
MANAGEMENT OF CHANGE AND ORGANIZATIONAL COMMUNICATION

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Abstract: Managing changes is an important issue in today's business environment, which is constantly changing. The change has become a constant for enterprises that need to change in order to remain competitive in the market. The ability to manage this change is seen as a core skill of successful enterprises, although many change initiatives in reality fail to implement their objectives. This fact stimulates the curiosity to recognize those factors that affect the successful implementation of attempts to change the enterprise. Therefore, the purpose of this study is to identify the factors that influence the success of change.

This paper aims to answer some research questions related to process change management and relevant impact factors in organizations. Investigating the factors that influence the success of change in the era of globalization is of particular importance to the country's economy. To achieve this goal, several models of change have been revised to understand who are the main factors of the change process that affect its success.

The main purpose is to identify the factors that influence the success of the change. This paper aims to answer some of the research questions related to change management.

In order to achieve this goal, some models of change have been revised to understand who are the main factors of the change process that affect its success. In most models of the process of change, different authors define activities and factors in the form of recommendations for successful implementation of change, but in the case of Kosovo there are very few empirical studies that prove these links. The study aims to determine how much these activities / factors relate to successful change.

The paper also attempts to indicate whether there is a link between the type of change applied to the organization and the success of the change; as well as the effect that has the exaggerated history of change in organization and the organizational ability to change (as context / environment factors) to the success of change.

In order to fulfill the purpose of the work are the following objectives of the work:

- Verify the relationship between process factors, type of change, and environment with the success of change by showing which of the factors have a more significant impact on the success of implementing the change.
- Show issues that may require a more sharper study in the field of change management.²⁰

Keywords: Managing Changes, Business, Performance, Client, Technology, Other Employees

1. INTRODUCTION

Change is a feature of the modern world we live in. The new era in the business context has brought many changes. These changes are obviously manifested both locally and internationally. Economic globalization as an integrator has made these two levels merge into one, making the difference between them fade. This integration has been very intense last year.

As a result of the reform of the economy, many countries of the world have opened up fair and investment margins. Economic globalization has changed the world market, transforming it into a global arena where different and ruthless forces operate. This integration, in addition to removing barriers and enhancing cooperation, has increased the interdependence between countries. Consequently, in any national economy today major changes come mainly from abroad (international factors). These changes pose new challenges for the economies of the countries, for enterprises and especially for managers. Comprehensive and dynamic changes carry with each possibility but also danger. Changes in the political, economic, social and technological scene anywhere in the world now have a global dimension.

However, the biggest threat posed to businesses in the global market is competition. Among other things, today in the local market we have many foreign products affordable prices that make competition to local enterprises. What should managers or companies do in circumstances when everything changes, everything becomes less predictable and under conditions of global competition?

The answer is that managers need to change themselves and the organization they lead in accordance with the external changes. The other option remains ignoring changes but in this case the enterprise will be destined for failure.²¹

²⁰ . Robert Dimitrovski Management in Skopje Skopje 2016

²¹ Robert Dimitrovski Management in Skopje Skopje 2016

Organizational change is defined as acceptance of new or behavioral ideas by the organization. To participate in the change, managers must first be vigilant and well informed about the organization's external environment. Change should start from them. To change oneself and employees, managers need to go through a psychological transition, ie to change the current business awareness or perception.

In general, people are naturally afraid of changes, so is the case with enterprise employees, but managers are the ones who must first understand the change and instruct employees how to behave and how to accept it. Successful change can not be done at some point, it must be accomplished at certain stages. Above all employees should be well informed that the change is necessary, what benefit will the enterprise and they ultimately benefit. If employees are convinced that change will benefit, they will more easily accept it. However, this initiates the need for managers to behave as leaders, while to make the necessary change and to achieve the intended goals they must have the capability of the leader to talk to anyone who is relevant to change or work, to consider ideas of others, change organizational structure, learn constantly, communicate, inform, serve as a good example etc. In order to realize the change, employees should also be flexible and the latter is characteristic that today is usually required by the employees.

The paper aims to show the factors that influence the success of change in the organization. To achieve this goal, this paper will answer the research questions as follows:

- Which of the potential factors of the process influence the success of change in the organizations involved in the study?
- Which of them are most important?
- How are environmental factors influenced (history and organizational ability for change) in the success of change?
- Does the age and size of the organization affect successful change?
- Are the factors selected in the process of change?

In this paper, quantitative methods will be used for the realization of research, and more specifically the questionnaire data collection technique. To answer the research questions mentioned above, testing the links between the variables (type of change, process factors, environment and success of change) is required. Testing these links is possible using quantitative methods. As a result, the use of questionnaires as a method for collecting data in this paper enables:

- Research and analysis of potential links between the variables taken in the study, and
- Try to open issues that will be of interest to be explored in the future.

This study aims to provide an academic and scientific contribution to this field of study through the testing of factors influencing management of organizational change, which have been tested based on the main pillars of the study;

- 1). Like, theoretical analysis of foreign and domestic authors on all factors taken into consideration for the realization of this paper.
- 2). Empirical analysis and case testing grouped according to the selected methodological model.
- 3). And, the orientation of enterprises towards a sustainable approach to the effectiveness of organizational change based on concrete results of this study and recommendations for this sector.

Thus, the paper reflects a clear picture of factors and specific weight in the organizational change process. On the other hand, this study will serve as a starting point for research of this nature for other researchers who may be based on data obtained from empirical and theoretical study further furthering the analysis of other components in this field of study.

Consequently, difficulties in realizing comparisons with other time periods, as well as to study the trend of existing changes at the level of the domestic economy.

The fact that this study analyzes the effectiveness of organizational change in relation to the variables studied in the paper does not mean that these are the only variables that have an impact on managing organizational change. Consequently, other ongoing researchers may present additional factors that have an impact on organizational effectiveness, in order to provide a wider picture of the whole range of factors influencing the effectiveness of organizational change.

Managing change is a very large and very important field in today's business environment that changes constantly. Over the last two decades the world economy has undergone changes in development stages. Unlike the economy of the 1970s, when we had to do more or less with an unchanged environment, today the environment varies rapidly.²²

²² 3. Nadler D.A. & Tushman, Victor P. & Franckeiss A, 2002

The success and survival of the organization depends on the ability to react and manage the changes. Change means moving in the future. The change describes that "tomorrow will be different from today". Organizational change is not the only event but it is a process that needs to be planned and structured in detail.

Change is a transformation of the environment, structure, technology, or individuals of the organization. Unless otherwise, the work of the managers would have been easier. Planning would be easy because tomorrow would not change from today. Also, making decisions would be easier because the outcome of any alternatives would be able to predict with a very accurate accuracy. Today, change is an overwhelming reality in the organization, is an integral part of each manager's work.

Change as always gives anxiety to people. Identifying and developing strong leadership is most likely the ultimate guide to the whole process of managing change and advancing the organization to success.

In contemporary management, leaders work in a much more dynamic environment where changes are quick. Growth in market competition, easy access to markets such as internet results, electronic business, the need to respond quickly to the customer, innovations, have forced management to accept changes as part of the daily management process.

Change is a very universal aspect in all business organizations where no enterprise can make an exception. Although change can often come as a threat to the survival of all enterprises, it also provides growth opportunities. Demand for organizational change has accelerated in recent years.

Organizations should adapt to change, in order to remain relevant and ahead of others. Organizational change is a process, not a single event. He has external and internal resources. In this way, the success of an enterprise depends on its ability to maintain stability while managing the changes. To be effective an organization it has to rely on the past thanks and a timely adoption to the future. Change management is a structured approach to ensure that changes are completely and without problem implementation and for achieving sustainable benefits of change. Change Management is a structured approach to transforming or transforming individuals, teams and organizations from the current state into a desired state of affairs in the future. It is a process within the organization in order to empower employees to accept and embrace changes in their current environment.

The level of change and its survival vary depending on the nature of business size. For this reason, they are necessary and necessary to recognize the changes and to best adapt them to the organization's objectives. The task of managing change also involves managing their impact on people. For many managers, this aspect of the task of changing management is complicated by the fact that they have to help their people cope with changes and executives also face their coping challenges. The organization that elects to change must start with a vision statement. It helps to motivate those who are influenced, to take action on the right path. A complete guide to achieving the vision needs to be defined, for the renewal effort to be successful. Transitional changes are changes that result in designing or implementing something that is different, where the organization needs to do more than to improve what has been done.

According to Rieley J.B. & Clarkson I., 2001, two of the most listening concerns in the organization: the performance is not at the right levels and the change is becoming constant.

Change is not something new but it is a natural part of the enterprise. But what is worrying is the speed of change (Nadler D.A. & Tushman).

Relying on many authors' studies, we can draw many results, agreeing and agreeing on two important issues: first, the speed of change has never been greater than in today's business environment and secondly, from internal or external factors, comes in all forms and measures and affects all organizations at all.

Lambeth explains that change management acts as a transition tool for people from their current job path to the desired job path. The organizational change is often more than complicated by bad executions and lack of clarity and a plan.

Much effort has been made to develop a model of successful change.

The model that has found wider application has been developed by L.Greiner. Based on evidence gained from the literature of change, Greiner is attempting to identify the conditions that distinguish a successful change from an unsuccessful change. This analysis leads to the identification of two basic factors for realizing a successful change:

1. Redistribution of power within the organization so that traditional decision-making practices are decentralized.

2. Realizing the distribution of power within the organization through a continuous change process.

Successful changes do not happen at a single moment but they include a series of successive phases.

Change involves moving from a familiar state to a new state, a state that is unknown to some extent (Smith, 2005).

While according to (GioiaD.A. & Chittipeddi K, 1991) in general terms change involved an attempt to change the current way of thinking and acting by members of the organization. Today, change has become an important part of

strategic management in many organizations as leaders have realized that living in an interim society and constantly bringing changes can give the organization a competitive edge in the domestic and international business environment (Stadtländer, 2006).²³

According to Duck: Managing change means managing the dialogue between the people who lead, the effort for change, and those who are expected to implement the new strategies, manage the organizational context in which they are expected to implement new strategies, manage the emotional ties that are essential to any transformation (Victor P. & Frankeiss A, 2002).

For (Moran, J.W., Brightman, 2001) managing change is the process of continuous refinement of the management structure and capabilities of an organization to serve the changing needs of both internal and external consumers.

While (Nickols, 2007) gives four basic definitions for managing change:

1. The change management task refers to the task of managing the change in the external environment.

2. A field of professional practice: underlined that there are many specialized advisors to manage changes to customers' accounts.

3. A control mechanism consisting of requirements, standards, precise and procedure

4. A knowledge set that consists of methods, methods and techniques, skills and other forms of knowledge.

Regardless of the importance of change for organizations, not all change efforts result in success. Because change is not an easy process to manage.

Many change programs fail to pursue their goals for some reasons:

a) The steps for realizing the change are abstract and not oriented towards the desired results

b) Management does not apply before change, change and after meta change that emphasize leadership, communication involvement, and commitment.

c) Planning the transition phase is usually incorrect in the way it is designed because maneuvering allows the organization's current status to lead the implementation of change beyond what is allowed to change employee adaptation (Gambrell S.W., Stevens, 1992).

According to (J.J., 2004) many programs fail because due attention is paid to the importance of change processes. These are:

- Policy making and inadequate strategic management due to policy failure has to do with implementation problems or lack of support for policy makers.

- Organizational culture, standards and existing values within the organization become a joke for resistance to change.

- Power and policies in organizations, realization of organizational change is difficult due to existing power relations in the organization.

According to Leana C.R., Barry B, 2000, organizations apply changes to improve their competitive advantage and adaptation to shaky markets. But at the same time they aim to reduce uncertainty and preserve the inimitable resources that provide them with stability. According to them, change can be managed in the best way by: communicating and honestly, clarifying the purpose of change by providing a detailed implementation plan and monitoring the phased plan.

A study conducted by (Prosci, 2007), the "Change Management Learning Center" with 426 participants from 59 different countries, showed that the five most important factors contributing to the success of change projects were:

- Frequent and open communication about the need for change

- Efforts to manage structured change

- Dedicated change management resources

- Active and visible support by executives

- Employee participation

An attempt or initiative to change should begin with a vision. If the change is driven by external factors (political, economic, social or technological) or internal (political, systems or structure), creating a vision will clarify the direction for change. In addition, the vision will help those who are influenced to take action in the right direction to make the changes.

Vision is a statement that tells you where the enterprise is going. It gives color a persuasive job for a future of a desired state. Anyone who reads it, hears it, does the job, gives it, or in any other way be able to make it part of your organization can do it.²⁴

²³ L.Greiner, Gioia D.A. & Chittipeddi K, 1991

The features of an effective vision are:

- Magnificent - conveys a picture of what the future looks like.
- Desirable - complaints about long-term interests of employees, consumers, stakeholders, etc.
- Possible - consists of realistic, and achievable goals
- Focused - Clear enough to provide guidance in decision making
- Flexible - enough to allow for alternative initiatives and responses
- Communicable - can be fully explained in 5 minutes

A strategy will ensure that vision is achieved. This is a unified, comprehensive and integrated plan that provides an "indicative track" for achieving the vision. Without a strategic plan and vision, change efforts will not be successful.

A study by Harvard Business Review found that 66% of change initiatives fail to achieve the desired results in their business. Why is it so difficult to make changes? There are identified five most common barriers to change, described below:

1. Resistance of employees
2. Communication failure
3. Sufficient time for dedicated training
4. leaving the staff during the transition
5. The costs exceed the budget

In the barriers or possible obstacles, leaders have a critical role in the process of change.

Change is a feature of the modern world we live in. The new era in the business context has brought many changes. These changes are obviously manifested both locally and internationally. Economic globalization as an integrator has made these two levels merge into one, making the difference between them fade. This integration has been very intense last year.

Wille and Hodgson make a study to identify the most common factors that cause changes in organizations. The most widespread factors are:

- Financial Losses and Profit Reductions
- Increasing competition (accounting for nearly 50% of change initiatives)
- Technological development
- New Executive Directors

Organizing changes usually occur due to external factors and internal factors.

Of course, enterprises that initiate changes themselves, namely they do not react only to external changes tend to be more successful. To make the change take time, while time is a limiting factor in contemporary conditions. The dynamics of change will largely depend on the need for rapid or slow growth. The realization of the change will also depend on the willingness of those who have to change to accept it. The need for rapid change is often accompanied by the imposition or command of change by managers, but it is suggested that communication with employees be as favorable and liberal as they are generators of enterprise success.

For this reason, the spirit worked harder in promoting change.

The promotion of change should be done in order for its realization to be easy. In this sense, employees need to understand change as a challenge rather than a threat. They need to have a constant desire to learn and advance in their career, while they can only achieve it by doing a shift in task, career, and career.

Where should contemporary enterprise focus? The overall market competition (competition) takes place around the customer, so the focus of the enterprises should be customer satisfaction with the product or service. The main objective should be the customer with his needs and desires.

LITERATURE

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