employees. Employee motivation and commitment are some of the key aspects that are supported by the leadership, communication and training during change.



Regression Model

Overall Interpretation of Findings

According to the study findings, it is evident that change management is an important factor in employee engagement within chosen universities of Rajasthan in the field of privacy. When change is properly communicated, leaders are out to support and also when employees are made to feel that they are part of the change process, employees respond positively towards change. The failure to manage change may decrease motivation and successful change management may create trust and involvement.

The findings correspond to the purpose of the study and to the former research on the higher education sphere as well as service industry. The results show that to maintain the engagement and enhance the performance of the institutions; the private universities need to implement structured and staff-centered change management practices.

7. Conclusion

In the current research, the effect of change management on employee engagement in the chosen universities of Rajasthan was studied within the framework of the quantitative research methodology. The results of the research reveal clearly that change management has a major effect on the levels of employee engagement. When they feel that they are supported by

high-quality leadership, communication, well-organized training, and possibilities to engage in the change processes their employees will be more involved in the process of work.

Correlation and regression analysis provided support the results of correlation and regression analysis, which show that there is a strong and positive relationship between change management and employee engagement. The change management justifies a significant percentage of change in the level of engagement amongst employees, and it is important in the context of higher education. These results indicate that not only is change management a structural or technical process but it is also a human-centered operation that has a direct influence on employee attitudes and behavior.

In the case of private universities, where competition and pressure of performance is rife, change management should be implemented in a competent manner in order to lessen the opposition, instil more trust, and increase employee commitment. Leaders of universities must be concerned with open communication, participation of leaders, ongoing training, and engagement of employees when applying change initiatives.

The research is useful to available literature since it offers empirical evidence on the topic of the study in private universities in Rajasthan, a region that has received minimal research. The research, however, is confined to some of the universities and self-reported information. The further research can encompass comparative investigations between the public and the private universities or may employ longitudinal research to investigate the long-term impact of the change management.

The paper draws a conclusion that to maintain employee engagement and enhance organizational effectiveness, effective change management is crucial in the case of the private higher education institutions.

References

1. Agarwal, A., & Pareek, Dr. R. (2025, October 23). *Exploring Transformational Leadership and Employee Performance: A Study in the Banking Sector with Special Reference to ICICI Bank Rajasthan*. Advances in Consumer Research. <https://acr-journal.com/article/exploring-transformational-leadership-and-employee-performance-a-study-in-the-banking-sector-with-special-reference-to-icici-bank-rajasthan-1663/>
2. Baakeel, O. A. (2025). Implications of organisational change on academics' job commitment within higher education. *SA Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.3136>
3. Balaraju, P., & Singh, S. K. (2024). Navigating Organizational Change: An analytical study of the influence of change Management Strategies on Employee Behavior. *ignited.in*. <https://doi.org/10.29070/bt8vzb20>
4. Edwin. (2022). A STUDY ON CHANGE MANAGEMENT AND ITS EFFECT ON EMPLOYEE PERFORMANCE IN PRIVATE BANKING SECTOR –AN EVIDENCE FROM GUNTUR DISTRICT OF ANDHRA PRADESH. *Arabixiv (OSF Preprints)*. <https://doi.org/10.17605/osf.io/48za7>
5. Jain, S., & Khurana, N. (2017). Enhancing employee engagement through training and development. *Asian Journal of Management*, 8(1), 1. <https://doi.org/10.5958/2321-5763.2017.00001.4>
6. Mahesar, A. J., & Chandio, J. A. (2025, January 17). *THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE, JOB SATISFACTION AND ENGAGEMENT: EVIDENCE FROM THE PRIVATE BANKING SECTOR IN SINDH, PAKISTAN*. <https://policyrj.com/index.php/1/article/view/332>
7. Pareek, T., Choudhary, K., & Agrawal, U. (2021). AN EMPIRICAL STUDY ON THE IMPACTS OF INSPIRATIONAL LEADERSHIP ON FACULTIES FROM BUSINESS SCHOOL WITH SPECIAL REFERENCE TO JAIPUR. *INTERNATIONAL JOURNAL OF MANAGEMENT*, 11(12). <https://doi.org/10.34218/ijm.11.12.2020.271>
8. Putro, S. E., & Suharyati, S. (2025). The impact of change management on employee performance. *Golden Ratio of Human Resource Management*, 6(1), 215–227. <https://doi.org/10.52970/grhrm.v6i1.1649>
9. Rajput, B., & Sharma, U. (2021). Employee engagement: A study of university teachers. *International Journal of Indian Culture and Business Management*, 1(1), 1. <https://doi.org/10.1504/ijicbm.2021.10040970>
10. Rajput, B., & Sharma, U. (2022). Employee engagement: a study of university teachers. *International Journal of Indian Culture and Business Management*, 26(2), 234. <https://doi.org/10.1504/ijicbm.2022.123601>
11. Sharma, S., & Upadhyay, P. S. (2024). WORK LIFE BALANCE POLICIES AND THEIR IMPACT ON EMPLOYEE ENGAGEMENT & TURNOVER INTENTION: A STUDY OF EMPLOYEES IN HIGHER EDUCATION SECTOR OF RAJASTHAN. *ShodhKosh Journal of Visual and Performing Arts*, 5(6). <https://doi.org/10.29121/shodhkosh.v5.i6.2024.4299>

12. Shuaibu, A., & Daniel, C. O. (2024). Impact of change management in employee's performance of private universities in federal capital territory and Nasarawa State of Nigeria. *migrationletters.com*. <https://doi.org/10.59670/ml.v21iS1.6397>
13. Sung, W., & Kim, C. (2021). A study on the Effect of change management on Organizational Innovation: focusing on the mediating effect of members' innovative behavior. *Sustainability*, 13(4), 2079. <https://doi.org/10.3390/su13042079>
14. Umar, S. B., Ahmad, J., Bukhori, M. a. B. M., Ali, K. a. M., & Hussain, W. M. H. W. (2025). Transforming Higher-Education-Intitutes: Impact of change management on sustainable performance through transformational leadership and knowledge Management. *Sustainability*, 17(6), 2445. <https://doi.org/10.3390/su17062445>
15. Wigraha, D. T., & Budiantoro, A. (2024). Change management and employee engagement impact to transformational leadership and organizational restructuring processes at PT. XZ. *Eduvest - Journal of Universal Studies*, 4(6), 4869–4883. <https://doi.org/10.59188/eduvest.v4i6.1213>