Change Management and the Different Aspects Impacting It- A Critical Review of Literature

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ABSTRACT

Change is perpetual and an essential ingredient for every organization in their recipe to achieve success and be a winner. This makes it imperative for the organization to adapt to the changes that have been posed to it by the macro as well as the micro environment. This paper through its critical review of literature on change at different organizations brings together various such important aspects in a plate that if handled carefully would result only in the success of the change that the organization has undertaken. The facets that have carefully been selected and put on the platter include- understanding what is change, the barriers that arise while undertaking the change in an organization, perception of the employees towards change, the impact it has on their performance and the role of transformational leadership in the change process.

Index Terms— Organizational change, Change Management, Barriers to change, Perception of change, Employee Performance, Transformational Leadership and Public Sector Organizations

I. INTRODUCTION

Organizational change can be considered as the realignment of organizations procedures/ technologies in accord with the environment with the ultimate motive to capitalize the business opportunities (Radović & Marković, 2008). (Tefera & Mutambara, 2014) Further quotes words of Brown (2011:195) where "organization change is an incorporation of innovation and creativity of employees for achieving organizational efficiency." Change management is a process of conducting change and simultaneously minimizing the erosion of company's productivity. (Radović & Marković, 2008)

Change was first studied by Lewin where he established the process of unfreezing, movement and refreezing. (NJUGUNA & S.M.A, Jan. 2016) Through his critical review of literature has made us cognize the criticisms of Lewin's theory which were- it would work only in the case of planned circumstances & the experimentation has been only for a small scale. Further he quoted Hayes. J. (2010) for introducing an emergent topic of "emergent change" which signifies change as rapid and rapid and decentralized (without a top-down approach) & finally as a continuous learning process.

Change is imperative, highlighting its need to companies that aspire to remain competitive. To achieve that state, the companies do away with various process and work activities that are redundant. Nonetheless, this doesn't let them achieve the much desired success because either the change champion is missing or project management skills aren't exemplary. Various other reasons include- ill-defined objectives, inadequate support of the top management and expectation of achievement through a one-dimensional approach. (Radović & Marković, 2008) Change management is hence appreciated as the most vital process that has a widespread impact. A model was hence developed that can be exercised during this process of change management. This model encompasses factors such as employee involvement, clear vision of the management, customer centricity, HR structuring and lastly, strategies integration plan. (9) (Kansal & Chandani, 2014) All of this if plainly implemented would lead employees to embracing change (as seen at the

government institute of Rwanda) (Ndahiro, et al., June 2015), otherwise there is a fear developed in the employees that makes them skeptical of their positions and also unwilling to accept the new realities. (Kansala & Chandanib, 2014) This shows that enough has not been done for the employees to accept the change that has hence resulted in stress to the employees i.e. higher the job demands greater is the stress of the employees because the personality and organizational fit has dropped drastically. This diagram helps to understand the activities that need to be undertaken in order to get the employees on board and lessen the negative impact on the individual's job.

Figure 2. Theoretical framework of employee adaption to organizational change
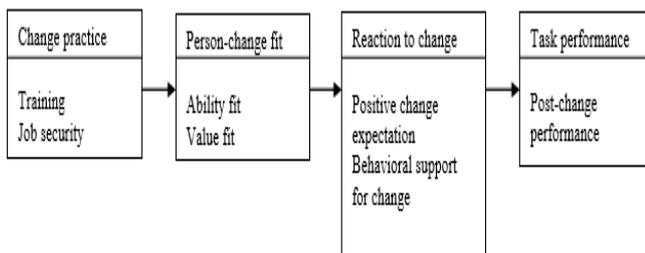
Source: Goo Hyeok Chung, Jing Dub, Jin Nam Choi, 2013, How do employees adapt to organizational change driven by cross-border M&As? A case in China, Journal of World Business, p. 2, Elsevier Inc.

Therefore, change management can be considered as the most imperative leadership challenge (NJUGUNA & S.M.A, Jan. 2016) which if discounted as just another people issue would experience the results of their flawed thinking, conversely, those who realize its importance would be alive to do business for an additional day. (COETZEE & STANZ, 2007)
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II. OBJECTIVES OF THE STUDY

The objective of this paper is:
- To summarize the various facets of change management that need to be clearly understood in order to make the change process successful.
- To highlight the gaps that have been unruffled in the process of doing the literature review.

III. LITERATURE REVIEW

Literature review can be considered as a critical assessment of published sources that provides a summary, classification, comparison, and evaluation of the topic at hand through which the researcher gains an in-depth understanding on the topic. The topic of the current study is change management and

this literature review is an enhancer of knowledge of what needs to be done.
The flow this review has been charted

1) UNDERSTANDING CHANGE:
Change is understood almost eternally as complex. Therefore, the management must work towards revising this notion. (Barnard & Stoll, October 2010) By addressing the fears and expectations of the employees regarding the impact of change on them (D'Ortenzio, August 2012). The factors that can help in creating a positive understanding are trust in the management (Barnard & Stoll, October 2010) and also the overall company image. During this period the company must take full benefit of its fortes. (D'Ortenzio, August 2012)
Studies conducted for measuring the employees understanding looked through the role of change architects/ originators during the process, level of communication and also resistance/ perception of the employees regarding the change as well as their management which may act as barriers for the change. (D'Ortenzio, August 2012)

2) BARRIERS OF CHANGE:
Barriers are problematic and have altering effects at different stages/ phases of the change process. (Glimskog & Hagman, 2015) Therefore, the research on barriers is crucial and prime in order to understand the interdependency of change and change management with barriers. A study has developed a research framework for understanding the influence of barriers at each stage. The four sub-headings under which each barrier can be classified are- adaptability, involvement, mission and the bureaucracy. (Nurdin, et al., DECEMBER 2011) These barriers arise due to various reasons such as project characteristics, individual motivation for participation in organizational change, the role of material resources, organizational attributes, network attributes, institutional attributes, and technological attributes (Fountain, n.d.) and can be classified as hard and soft barriers for the ease of understanding their influence at each level. The article helped us understand that the hard barriers (technology and structure) were easier to deal with in comparison to the soft barriers (human perceptions and reactions). These barriers must be classified at different stages of the change process i.e. through planning, preparation and implementation phases, in order to measure the level of problem at each level. But the finding finally only highlights the various soft barriers that are faced and managed by the company and concludes that every phase is an outcome of the previous phase and hence, none can be more problematic. (Glimskog & Hagman, 2015) To name a few barriers as understood from these researches are privacy and security, cost, scale and complexity, agency autonomy, pressure from interest groups. (Fountain, n.d.) . (COETZEE &

STANZ, 2007) Quoted (Waddal & Sohul, 1998; ProSci, 1998) and claimed resistance to change - analytically important barrier that can stimulate the triumph or disaster of any organizational change effort. Few more that can be named are lack of participation, low commitment, lack of trust, lack of transparency, lack of responsibility, unclear mission and vision, conflict due to unclear goals and lack of implementation strategy, weak coordination and rigid organization structure. (Nurdin, et al., DECEMBER 2011)

A review was done in order to frame a theoretical model and a questionnaire which incorporated a matrix and established inter-dependencies between the concepts of change, change management and barriers-to-change in inclusion of the biological variables for pre-emptive change management but the results indicated that gender, organizational level, period and age biographical variables have no statistic difference in their experience to change. (COETZEE & STANZ, 2007)

Although this is the case changes abroad have a few additional barriers knocking at their doors. They are state involvement, legal obstacles, national culture, integration management, union power. (Bjurström, et al., 2013)

Since, the role of the largest barrier is played by perception of employees an extensive study is required for the same.

3) PERCEPTION OF CHANGE:

Perception is the basis for success or failure of change because it causes the attitude of the employees which can be either positive or negative (Rebeka & Indradevi, January 2015) this attitude/ perception is highly influenced by culture of an organization i.e. where the organizations culture portrays commitment and an 'open system culture' is present then both perception and commitment is positive. Additionally, the employee values must be congruent with the company's culture. (Ioana, 2013). the overall criteria that is used by employees in the evaluation of an organizational change includes- personal control, reaction of colleagues, autonomy, change necessity, personal benefits, preparation of change, customers' reactions, involvement in process, support from management, support from colleagues, job security, job control, benefits of the organization and financial consequences however all these factors fluctuate from employee to employee and permitting to situations (Jansen, August 2011)

Further, perception can hence be understood as the base for reaction in either of the directions i.e. either as resistance to change or as support to change. (EYASSU, 2015). He through his critical review of literature has presented a diagrammatic representation of the effect the variables have on reactions to change.

Figure. 1 Model of perceived organizational change
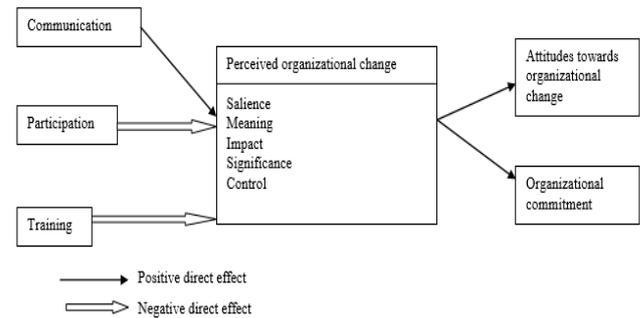
Source: Chun-Fang Chiang, 2010, Perceived organizational change in the hotel industry: An implication of change schema, International Journal of Hospitality Management, vol. 29, pp.157–167, p. 158

The reaction/ perception is now greatly influenced by the hierarchy & the position that the respondent (employee) is currently. This statement is justified by the research that exemplified higher level employees with greater positivity in contrast to lower level employees who were less optimistic (ÁRSÆLSSON & THEODÓRSDÓTTIR, 2013) this disparity is due to the variance in the degree change characteristics effect each employee. The change characteristics can be classified as frequency for change. Its impact on the organization and the employees and finally the planning of change, wherein the mediating role is played by psychological uncertainty. These characteristics have an impact on satisfaction and a contrasting effect on turnover intention. This can be explained as greater the frequency of change, lesser the satisfaction and greater the urge to quit the job (Rafferty & Griffin, 2006). (Struijs, 2012) Enhanced this discussion by indicating that the resistance of the employees to change and the turnover intention were conjoined through the medium of job satisfaction i.e. greater resistance portrayed by the employees can be understood as lesser satisfaction at job and this creates intentions to leave the job.
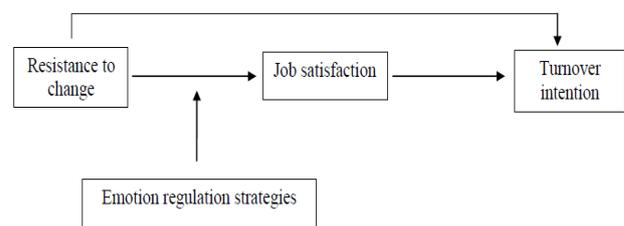
This diagrammatic representation is a model that clearly illustrates increased resistance was a seed to job dissatisfaction and finally resulted in turnover intention. This can be reversed in case the employees increase their identification with the change that has newly developed. (Tyler & Bladder) quoted that the organization acts as a mediator during these situations and converts the favorable perceived judgements of employees into an effective commitment to change.

(Soenen & Melkonian, 2016) This statement highlights the importance and significance of change readiness during times of change, which is affected by the social and psychological facets and in-turn is reflected in their attitude. The dynamics/factors are interest, job satisfaction, uncertainty and commitment. The greater job satisfaction and lesser uncertainty increases change readiness but according to this study commitment and change readiness has no significant relationship. (Hallgrímsson, 2008) Another research conducted entitled diverse factors for measuring change readiness namely- risk of change, ability to cope, social support and also the active and passive job construct (as said by Karasek). The concluding remark was that greater the self-efficacy and an active approach adopted by the employees, greater is their change readiness and participation in radical change (re-engineering activities). (Cunningham, et al., 2002) Change readiness is a tool that works to inverse the failure of change and abortion of the change efforts. (Bedser, October 2012) (Mark. B Bedser) in his study highlights the importance of the communication package which consists of benefits and reasons that influence employees towards change, which is followed by training. He studied these factors using factors such as resistance, opportunity realization, and uncertainty avoidance (amended from the ADKAR model of change). The other supplement that communication provides is to present the employees story. It is the only medium through which the effect on the employees and the process of adaption can be apprehended. It can be stated that change and communication have a resilient connection that aids to encourage the employees and builds their trust in the change. (Maidell, 2015) Trust is a factor which if present can even present restructuring as a positive phenomenon (BEWS & UYS, 2002). Communication sets limits for involvement and satisfaction i.e. adequate information has a positive impact on job satisfaction and also on the attitude of employees after change (Osei-Bonsu, 2014) and also involvement is considered as a feedback loop that further enhances the communication. (OMITTO, 2013) Beyond communication knowledge inadequacy and system incompatibility are the factors that increase the resistance of the employees and result in a challenge that has to be faced by the management (OMITTO, 2013). (Jutila, 2007) in his study has elaborated on various factors that act as drivers for change and many others that work against change. A few that can be named are-

DRIVERS IN FAVOUR OF CHANGE	DRIVERS AGAINST CHANGE
Management Vision	Heterogeneity in the organization
Effective	Lack of Information

administration structure	(administrative practices and guidelines)
Synergy	Cost
Suitability of the change	Multi-disciplinary tasks

Finally, Fugate (2, p.178) states "It is also well known to practitioners and academics alike that leadership and management practices all are important drivers (antecedents) of employee reactions and change outcomes."

4) IMPACT ON EMPLOYEE PERFORMANCE:
Employees are the most integral foundation that facilitate change effectiveness. (Tefera & Mutambara, 2014) The factors that generally have an impact on employee performance are tolerance to change, procedural justice, communication, leadership and employee development tough these factors influence differently in for organizations but the influence is actually very high on the employees and their reaction towards change. (Ahmed, et al., 2013) (FONG, et al., AUGUST 2011)
(Ahmed, et al., 2013), (FONG, et al., AUGUST 2011), (Tefera & Mutambara, 2014), (NJUGUNA & S.M.A, Jan. 2016), (OTINDA, 2015), (Wanza & Nkuraru, April 2016), (K.K.Kansal & Singh, , November - 2016), (Al-Jaradat, et al., 2013), have studied the impact of change on employee performance at different organizations such as different banking industries, Maruti Suzuki etc. and a critical review of literature termed change as a challenge due to the high-association of manpower in the organization and in the change process across a spectrum i.e. cultural, structure oriented & strategic in order to transform profitability. (NJUGUNA & S.M.A, Jan. 2016)
Technological changes can be considered easy because of its reduced direct relationship with employees (39) although due to ease of work because of them they affect the employees positively (Wanza & Nkuraru, April 2016) additionally if training courses are matched and the skills are developed (Al-Jaradat, et al., 2013). Structural change is generally rigid, especially where organizations move towards centralization because of the slowing down of work which sometimes results in an action block or stoppage (Al-Jaradat, et al., 2013). Some organizations take this change positively and involve the culture to play an integral role in creating synergy and momentum for change (Wanza & Nkuraru, April 2016). Additional help is provided by the clear vision and strategy of the top management that involves both planned as well as emergent change techniques in adapting incrementally to how change occurs to finally result in a positive impact on employee performance. (Azila-Gbettor, et al., 2013) Further, the biological variables need to such as gender and other factors such as department and the designation need

to be understood carefully because they affect the employee performance and make them react differently. (K.K.Kansal & Singh, , November - 2016) hence, the organizational factors that impact employee performance and need attention are-culture, structure and technology & the individual factors as named by (Ahmed, et al., 2013), (FONG, et al., AUGUST 2011). A high tolerance has greatest chance of resulting in effective change (Ahmed, et al., 2013) and the others such as procedural justice etc. have a positive impact on performance if used effectively. (FONG, et al., AUGUST 2011) if combined with trust and autonomy. Therefore, it is necessary that both organization and individual understand change.

5) ROLE OF TRANSFORMATIONAL LEADERSHIP:

Transformational leadership is a mediator which affects employee performance, because of the relationship quality that it develops between the managers and the employees. This relationship quality increases as the change frequency increases. (Carter, et al., 2010). This statement apprehends that transformational leadership influences supportive behavior of change by enhancing cooperation, compliance and championing. These attributes act as rungs of the ladder to reach the top during the stressful times of readjustment (Chou, 2014). The support is actually availed as the leader holds a vision and can set expectations. This enables the leader to shift the organization's structure such that it adapts to the new culture. (Belias & Koustelios, 2014) The welding of cultures is of utmost importance during change (especially mergers). If the employees are given by the leader a chance to decide their own work tasks (autonomy) and if there exists integration in the work policies, the employees feel cherished and this impacts there personal well-being positively.

6) SUSTAINABILTY OF CHANGE:

Effective management of organizational change is a value not only to individual organizations that helps advance competitiveness, but also a means that reduces the economic and development gap. (TUDOR, November, 2014) The gap can be reduced only through field-work in the organization which further concludes into sustainability. The organizations which have achieved this work with both 'reflexivity' as well as theorization of change at the organizational field level. (Greenwood, et al., APRIL),sustaining and institutionalizing change process leads to the long term successes of the orgainsations.

7) STUDY OF THE PUBLIC SECTOR:

The unique thing about the public sector is that change takes place in a fishbowl and the agents of change are neither the biggest nor most aggressive fish in the bowl. (Cunningham & Kempling, 2009)

Hence, employing the change methodologies of the private companies is not very helpful in the private sector. Various characteristics of the public sector differentiate it from the private sector. They can be considered as pre-requisites that need to be met are- public accountability (for every activity from beginning to end to public and politician alike) and the necessity to demonstrate value for money. Hence, the managers must be elected on the base of experience, character and proficiency. Generally, a top-down approach of control is seen as successful but various obstructions can be seen. The barriers to change can be listed as bureaucratic nature and rigid policies that encumber pragmatic decision making, lack of incentive and encouragement, involvement of employees without clear objectives, innumerable processes but a restriction to accomplish simple tasks without permission (Selvadurai, 2013).

(D'Ortenzio, August 2012) in his study had highlighted the risks that are faced by public sector organizations and need to be addressed.

These hindrances can be removed if a managerial coalition is formed, response is given to those who are resistant to the change, instituting essentiality and urgency of change, enunciating intended outcomes, aim towards continuous improvement, altering structures and HR systems and developing a commitment plan. (Cunningham & Kempling, 2009).

RISKS FACING PUBLIC ORGANIZATIONS — inadequate governance & accountability framworks — inflexible employment systems — insufficient HR in key areas

GAP ANALYSIS:

The gap that has been identified through the critical review of literature is that there are various sectors that need to be studied for the change to be clearly understood and that more number of respondents can actually be involved in the studies to attain a better result. Further, a validation should be provided for the various barriers that exists in the public sector organizations.

CONCLUSION:
Change management is a complex study that utilizes all the resources of the organization. Hence, it requires assiduousness and supervision to ensure that the change is worth the effort employed by the company. The numerous aspects that need to be looked at so that the change is successful are those discussed in this paper. A thorough planning to handle these stages of change is the prime duty of every organization.

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