

ORGANIZATIONAL CHANGE MANAGEMENT – CONCEPTS DEFINITIONS AND APPROACHES INVENTORY

. Andreea Cristina Bejinariu
Politehnica University of Timisoara, Romania
bejinariu_andreea_cristina@yahoo.com

Alin Jitarei
Politehnica University of Timisoara, Romania
tcciacova@yahoo.com

Ioana Sarca
Politehnica University of Timisoara, Romania
sarca.ioana@yahoo.com

Anca Mocan
Politehnica University of Timisoara, Romania
ancamocan2003@yahoo.com

Abstract:

Organizational change is a fact of life; it involves changes of organizations' mission, vision and/or processes, with impact at both individual and organization level. Some organizations accept changes if they consider them as necessary and quickly adapt their behaviour in a desire new direction but in most cases changes are considered unnecessary or very difficult and organizations do not adapt to the new context defined by the turbulent environment in which they operates. Considering these, the goal of the present research is to provide an overview on organizational change processes by considering the operation level and different approaches described in the literature. In the first part of the article there will be described how organizations operate and are interconnected based on Morgan's organizational metaphors. This will clarify aspects related to organizations' behaviour and will point out the advantages and limitations of different actions' options. In the second part of the article, there will be presented an inventory of models on organizational change. This section aims to illustrate the variety of options when planning and design an organizational change process, in order to understand the assumptions, the benefits and limitations of each option. Finally, there will be presented relevant aspects of organizations' functioning and methods of change, to underline the necessity of the change management strategy for organizations' development.

Keywords: organizational, change, management, models, process, metaphors

1. INTRODUCTION

The main objective of the economic entity is to develop in the long term, but this target lately is more and more intensive under the customer influences on organizational requirements and the economic, social and political context in which they operated. Such organizations and their business models change and stakeholder management, continuous adaptation of their customers' needs and demands (Reim et al., 2015). In order to be able to adapt to these changes, organizations' management need to know their strengths and vulnerabilities, identify threats and quick recognize opportunities in order to plan the change processes.

Organizational change processes are complex and have a high degree of reluctance on the part of employees and their collaborators. With the acquisition of knowledge, knowledge across the organization aims to facilitate organizational change processes. Organizational change is a fact of life; it involves changes of organizations' mission, vision and/or processes, with impact at both individual and organization level. Some organizations accept changes if they consider them as necessary and quickly adapt their behaviour in a desire new direction but in most cases changes are considered unnecessary or very difficult and organizations do not adapt to the new context defined by the turbulent environment in which they operates.

Considering these, the goal of the present research is to provide an overview on organizational change processes by considering the operation level and different approaches described in the literature. In the first part of the article there will be described how organizations operate and are interconnected based on Morgan's organizational metaphors. This will clarify aspects related to organizations' behaviour and will point out the advantages and limitations of different actions' options. In the second part of the article, there will be presented an inventory of models on organizational change. This section aims to illustrate the variety of options when planning and design an organizational change process, in order to understand the assumptions, the benefits and limitations of each option. Finally, there will be presented relevant aspects of organizations' functioning and methods of change, to underline the necessity of the change management strategy for organizations' development

2. OVERVIEW OF MORGAN'S ORGANIZATION METAPHORS

A systemic and holistic approach for change management could be developed based on Morgan's organization metaphors (Morgan, 1980). They synthesis "elements of a radical humanist critique which suggests that the discipline of organization theory has been imprisoned by this metaphors". Later, the theory has been refined and there have been recognized the role the role played by metaphors in the development of science and social thoughtbut also, in defining their influence upon sociology (Morgan, 1997).

Morgan described four organizational metaphors in order to understand and explain how organizations operate in their interconnected world. Metaphors give the opportunity to stretch our thinking and deepen our understanding, thereby allowing to see things in new ways and act in new ways. Metaphors always create distortions, too. There have been accepted that any theory or perspective that is brought into the study of organization and management, while capable of creating valuable insights, is also incomplete, biased, and potentially misleading.

The four most prominent Morgan's metaphors are (and they will be described later in this paper):

- 1) Organization as a political system;
- 2) Organization as an organism;
- 3) Organization that machine;
- 4) Organization that systems of transformation.

Organizational change can be defined as change in organizational structure, its system/sub-systems, employees and relation of between them in a planned or non-planned way. In addition, this change process can result in good or bad (Varoğlu and Basım, 2009).

2.1. Organization as a political system

The similarity of organizations with political systems is given by the way organizations are run and govern (being considered systems) but it has been recognized the important role they hold to the power game, competing interests and internal conflicts. The characteristics of this type of organization are:

- There coalitions between individuals and these are more important than work teams;
- Allocation of scarce resources are the most important decisions in such an organization, they are achieved through negotiation after negotiation;
- You must know who is strong and who are close;

These lead to the following hypotheses about organizational change:

- To implement change is necessary as it is supported by important and influential people in the organization;
- It is important to understand the political map, and to realize from the beginning that there will be winners and losers as a result of this change;
- Positive strategies include the creation of new coalitions and their renegotiation.

2.2. Organization as organism

If the organization is well prepared to meet the needs of the environment and social needs are met individuals and groups in the organization, there is greater likelihood of running and adapt the whole system healthy. This type of organization is considered a socio-technical system. The main features of this metaphor are:

- There first phase of research where data are collected on the relevant subject (customer feedback, employee survey etc.);
- Organization's key to success is the flow of information between different parts of the systems and the environment;
- It is important to maximize compatibility between organizational needs with the team (human resources) organizational.

Based on these elements we reach the following assumptions about organizational change:

- There must be involvement and participation, as well as an awareness of the need change;
- Organizational changes are aggregated counts of how changes in the external environment;
- Changes need to be understood by those involved;
- Strategies needed for the change to take success are the psychological support and involvement.

2.3. Organizations regarded as machines

Clearly defined roles for each job, routine operations, standards and work procedure clearly defined and respected by every individual involved in the system is the similarity tooth organizations and cars. Because this type of organization is needed to operate the following requirements are met:

- Every employee should have a single line manager;
- Workforce should be divided into specific roles;
- Objectives and deadlines are defined by managers;
- Teams should not be more than the summation of individual efforts;
- Among employees must be discipline and control management throughout the organization.

Starting from this overview of the organization reach the following assumptions about organizational change:

- Functions authoritarian managers who decide on organizational change and implementation;
- There will be resistance to change, and this must be well managed in order to be defeated;
- Change must be well planned and controlled in order to be implemented with success.
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2.4. Organization as systems of transformation

The likeness of organizations with the flow of transformation explains how changes occur in a turbulent environment. The principal characteristics of this approach are the following organization:

- The change is due to chaos;
- These organizations have the ability to reorganize themselves;
- Classical organizational structure (based on team hierarchy) is just one of the many dimensions of organizational life;
This approach determines the following assumptions about the change:
- Managers are part of the systems they manage or are involved in them;
- Change cannot be managed because is not determined, it appears;
- Tensions and conflicts cause change and characterize the changes that are under development

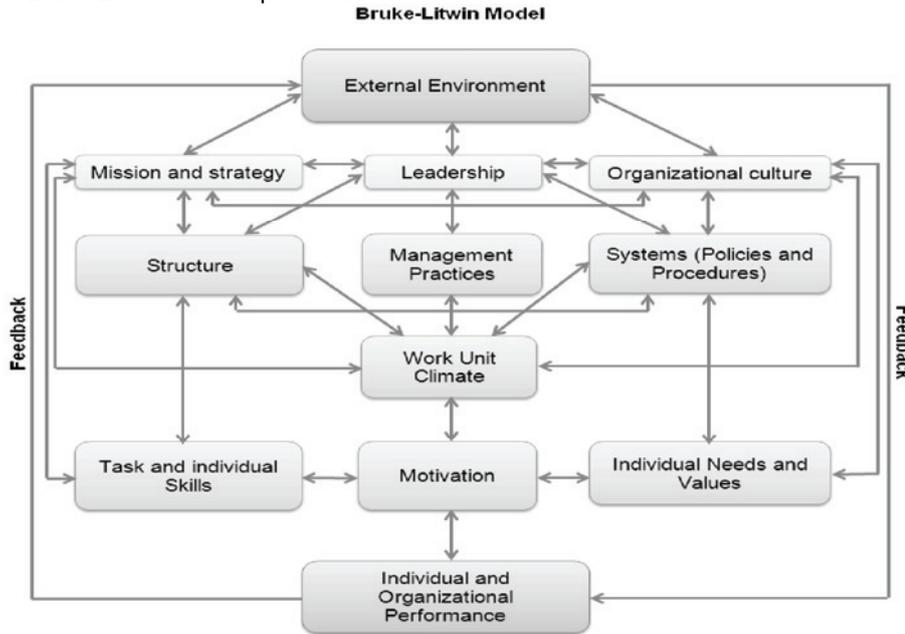
3. MODELS OF ORGANIZATIONAL CHANGE

3.1. Burke-Litwin model

Burke-Litwin specific causal relationship between the main organizational variables has considered a clear distinction between transactional and transformational dynamics of an organization. Organizational climate is an example of transactional factor. Although influenced by the organization issues long-lasting and relatively possible to predict the long-term average, organizational climate is relatively easy to influence short-term (Schneider et al., 1996). On the other hand, changing basic aspects that resists fading, as culture is much more difficult, but it can affect more long-term performance because they operate in the transformational dynamics of the organization (Burke, 1994; Schneider et al., 1996).

Picture 1 summarizes the Burke-Litwin model. Following the principles of the systemic approach presented by (Katz & Kahn, 1978), the model considers the external environment of the organization, from which entries and ends with the individual and organizational performance, and exits are flowing. In a certain way, the model ends up back in fact to the environment because it includes a feedback loop linking environmental outputs and inputs in the system. Factors that are between environmental factors and performance agency, they give specific information on the mechanisms by which the organization operates. Burke-Litwin model premise are related to the following aspects: interventions organizational development (OD) on the structure, management styles and practices and the policies and procedures lead to "first order change" or changes transitional; interventions on the organization's mission, strategy and organizational culture leads to "second order changes" or transformational changes. Burke-Litwin model is based on the analysis of 12 organizational dimensions that are inter-connected.

Picture 1: Bruke-Litwin model representation



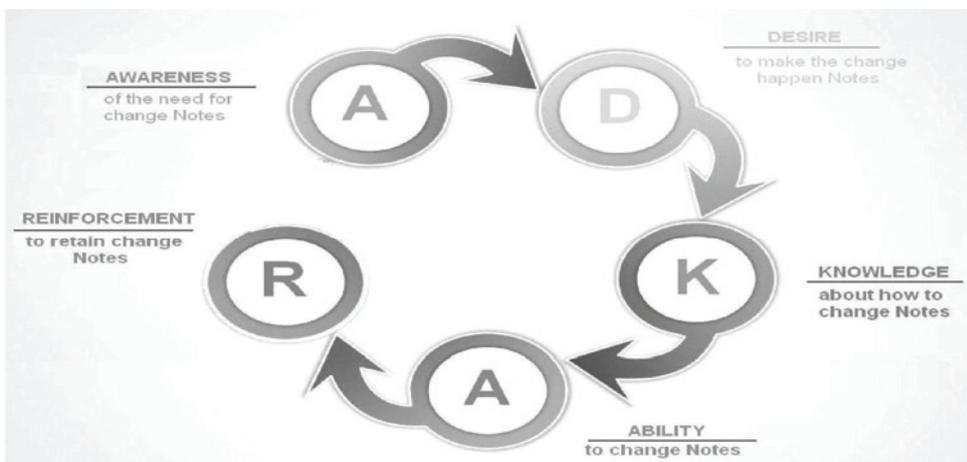
Source: adapted from Burke-Litwin Model (1992)

3.2. The ADKAR model

ADKAR model was developed by Prosci Research and provides a framework for understanding and managing change individual because important changes occur at the individual level and organizations has to consider first the changes of its entire staff (see Picture 2). ADKAR model name is an acronym and is derived from the five elements to be observed that the objective of change is met (Hiatt, 2006):

- Awareness change process;
- Willingness to engage in change;
- Knowledge necessary changes;
- Ability to implement change;
- Strengthening the change made.

Picture 2: Model representation ADKAR



Source: adapted from <https://www.prosci.com/adkar/adkar-model>

The ADKAR can be used for:

- a. Create an action plan for professional and personal development while implementing changes;
- b. Developing a management plan for human resource organization change;
- c. Diagnosing resistance to change.

It is easily understood and effective, can be applied to identify gaps that led to defective implementation of a process of change, but it can and highlight areas where action can be taken to improve the success of the change. Underlying Model ADKAR implementation, is following questionnaire, which sets priority actions, according to the results.

Table 1: ADKAR assessment model

Assessment steps	Score
1. Brief description of the change	
2. Awareness of the need for change Notes	
3. Desire to make the change happen Notes	
4. Knowledge about how to change Notes	
5. Ability to change Notes	
6. Reinforcement to retain change Notes	

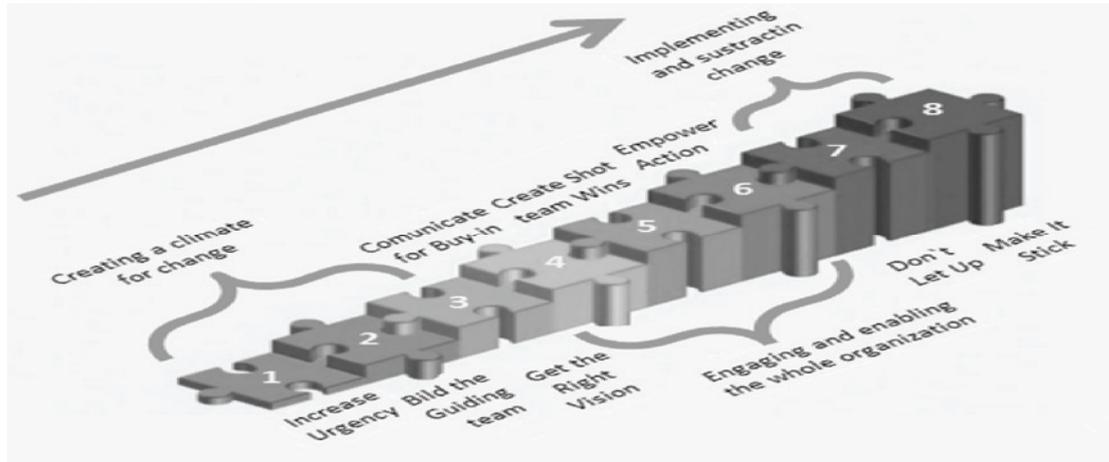
Source: <https://www.prosci.com/adkar/adkar-model>

3.3. The Kotter model

Kotter has developed a linear model, which is based on the following eight steps (Kotter, 1995):

- 1) Establish a sense of urgency. Discussing today's competitive realities, looking at potential future scenarios. Increasing the 'felt-need' for change;
- 2) Form a powerful guiding coalition. Assembling a powerful group of people who can work well together;
- 3) Create a vision. Building a vision to guide the change effort together with strategies for achieving this;
- 4) Communicate the vision. Kotter emphasizes the need to communicate at least 10 times the amount you expect to have to communicate;
- 5) Empower others to act on the vision. This step includes getting rid of obstacles to change such as unhelpful structures or systems. Allow people to experiment;
- 6) Plan for and create short-term wins. Look for and advertise short term visible improvements. Plan these in and reward people publicly for improvements;
- 7) Consolidate improvements and produce still more change. Promote and reward those able to promote and work towards the vision. Energize the process of change with new projects, resources, and change agents;
- 8) Institutionalize new approaches. Ensure that everyone understands that the new behaviours lead to corporate success.

Picture 3: Model Kotter



Source: adapted from Kotter

3.4. Schein model

The changes developed by Schein is based on Lewin's model, it parcuregrea involves three steps:

- 1) the first stage involves defrosting preparation for change;
- 2) the second stage involves implementing changes by learning new concepts;
- 3) the last step refreezing new concepts.

Schein's theory people should give up old habits in order to accept and learn new concept. He considers that there are two phases of the learning:

- learning anxiety;
- survival anxiety is due to pressure changes.

Resistance to change is the main factor influencing the change, according to Schein's model for change there are two principles at work:

- anxiety survival must be greater than the learning of anxiety,
- learning anxiety must be reduced and not to increase survival anxiety.

Lewin correlated with the force field, we see that the survival anxiety is a driving force and anxiety of learning is a restraining force.

4. CONCLUSIONS

The brief presentation of the organizational change model has conducted to the following conclusions:

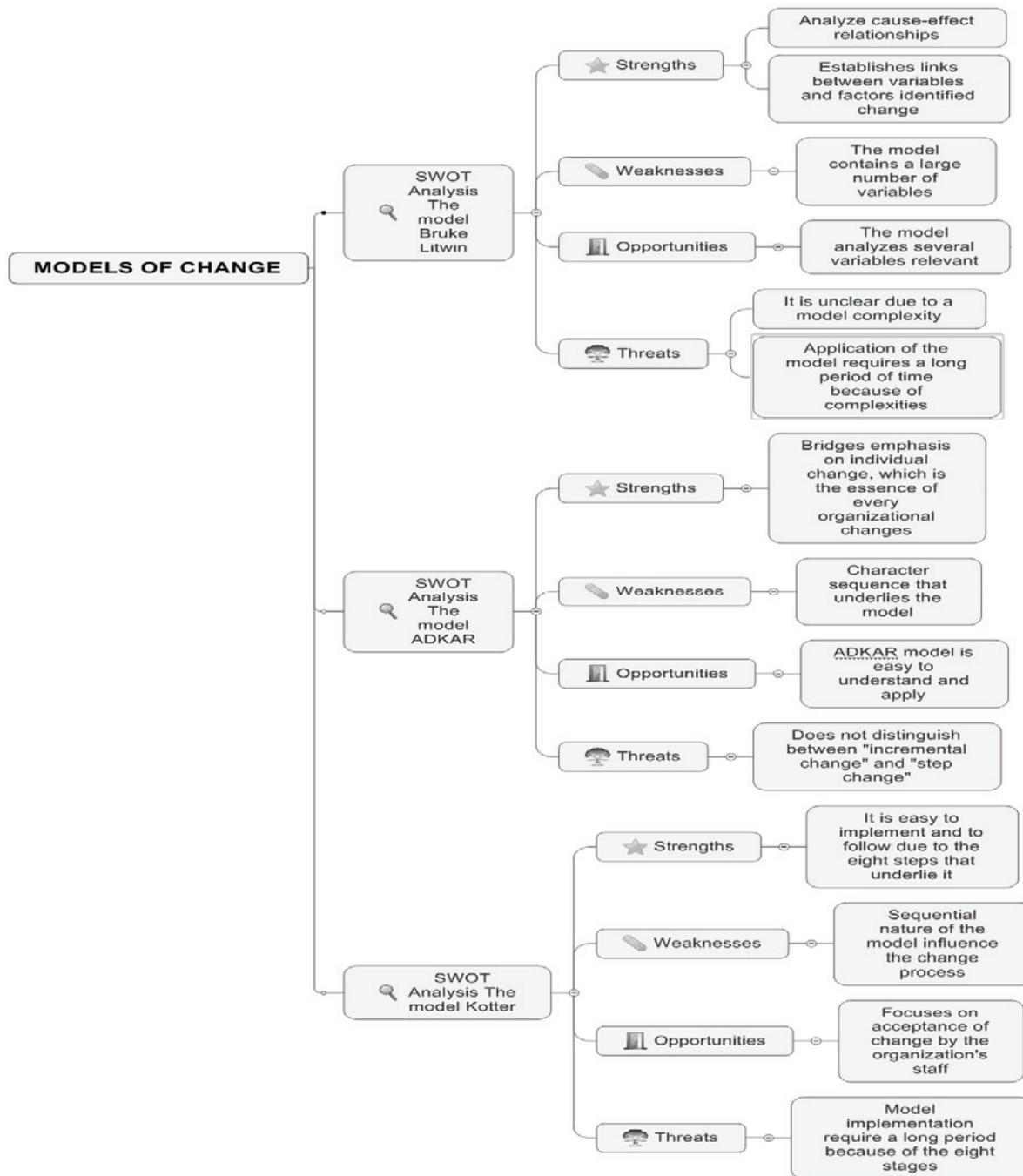
- Bruk-Litwin is unclear due to its complexity by analysing the cause and effect of the 12 variables, which requires a long time and extensive expertise of those who want to implement it in a process of change.
- ADKAR model is easy to understand and apply, but focuses on individual change, which is the essence of any organizational changes. The disadvantage of this model is the character sequence underlying that, each stage is based on a previous action, which means that, if a step that is not covered entirely, it cannot move on to the next step, as we be a success.
- The Kotter stages because the underlying model but they are easy to implement and analysed, this model does not emphasize the acceptance of change but as an actual change of organization members and readiness for change. Sequential character model but also represents a disadvantage of long temple.
- The Schein focus on changing people involved, because they are the main factors influencing the change is a model easy to understand and implement.

Furthermore, we conclude that all models have both advantages and disadvantages; there can be seen similarities between ADKAR model and Kotter model regarding the gradual structure of them and

their associated approaches. In addition, there have been identified similarities between Bruk-Litwin model and Kotter model in terms of long waits for deployment.

A synthesis of the studied models is shown in Picture 4. It represents the conceptual map for the models analysis

Picture 4: Conceptual map of the organizational models' analysis



SWOT analysis of the three models is the basis for designing future to a complex analysis of the changing patterns that facilitate their understanding, but and the need achievement a change and successful implementation of this.

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