Change Management and Organizational Change

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1. Introduction

A prominent area of research is organisational change and change management, which looks at how it applies to the modern, inventive, and ever-changing environment. Models and procedures for change management help new plans succeed in a difficult context. The outline of organisational change and change management in this chapter follows.

It includes a succinct overview of organisational change, types of organisational changes, Kotter's eight-step change management model, Kurt Lewin's three-step change model, benefits of change management for organisations, negative effects and barriers to change management, key elements for successful change, and a brief analysis of the interdependent roles of communication and employee involvement in change.

2. Organizational change

Organizational Change examines the process through which a corporation or organization changes its operating procedures, technology, organizational structure, overall structure, or strategies, as well as the consequences of those changes. External or internal influences usually cause or result in organizational change. Small businesses must change in order to compete with larger businesses (Stouten et al, 2018). They must also learn to thrive in such setting. When a smaller, more innovative competitor enters the market, large competitors must adjust quickly. A company must look for ways to improve its efficiency in order to avoid falling behind or to stay ahead of its competitors. It must also aim to be more cost-effective in its operations (Revenio & Jalagat, 2016).

3. Types of Organizational Change

Identifying the types of change in an organization is more

significant since, organization need to take into consideration those changes involve in reorganization or an addition to new products or services provide. The Authenticity Consulting, LLC (2012) has identified major types of organizational change; Organization-wide Versus Subsystem Change, Transformational Versus Incremental Change, Transformational Versus Incremental Change, and Remedial Versus Developmental Change. The same were used in the studies of Gantaand Manukonda (2014) and Revenio & Jalagat (2016), thereby validating the type of organizational change prevalent in many organizations.

Type of changes	Description	Examples
Organization-wide Versus Subsystem Change	Organization-wide change refers mostly to major collaboration or rightsizing, and restructuring. Most organizations implement the change that covers the different level in the business life cycle (McNamara, 2006).	Change from highly reactive entrepreneurial organization into stable and planned development.
	subsystem change is a change that covers the smaller area of scope.	Addition or removal of product or service, reorganization of certain department
Transformational Versus Incremental Change	Transformational change includes fundamental change that may arise from change in organizational structure and organizational	Business Process Re-engineering

	culture. It follows an approach of top-down hierarchical structure that requires large amount of self-directing teams (Beer and Nohria, 2000).	
	Incremental change deals with the introduction of change in smaller scale gradually.	Continuous improvement emphasizing on quality management processes.
Remedial Versus Developmental Change	Remedial change is considered an urgent change that solves or remedies the current and existing problem. In cases of remedial projects, the urgency is evident and that remedial change seems more appropriate in measuring the success of such project and so, it can easily be determined.	Improving the poor performance of a product in the company, solving the cases of burnout in the workplace.
	Developmental change focuses on improving what was already existing on continuous basis but no radical change made.	Expansion of the number of consumers served, duplicate successful products or services.
Unplanned Versus Planned Change	Unplanned change happens when there	Poor performance and

is sudden and surprising event or condition that makes the members to react in a disorganized fashion. It is abrupt that everyone cannot take it immediately.	malfunctioning of the operations due to an unexpected incidence like Pandemic situation.
Planned change occurs when the organization recognize the need for major change and device a proactive plan to ensure the attainment of change. This change is pre-planned and all the members are well-informed of the planned change.	Implementation of a strategic plan, reorganizational plan and others.

4. Change Management

The world of business today is very dynamic and it is changing so rapidly in very short periods of time. These changes may come in organizational structures, technologies that are using by companies, organizational employees and their perceptions, production techniques and concepts as well as in the concepts of business management. When some changes arising above areas, organizations have to adapt with those very quickly for getting competitive advantages as well as for the survival in the industry. So, the concept of change management can be defined when companies deciding to alter the current concepts of business procedures into new style or model with smooth implementation of change (Hashim, 2013). According to him the ultimate goal of the change management is to achieve long term sustainability for businesses. The existence of a proper communication procedure in organizations is very critical for carried out an effective change within that company (Christensen, 2014).

5. Implications of Change Management Models

Under a variety of labels, such as "total quality management," "reengineering," "right sizing," "restructuring," "cultural change," and "turnaround," organizations undertake change programs with high expectations. However, in nearly every case, the core goal is the same: to radically change the organization's style of doing business in order to survive in the new, more difficult market environment (Kotter 1995). But, only a small percentage of these transformation initiatives succeed; some fail miserably, and the majority fall somewhere in the middle, with a clear bias toward the lower end of the spectrum. Successful cases, on the other hand, show that the change process passes through a succession of stages, each requiring a significant amount of time and dedication, and that key errors in any of the stages can have a disastrous effect on the change process' momentum (Kotter 1995). These Change Management Models can be used by as management tools for current organizations in this changing world of work.

Kotter's eight-step Change Management Model

The efforts to better understand and manage organizational change prompted researchers to create a variety of models, each with its own set of assumptions and philosophical foundations. In the literature on change management, Kotter's eight-step change paradigm is a prominent exemplar. The model outlines a method for successfully managing change and avoiding the traps that plague failed change initiatives (Kavanagh & Thite 2009).

Step 1 – Establishing a sense of urgency
The first stage of the transformation process emphasizes a growing sense of urgency and the need for collaboration. It's difficult to persuade important personnel to join in a change process when the urgency is low, and without incentive, the endeavour will fail. This first phase, according to Kotter, is critical since getting an organizational change program off the ground necessitates the aggressive participation of many employees, and he claims that half of the organizations he studied failed in the first stage (Kotter 1995).

Step 2 – Building the guiding team

While change in business practices is commonly referred to as organizational change, according to Kee and Newcomer (2008), change is not truly organizational until it is preceded by individual and then the change team. Major renewal projects, according to Kotter, often begin with just one or two people, and in the event of successful transformation attempts, the leadership coalition gets even larger. Organizations are hierarchical but more complex in today's world, and leaders need internal and external stakeholder support (workers, partners, investors, and regulators) for a variety of activities (Kotter 1998).

Step 3 – Creating a vision.

A vision is a representation of the future that includes some explicit or implicit commentary on why people should strive for that future. It refers to a picture of the future with some explicit or implicit commentary on why people should strive to create that future. Furthermore, vision inspires people to take action in the right direction and aids change managers in coordinating the efforts of various stakeholders (Kotter 1995). Kee and Newcomer (2008) explore the role of the leader in change, stating that effective leadership necessitates a vision-oriented rather than goal-oriented approach.

Step 4 – Communicating the vision

Employees will not make compromises, even if they are dissatisfied with the status quo, unless they believe that beneficial change is possible (Kotter 1995). Also, the true force of a vision is unleashed only when the majority of people agree on its aims and directions. Failures in vision communication are frequently attributed to lower-level employees' inability to communicate vision, as well as a general human tendency to resist change and, as a result, resistance to accepting change information (Kotter 1996).

Step 5 – Empowering the action and removing obstacles

People are already empowered by effectively completing steps one through four of the transformation processes. Step five's major goal is to mobilize a large number of individuals to take action by removing as many impediments to the change vision's realization as possible (Kotter 1996). Empowering employees literally implies

giving them the authority to carry out the change process's

requirements. Empowering employees also entails giving them the knowledge, skills, opportunity, autonomy, self-confidence, and resources they need to manage and be accountable for change (Gill 2003). According to Kotter, there are four key impediments to empowerment: (a) information and personnel systems, (b) a lack of required skills, (c) managers who discourage employees from acting, and (d) formal structures that make it difficult for employees to act (Kotter1996, 102). Change managers should align structures that obstruct action, train employees to provide them with the necessary skills and attitudes for the project, connect information and people systems to the vision, and challenge supervisors who undercut the change effort to eliminate such barriers.

Step 6 – Creating short term wins

Due to a real transformation of a company takes time, short-term goals and victories are helpful in maintaining momentum. People are more likely to give up or become change resistant if they don't see immediate results (Kotter 1995). The short-term gains should be unambiguous and apparent, and they should be tied to the transformation effort. Employees are put under more pressure to achieve short-term victories, which reduces their commitment to the change attempt (Kotter 1996).

Step 7 – Consolidating improvements

Change is a very personal and emotional issue for many individuals, and accepting change, especially when it concerns their work environment, can be tough. Employee resistance can be a significant roadblock to change, especially for projects that aim to modify the way people work. In order to consolidate improvements, Kotter proposes a number of actions, including increasing credibility to change systems, structures, and policies that do not align with the vision; hiring, promoting, and developing employees who can carry out the vision; and giving the process a boost with new projects, themes, and change agents (1998, 32).

Step 8 – Anchoring new approaches in the culture and making change stick

Employees' common ideals and behavioural conventions are referred to as culture. It's not easy to integrate fresh approaches into established cultures. The common idea is that in order for a change

initiative to succeed, it must first change the company culture.

Change, on the other hand, occurs last, not first (Kotter 1996). It may be difficult to anchor new techniques in cultures that are more status quo focused (Kee and Newcomer 2008). When a new style of conducting business becomes the norm and permeates into the organization's bloodstream, the shift becomes a culture. Two key factors in institutionalizing change in corporate culture, according to Kotter, are a conscious effort to demonstrate the importance of new approaches, behaviours, and attitudes that helped improve performance, and the establishment of a promotion system that moves people to the next generation of top management who truly personify the new approach (Kotter 1995).

Source: Eayrs et al. (2014)

5.2. Kurt Lewin's Three-Step Change Model

This model contends that successful organizational change involves unfreezing from the status, changing to a desired end-state, and then refreezing the change to make it permanent (Lewin, 1965).
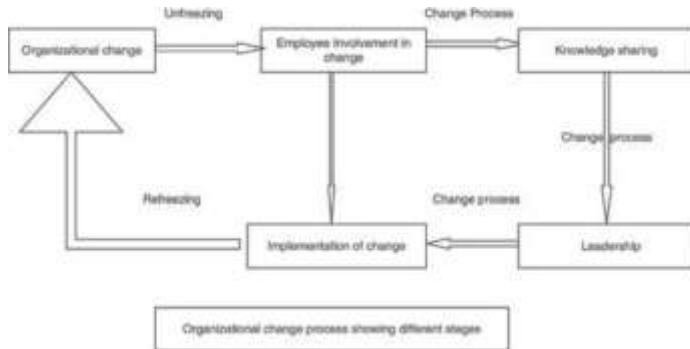
Source: Hussain et al (2016) - Kurt Lewin's process model for organizational change

Unfreezing stage

This is the initial stage of transition and one of the most important in the change management process. It entails cultivating a realization for transitioning from one's current comfort zone to a transformed circumstance, as well as enhancing people's preparedness and willingness to change. It entails raising awareness of the need for change and increasing people's motivation to adopt new ways of working in order to achieve better results. Effective communication is critical at this stage in gaining the needed support and participation of people in the change process (Hossan, 2015).

Changing stage

This stage is also known as the Transition Stage or the Stage of Actual Change Implementation. It entails a willingness to adopt new ways of doing things. The persons are unfrozen at this point, and the actual modification is applied. This step necessitates careful preparation, good communication, and promoting individual

participation in endorsing the change. This stage of transition is said to be difficult due to uncertainties or people's concern of the implications of implementing a change process (Hussain et al., 2016).

Refreezing stage

The organization is ready to refreeze once the changes have taken shape and personnel have accepted the new ways of functioning. A steady organizational hierarchy, consistent job descriptions, and so on are visible evidence of the refreeze. People and the organization must also internalize or institutionalize the changes during the refreeze stage. This entails ensuring that the changes are implemented consistently and that they are integrated into daily operations. Employees are more confident and at ease with the new ways of working as a result of the new sense of stability (Hussain et al., 2016).

6. Benefits of Change Management to Organizations

Effective Change Management provide number of positive impacts that help organizations to achieve Employee Confidence, Competitive advantage, Growth and Dynamic culture in the ever-changing world. Revenio & Jalagat (2016) has derived following benefits of Change Management to Organizations. They have stated that these benefits include but not limited to the following:

1) Managing change enables the organizations to respond quickly to the changing customer demands.
2) The management and the organization will realize the importance of change and the expected benefits it derived when implemented in the right way.
3) It allows more flexibility whenever pressures for change arise. The ability to adapt change when it occurs help the organization improve in terms of processes, decision making capabilities, financial returns and others.
4) Easy identification of problem that requires change efforts and enable organization to familiarize those problems that requires change plan.
5) Change can be implemented without affecting the daily activities of the organization.

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6) It provides the management the know-how in assessing the overall impacts of change.

7) Understanding the change process by all employees would likely improve their performance thus, improve organizational performance.

8) Change management helped the organization to identify accurately the problems or anticipate challenges and respond to it efficiently and effectively.

9) Change management enable organizations to save cost and increase return on investment thereby reduce waste of resources, time and efforts.

10) Establish opportunities for the development of best practices, leadership development and team development.

7. Negative impacts and barriers of Change Management

Although the Change management model can be used as one of the best management tools to overcome organizational issues in this challenging business world, there can be seems its' negative impacts and barriers also. Thus, having a good understanding on such negativities is also very important for managers.

1) **Resistance to Change**.
Although change is accepted by many, there are also some members of the workforce that would likely resist to change. Resistance has become undeniable that cannot be ignored in any change efforts whether in individual level or organizational level.

2) **Incompetence of Change Agents**.
Organization should consider on evaluating the readiness of implementing the changes since change cannot be underestimated. Thus, it requires people who have the adequate knowledge and expertise to manage and oversee the change processes.

3) **The Status Quo Concept**.
When the management along with their employees are comfortable with the current performance without any plans to improve, some barriers can be occurred on implementing the needed changes. If anybody in the organization may refuse to learn new things with the changes, drive for increasing the performance may become

insignificant.

4) **Lack of Information**.

When implementing changes, organizations struggle in properly communicating any efforts for change. Although the change plan is much better, if not communicated to the workforce and the organization, its effectiveness is questionable and employees less likely to participate to the change efforts.

5) **Lack of Management Support**.

Success or the failure of the change management process depends on the top management and the shareholders' response relative to its implementation. Many companies consider change as a waste of time, money and effort so, they are not convinced with the positive impacts of change. They neglected to understand the significance of making authoritative progress if the change is lined up with the organizational goals and objectives.

8. Key factors for successful change

Parag (2018) has identified six critical factors that affecting to the success of organizational change process.

1) *Develop a clear vision and strategy for organizational change process that is backed up by distinct rewards.*

Employees are more inclined to accept change if they are aware of why it is taking place, what it includes, and how it will affect them. Individual change projects and programs must be coordinated and linked with the firm's overarching strategy to produce a wide "image" of change.

2) *Ensure that the company have strong leadership and sponsorship.*

Actions are more effective than words. Senior leaders and sponsors of companies must lead by example and push for change. To deliver, sponsors need the right sphere of influence, time, and personality attributes including communication and listening skills, honesty, the ability to connect and inspire, trust, emotional intelligence, and gravitas.

Include the right individuals in the process of driving and

supporting change so that it is truly owned by the company. In order to improve, it's also vital to have feedback mechanisms in place.

3) All stakeholders must be understood, engaged with, committed to, and supported.

Stakeholders of companies will notice and respond to change the organizational change in a variety of ways, so it's critical to understand, engage, acquire commitment from, and support them throughout the change process of a company. Identify stakeholders early in the change process, conduct a prospective change impact assessment, and establish a commitment-building engagement and communication strategy.

4) Create a strong change team with the skills that need to succeed.

Create and cultivate a high-performing transformation team that combines a clear focus on its mission with strong interpersonal relationships. Make that the team's mission or remit is properly defined, both in terms of itself and in relation to other teams, such as the overall program or project team. To facilitate successful change, provide team members with the essential change process and soft/people talents or skills.

5) Define and implement a well-structured, integrated strategy.

Consider adopting one of the numerous well-documented change techniques and standards if your organization lacks a clear and structured approach to change management. In such circumstances, make sure you employ a holistic, integrated approach that considers all factors and is appropriate for your endeavour and its surroundings. This is critical in order to ensure that everyone on the change team is on the same page, to ensure consistency in delivery, and to improve competence and maturity in order to achieve higher success.

6) Assess the success of the change initiatives

Organizational transformation is frequently a non-linear, evolutionary learning process, and it is impossible to know

everything right away. The external and internal organizational

environments might alter during the process, and evaluating a change effort in the same way as other parts of the business, such as operations, is difficult, if not impossible.

Measures may be a powerful tool for involving and communicating with the rest of the organization and stakeholders about the change's success and impact over time, as well as soliciting feedback. At the outset, establish a baseline and success criteria, and link metrics to the vision, outputs, outcomes, and benefits that were originally defined. Use a mix of qualitative and quantitative metrics, paying special attention to relevance, measurability, and the simplicity with which data may be collected, analysed, and presented.

9. The interdependent Role of Communication and Employee Involvement in Effective Change Management.

The concept of change management can be defined when companies deciding to alter the current concepts of business procedures into new style or model with smooth implementation of change (Hashim, 2013). According to him the ultimate goal of the change management is to achieve long term sustainability for businesses. The existence of a proper communication procedure in organizations is very critical for carried out an effective change within that company (Christensen, 2014). Employee involvement also a strategic area when executing the change management in a company specially to deal with resistances to change of employees (Morgan & Zeffane, 2003). According to De Silva (2020) there are interdependent roles have to play by the concepts of communication and employee involvement within the change period of a company.

When an organization identified there are urgencies to make changes within the company, they are developing a change vision for the company. This change vison includes where the company needs to be after the change period ended (McGuire, 2001). This change vision must be shared comprehensively within the members of the relevant company to execute the change process effectively (Maximini, 2015). Thus, many scholars have mentioned that the proper communication is the key to effective and smooth utilization of change process within organizational environments (Hasanaj & Manxhari, 2017). Because, a roper communication enables the exchange of ideas from the management to employees as well as

from employees to the management (Lotich, 2017). If a company

experiencing their change period with absence or lacking with effective two-way communication procedures throughout the all levels of the company, their change effort may fail due to lack of awareness within the stakeholders that affecting to the change. The lack of awareness about the change vison and procedure causes to increase the resistances to change within the company stockholders. Thus, purpose or the role of communication in the change process of a company to building two-way conversations within the management and stakeholders while developing awareness and in attaining the successive support to the change process. (Malek & Rashad, 2012).

The communication involving in many ways to implement the change process smoothly to the company environment. As I mentioned above the critical thing is it helping the management to share the change vision clearly to the company stakeholders. It is very critical to acknowledge the stakeholder about what the company needs to achieve after the change done and this this acknowledgement should convey in very simple and understandable format. (Haque et al 2016).

The presence of an effective communication procedure for a company helps to highlighting the paybacks and the possible good and bad impacts of change. The acknowledgement of possible benefits is inspiring the stakeholders to assist to the change process and on the other hand this helps to convey the probable impacts in both when the company remain without changing and impacts after making changes. This situation helps to reduce resistances to change of their organizational members (Stacho et al, 2019). The management or the change management committee must use communication procedures to convey the information in multiple methods. Because some stakeholders may not interesting to engage with some communication methods. Clarke et al, (2006) have explained that visual learners are interesting in material methods to get information while the effective listeners are interesting in some presentation modes. Thus, the one of critical activity of communication within change process is to acknowledge information using many methods. Apart from that communication has a repetitive responsibility too. By using communication methods organization should repeat the important massages for the

stakeholders within the change process to enhance their likelihoods

with the change process. Because when repeatably conveying the important information regarding the change the resistances to change will reduce. Matos Marques et al (2014) have stated that, as a role of communication in the change process, it should provide enough opportunities for exchanging ideas and information between the stakeholders and the management party. It requires two-way communication to do so. Further through that kind of communication leaders of the company could present the importance of the change process while getting the members ideas as a technique of reducing change resistances. But over communication in the organization that are functioning for change may provide negative impacts on the change process. Because some of employees are not willing to repeat the same things always and some are like to work self directedly. Thus, the management of the company should ensure that, there is an optimum level of communication within the company.

Without good communication, workers would not be able to participate in effective change management. Employees are involved at every step of the change process by the delivery of the change's expected information over effective communication (De Silva, 2020). Stakeholders, especially workers, have a prevailing occasion to sabotage a company's change goals. Through taking these steps to better include workers in making the required changes, you will make them feel as though they are part of a broader change management process. Employee involvement can be seen as a critical component of a successful change management process. This employee involvement is developing through the effective communication at the company. According to Neill, (2018) the existence of effective communication at a company can enhance the awareness of their employees about the change vision and the process. This awareness helps to enhance the understanding of employees regarding the whole change procedure and the benefits and impacts of the process too. That understanding helps to reduce the resistances of employees to engage with the change process and ultimately helps to accept the changes expecting by the management of the company. That will help to enhance the effective involvement of employees with the change process of the company (Elving, 2005). This situation can identify as the interdependency between effective communication and employee

involvement within the change process (De Silva, 2020). That

means employees will feel more in charge of a transition that directly affects them if they are actively involved in it. This will increase their commitment to the change and decrease the likelihood of resistance. Employee involvement can be described as a procedure that links engagement, communication, and decision-making within an organization to promote industrial democracy and employee motivation (Price, 2004). Employee involvement will allow the association to ensure the successful accomplishment of the change vision since the change goals in the business or organization will be effectively accomplished if employee engagement is aligned with the change process (Dobre, 2013). When you build employee involvement, commitment, loyalty, ownership, and transparency, things get a lot simpler. However, this does not mean that an organization should rest easy, assuming that committed workers will still accept change. They would be unable to take it further and become a part of it if they do not see a positive shift in their way of functioning, organizational culture, work climate, or overall personality growth.

According to the review of the above study, change management is critical in ensuring a company's or organization's stable growth route and survival by enhancing the competitive advantages within the relevant business industry. Due to the dynamic nature and the rapid changes in internal and external environmental factors, organizations must have to change their existing business module with the changes. For attaining an effective change implementation to an organization depends on many critical factors. Here we have focused on the role of communication and the employee involvement in the change management. Communication is important in conveying the planned vision of the change process, employee involvement in decision-making interrelated with the successful change within a company, avoiding resistances of stakeholders to involve with change process, confirming the senior manager's active participation with the change process via various forms of platforms and media for message delivery, and delivering the intended message on a regular basis. Employee's involvement with the change process is also important for promoting successful employee participation, for promoting the employee morale, to provide a sense of belonging, and dedication, to confirming a lesser amount of resistance to change, productive and effective use of

organizational properties, and effective accomplishment of the

change goal. Finally, according to the above descriptive information review, we can understand that there are some critical and interdependent roles to play by the communication procedures as well as by the employee and other stockholder's involvement with the change management process.

10. Conclusion

Organizational Change and Change Management goes insight to a wider area. Change is inevitable and unavoidable. It exists in different dimensions and can be described as internal factors external factors. It is a significant field of study to examine its applications to the current innovative ever-changing world. In addition, change occurs in different types. Different views and perspective of change varies between organizations as it can give positive and negative impacts to organizations while arising some barriers too. Organizational change enables organizations to find ways to implement change management effectively using different change models. Kotter's eight-step Change Management Model and Kurt Lewin's Three-Step Change Model were discussed in this chapter. Those models contribute for the success with new plans in the challenging environment. There can be identified some key factors for a successful change in an organisation. Finally, we could understand that there are some critical and interdependent roles to play by the communication procedures as well as by the employee and other stockholder's involvement with the change management process in an organization.

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