ORGANIZATIONAL CHANGE. BASIC THEORETICAL APPROACHES

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Abstract

The main objective of organizational change is to increase organizational efficiency. Changes in organization involves in most of the times cultural changes and redesign of organizational structure. The main types of organizational change are: development change, transitional change, transformational change, changes that affect the whole organization and changes that affect only a system of the organization. Organizational change is produced by several factors, factors which can be controlled by the organization and factors which can not be controlled by the organization. Implementation of changes in organization can be realized by using one of the several elaborated models of change. These change models are: Lewin's Model of Change, Action Research Model, Positive Model of Change and Donaldson's SARFIT Model. In every implementation process of change could appear a so called resistance to change, which can be reduced by communication, involvement of people in change process and by manipulation.

Keywords: organizational change, types of change, resistance to change, models of change.

INTRODUCTION

During the years, organizational change was, and still is a very interesting research field, especially after the 80's when appears the phenomenon of organization modernization.

The article presents a few definitions and features of organizational change, its types, factors which generate change, organizational change models and ways to reduce resistance to change.

Conceptual delimitations of the change process was made by Crozier M., Friedberg E., Sainsaulieu R. and the features of the organizational change was analyzed by Bennis W., researches made in filed of organizational culture.

Researchers classify organizational change depending on the reaction to the environment, the filed in which change is taking place, the rhythm of change, the nature of change and the change's area. The main types of organizational change are: development change, transitional change, transformational change, changes that affect the whole organization, and changes regarding to one system of the organization.

Lewin K. identifies the factors which generate change, these factors are: internal factors, external factors, political factors, economical factors, and social factors.

Among the organizational change models it could be mentioned: Lewin's Model of Change, Action Research Model, Positive Model of Change, and SARFIT Model of Change.

The phenomenon which could be met in every change process, called resistance to chance, was studied by: Marinescu P., Peters T., Waterman R., and Hutton A.

DEFINITIONS AND FEATURES OF ORGANIZATIONAL CHANGE

Crozier M. considers that organizational change is a readjustment of bureaucracy, an adaptation to a specific situation, consequences of crisis phenomenon. Changes which take place during the crisis are the establishment of arbitration and the replacement of rules with excesses of authority (Anghelache, 2004).

For researcher Friedberg E. the change represents a collective learning, the organization's members must discover and learn the new action models (Anghelache 2004).

Sainsaulieu R. analyze organizational change through the concept of development, change as development means learning based on the existing resources and on previous transformations (Anghelache, 2004).

The features of organizational change in the vision of Bennis W. depend on the key elements of the organizational culture such as: beliefs, attitudes and values. Thus organizational change must be a planned process with an impact on the human dimensions taking in consideration the social demanding.

After the studies regarding Morgan's eight metaphors of organization, Cameron E. and Green M. characterize the change process in organization through metaphors such: organization as machines, organization as political systems, organization as organisms and organization as flux and transformation. In organizations as machines the responsible person for change is the top manager who defines the aim and the period of change. In organization as political systems the start of change is given by a group of people with authority from the organization. These people make a union with new principles, the change entailing negotiations. In organization as organisms the involvement and the psychological support of the people from the organization are essential. The responsible person with the change is the human resource manager. In organization as flux and transformation a person with authority from the organization initiate discussions to produce changes, managers are only parts of the process (Cameron and Green, 2004, 153).

TYPES OF ORGANIZATIONAL CHANGE

Kubr M. identifies the following types of changes in organization:

- Changes regarding to ways in which the organization was constituted (changes of judicial statute, changes in the activity domains);

- Changes regarding to organizations activity (changes of products, services, clients);

- Changes of technologies used by organization (changes of equipments and of technological procedures);

- Changes in structures and in management processes (changes of organizational charts, of informational systems, of decision making processes);

- Changes regarding to employees (changes of management team, of employees behavior, of work efficiency);

- Changes of organization image (Mare, 2006).

Mare E. groups the organizational change types depending on: organization's reaction to the environment, the ways in which organization prepare the change, the implementation ways of change, the domain in which changes take place, the rhythm of change, the nature of change, the area and the environment of change. Depending on organization's reaction to the environment was identified two types of organizational change: proactive change (anticipation of reactions and risks) and reactive change (adaptation to environments influences). Depending on the ways in which the organization prepares change was identified: planned change (anticipated and prepared by the organization) and unplanned change (it's a result of the necessity of adaptation). Depending on the implementation ways of change it can be identified three types of organizational change: imposed change (initiated and realized from an authority level), participatory change (the involvement of employees and managers is very necessary) and negotiated change (in the change process participate only persons who are affected by change). Regarding to implementation ways it could be identified four strategies: top-bottom strategies (the managers informs employees about the necessity of change), bottom-top strategies (the responsibility of the implementation of change is at the bases of the pyramid), strategies between representatives functions (recruitment of those personas who are affected by change) and pilot strategies (identification of a specific part of organization as lieder of the change). Depending on the area and on the environment of change was identified: incremental changes (transformations which affect human's behavior), strategic changes (redesign of the organization), reactive changes (a concrete answer to specific happenings) and anticipatory changes (actions of environment's factors) (Mare, 2006).

Ackerman L. in *Development, transition or transformation: the question of change in organisations,* presents three main types of organizational change: development change, transitional change and transformational change. Development change consists in improvement of skills, of methods and conditions which from several reasons could not satisfy present expectations. Transitional change can be realized by implementing new situations such as: reorganizations,

introducing new services, products or technologies. Transformational change is the result of transitional change (Mare, 2006).

According to Nadler D. and Tushman M. exists four types of organizational change: reactive change, anticipated change, ameliorative change and strategic change. The classification of change in categories such as ameliorative change and strategic is made according to the content of change and in categories such as reactive change and anticipative change is made according to temporal factors. The aim of ameliorative change is to improve the organization's functioning while the strategic change is based on the power systems in the organization. Reactive change appears when the organization has solutions to external events. Anticipative change is take place when the organization prepares implementation plans of change. By intersection of these four types of organizational change results four types of change in the organizational culture and organizational system. These four types of change are: harmonization, adaptation, reorientation and redesign. Harmonization means improvement of some future anticipated events while in the case of adaptation the improvements are answers to an external future unanticipated event. Reorientation has a strategic nature which is dependent upon strategic anticipated events. Organizational redesign or of some elements of it does suppose radical change of the organizational culture and of the strategic management. (Dive, 2004, 232-233).

FACTORS WHICH GENERATES CHANGE

According to Lewin K. change is a dynamic balance of strengths which on one hand makes pressures on change and on the other hand determines resistance to change. Elements which determine change are: technology change, antiquation of products, and improvement of working conditions. The reasons of resistance to change are: old mentalities, lack of interests, fear from something new, lack of professionalism, and changes in the power structures of the organization. Among the factors which generate change Lewin K. identifies the following factors: external factors, internal factors, political factors, economical factors and cultural factors.

The external factors could be not very well controlled by managers. These factors are: changes on the market, changes in technologies, changes in social filed, and the international organizations. The internal factors are: decision making procedures, communication procedures, interpersonal relations, and leadership. Among the political factors it could be mentioned: political legislation, political ideology, international rules, universal laws, wars, local rules, and activity of trade unions. The economical factors are: competition, money exchange networks, unemployment rates, salary rates, economic policy of government, and economic policy of other countries. From the category of technological factors it could be mentioned: informational technologies, new production procedures, and changes in transport technology. The cultural factors are: demographical trends, lifestyle changes, attitude towards work, attitudes towards minorities, and preoccupations

regarding to environment (Ministry of Administration and Interior, Direction de L' Administration el de la Fonction Publique, Dutch Institute for Public Administration, "Improvement of the UCRAP and of the national network of modernizing", 2003).

ORGANIZATIONAL CHANGE MODELS
1. Lewin's Model of Change

Lewin's Model of Change is a planned change in which the *change agent*[1] must follow three steps before change became a part of the system. These three steps are: unfreeze, change and freeze. Unfreezing is taking place when the change agent convinces the members of one group to change, in this way people became aware about the necessity of change. In the change step the change agent identifies, planes and implements appropriate strategies, making him/her assure that strong powers in organization are more then repressed ones. The freezing step is based on the change agent's help in stabilization of change. If the freeze step is incomplete, change will be ineffective. The change agent in this last step must be very supportive and he has to strengthen the adaptation effort of individuals who are affected by change (Cummings and Worley, 2008, 24).

2. Action Research Model

Action Research Model is a cyclic process in which the initial researches about an organization provides information for specific activities within the organization. The results of these actions generate other information for other actions.

This model of change contains eight steps: problem identification, consultation with an organizational development expert, information gathering and preliminary diagnosis, feedback, problem diagnosis, Action Planning, the Action, and information gathering after Action. Problem identification is made by a person with decision making power from the organization, a person which ascertains that the organization has one or more problems. These problems could be solved with the help of an organizational development consultant. In the second step is taken place the mutual evaluation of the consultant and of the client (the organization). In the third step the organizational development consultant in cooperation with the members from the organization gathers information and makes preliminary diagnosis. This step is very important because identifies the causes which generated the problem/ problems. Information gathering is made through interviews, questionnaires, and observations. In the feedback step the gathered information are communicated to the client (the organization) and, in this step are also identified the strengths and weaknesses of the organization. In the fifth step the organization development consultant makes the problem/problems diagnosis by summering the gathered information. Action Planning is the step in which solutions are found for equilibrium establishment. The identified solutions depend on the

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[1] A person who facilitates change through group interventions.

culture, technologies and organization's environment. Action means new methods and procedures, redesign of organizational structure, and consolidation of new behaviors. Information gathering after the Action is very important because it could be identified the impact of several implemented methods. This last step could conduct to a new diagnosis and to a new Action Plan (Cummings and Worley, 2008, 25-28).

3. The Positive Model of Change

The Positive Model of Change is based on what organizations are making well, helping organizations to understand when the organization is functioning well it could obtain the best results. This model is applied in planned change under appreciative inquiry. This model contains the following steps: initiation of inquiry, inquiry into best practices, discovery of themes, envision a preferred future, design and delivers ways to create future. Initiation of inquiry is a step which facilitates people's involvement in problem identification. Inquiry into best practices means information gathering about what is going well in the organization. Themes discovery is taken place under several discussion among the members of the organization. The aim of the discussions is to identify those themes/ subjects which have a common impact on each member from the organization. Envision a preferred future is based on the previous successes of the organization. In this step the members of the organization describe the future identifying the stakeholders and the critical procedures of organization, procedures which need improvement. In the last step it is described and implemented those activities which help the organization to achieve its aims (Cummings and Worley, 2008, 28-29).

4. *Sarfit* Model of Organizational Change

SARFIT[2] Model of Organizational Change was elaborated by Donaldson L. and it is based on performance and on structural features of the organization. This model contains two main structural features and three main unpredictable situations which affect the organizational structure. The two structural elements are bureaucracy and differentiation, and the three contingencies are organization size, task uncertainty and task interdependence. These three contingencies are identified by Donaldson L. as unpredictable situations. As structural feature bureaucracy has three main elements: specialization, formalization and centralization/ decentralization. Differentiation means activity grouping with the aim of division and contrasts the structures (Pugh and Hickson, 2007, 27-28).

SARFIT Model of Change is a theoretical model of change, shows the direction of change, the way in which changes in structural features of organization react to performances changes.

REZISTANCE TO CHANGE

According to Marinescu P. resistance to change is a positive phenomenon because proves stability and permits the prediction of organizational behavior. The

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[2] structural adaptation to regain fit

effects of resistance to change could be negative because generates conflicts inside the organization.

Methods to reduce resistance to change are:

- Involvement of people from the organization in the process of change. This is the most important method to reduce resistance to change, because determines a direct and open confrontation of people, and also creates an opportunity to open discussions among them about the nature of change.

- Identification of the inconvenience sources. Those people from the organization who are afraid of change don't have to be threatened and sanctioned.

- Communication with people from organization. Communication as a method to reduce resistance to change is efficient only when the main cause of resistance is the lack of information regarding to change.

- Manipulation. This method consists in a misinformation of the facts so that these appear more attractive by hiding the unpleasant information (Marinescu, 2003, 6).

Peters T. and Waterman R. identifies eight features that must be accomplished by any organization which is open to change. These features are: action orientation, client orientation, autonomy, productivity, a good administration of human resources, simple structures, centering on main problems, action decentralization and centering on strengths (Marinescu, 2003, 6).

Hutton A. in *The Change Agent's handbook: survival guide for quality improvement champions* presents people expectations regarding to change and what they get in reality. In the change process people wants to be listened, to influence the events and to be involved in the planning. At the same time is important for them to receive information about what will happen and how change will influence their life. In spite of these, they don't get all the time what they expect. In most of the times they met authoritative behaviors and a too busy management to explain the necessity and the consequences of change (Hutton, 1994).

CONCLUSION

The objectives of organizational change are to improve organizational efficiency and to adapt organization to external factors. Organizational change involves most of the times a redesign of organizational structure, cultural changes, and clarification of roles and responsibilities.

Organizational change is defined as a readjustment of bureaucracy, adaptation to a specific situation, a collective learning process.

Types of organizational change were analyzed by Kubr M., Mare E., Ackerman L., Nadler D. and Tushman M., proving the complexity of the process and the existence of several factors involved. Organizational change is determined by elements, identified by Lewin K. as factors that generate change. Some of these factors could be controlled by the organization and some not.

Implementation of organizational change could be realized by using some procedures or methods. The practical models for organizational change

implementation contains step which must be followed by the organization in order to obtain the best results. The theoretical model of organizational change, such as SARFIT Model of Change, shows the direction of change, emphasizing the relation between organization structures and performance.

In every change process could be met the resistance to change phenomenon. This phenomenon can be reduces by communication, involvement of people, and also by manipulation or misinformation.

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