

A STUDY ON CHANGE MANAGEMENT – A SYSTEMATIC REVIEW OF LITERATURE

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ABSTRACT

The phenomenon of change has become an inherent aspect of both individuals' lives and the existence of corporations. Many organizations are confronted with the imperative of implementing change in their day-to-day operations. However, these organizations often hold divergent perspectives on the nature and significance of change. The objective of this paper is to conduct a comprehensive and methodical examination of the current body of research pertaining to organizational change. The study employs an exploratory approach as its chosen methodology. This study conducted a thorough analysis of existing literature in order to elucidate the relationship between change management strategies and the extent of resistance to change, ultimately impacting organizational transformation. The paper initiated by reviewing the conceptual literature, followed by an examination of the theoretical literature, empirical literature, and the findings derived from the literature. Additionally, the paper explored the conceptual framework and concluded with a summary of the primary aspects.

Keywords: change management, systematic literature, models of change, change resistance,

INTRODUCTION

In the context of a progressively intricate and dynamic business landscape, organisations persistently endeavour to modify and adjust their operational practises in response to evolving circumstances. Hence, organisations are obligated to allocate substantial resources towards the implementation of diverse modifications in order to effectively adapt to the evolving circumstances. Nevertheless, the management of change is a multifaceted and precarious undertaking. Therefore, numerous companies encounter difficulties when implementing organisational change initiatives and ultimately fall short of achieving the anticipated results. One of the primary issues confronting contemporary organisations is the persistent occurrence of continuous change, which is inherently characterised by a process of transitioning from one state to another. The concept of "there" in this process is not a fixed or static state, but rather a dynamic and ever-changing set of conditions that are in a constant state of transformation. In order to effectively navigate and prosper amidst transformative endeavours, it is imperative for organisations to cultivate and enhance their capacities for facilitating change. (Judge and Elenkov, 2005) .

Literature review

The effectiveness of implementing a change is contingent upon the manner in which individuals engage with organisational change. The level of engagement in the process of change is intricately

linked to the responses elicited by said change. According to Albrecht et al. (2020), practitioners possess a higher likelihood of successfully identifying and enhancing the propensity for change when they possess a comprehensive understanding of the underlying necessity for change. Moreover, individuals are more likely to demonstrate commitment towards a change when they perceive that the change is congruent with their expectations and anticipate minimal resistance to the change (Helpap, 2016). A change management model functions as a guiding framework that can support or direct change initiatives by delineating the precise procedures and stages to be undertaken, by elucidating the diverse factors that impact change, or by identifying the mechanisms employed to achieve success in the change management process. Parry and colleagues (2021) differentiate between two classifications of change management models: processual models and descriptive models. A processual model is utilised to establish the necessary procedures for implementing and overseeing change. Several prominent models have been developed to guide this process, including Lewin's three-stage model of change, Kotter's eight-step model, Kanter's change wheel, IMA's ten-step model, and Luecke's seven-step model. Several descriptive models have been proposed to identify the key variables and factors that influence organisational performance and the success of organisational change. The implementation of change management may necessitate deviations from conventional business practises in order to optimise organisational efficiency and workload effectiveness. The primary objective of change management is to maintain a competitive advantage within the organisation and improve work performance. Change management is a strategic approach aimed at facilitating the process of transforming work performance and enhancing the competitive advantage of an organisation. To ensure the successful implementation of change management within an organisation, it is crucial to adequately prepare the staff and create an environment that is conducive to change. Furthermore, the change management methodology is intricately linked to the employee's interaction, which has the potential to alter their perception regarding the modification of the work process. The occurrence of change is inevitable and, therefore, unstoppable. The recognition of change as an inevitable occurrence has compelled the majority of organisations to adjust their strategies and incorporate it as an integral component of their operations. The introduction of change within an organisation can yield both advantageous and disadvantageous effects on its outcomes. Consequently, the imperative to effectively manage such change has emerged as a pressing matter. Furthermore, the decision-making process in management is contingent upon the manner in which change is emphasised and taken into account, as it is influenced by various internal and external factors. These factors include culture, leadership, and organisational changes, which are driven by financial, political, social, environmental factors, as well as prevailing business trends. Organisations and societies frequently encounter various pressures for change, encompassing both internal and external factors. External pressures encompass various factors such as the escalating phenomenon of globalisation, the rapid proliferation of communication channels, political influences, economic downturns including fluctuations in oil prices, and additional elements. Internal pressures refer to various factors that individuals experience within themselves. These factors include the pursuit of higher education, the aspiration to enhance socio-economic status,

and the longing for an improved quality of life. The concept of change can be characterised from various perspectives. The phenomenon under consideration may exhibit characteristics of continuity and gradual progression, discontinuity and radical transformation, deliberate or spontaneous occurrence, catastrophic or evolutionary nature, positive or negative outcomes, strong or weak impact, slow or rapid pace, and stimulation originating from internal or external sources. Transformational change refers to a profound and comprehensive shift that can occur as a result of alterations in the organisational structure and culture. This shift entails a departure from the traditional top-down hierarchical approach towards a more self-directed team-based approach. Lewin (1946) the planned approach to organisational change endeavours to elucidate the underlying process that instigates transformative shifts. Moreover, the proposed methodology underscores the significance of comprehending the various stages that an organisation must traverse in order to transition from an unsatisfactory condition to a predetermined desired condition. The emergent approach to change prioritises change readiness and the facilitation of change over the provision of specific pre-planned steps for individual change projects and initiatives. A number of proponents of the emergent approach have proposed recommended sequences of actions that organisations ought to adhere to. Nevertheless, it is worth noting that a significant number of these recommendations often possess a high level of abstraction, rendering them challenging to implement in practise (Burnes, 2004).

The process of formulating research questions.

The primary objective of this study is to comprehensively synthesise and amalgamate the current body of research pertaining to Organisational change capabilities. This endeavour commences by formulating two fundamental research inquiries: Question for Research 1: What does the existing body of literature indicate about the prevailing concepts and research on organisational change capabilities? Research Question 2. What potential avenues exist for future research to advance and broaden the existing body of literature in this field?

The present study aims to elucidate the methodology employed in this research endeavour.

This study utilizes the systematic review methodology introduced by Tranfield et al. (2003), who outline key principles for employing systematic reviews in the field of management research. They contend that a systematic review improves the quality of the review process by establishing a methodical, transparent, and replicable examination of the existing literature. Systematic reviews play a crucial role in identifying and synthesizing scientific contributions relevant to specific research or inquiry domains. The articles contained within these databases were obtained via the author's university-affiliated learning resource center. The author conducted an initial search for scholarly papers that specifically addressed the concepts of "organizational ability to change," "organizational transformation strength," "organizational competence for change," "organizational change aptitude," "transforming" capacity," and "change competency" in their respective titles. We utilised four prominent databases, namely IEE Xplore, Science Direct, Scopus, and Web of Science, to compile the literature sample. The selection of these databases was guided by their academic credibility and extensive access to pertinent articles. This choice was made with the aim of identifying research gaps and offering valuable practical and theoretical insights. The decision-

making process encompassed two distinct phases of testing and sifting. Initially, articles that were identified as duplicates based on the comparison of the titles as well as the abstracts were omitted from the analysis. Furthermore, the articles underwent a filtering process subsequent to a thorough reading of each article. Subsequently, the primary discoveries of the surviving articles were taken out and classified.

The study findings and conclusions

This paper provides an in-depth review of the available literature on change consequences, focusing on the current state of research and theories in this field. Over the past few years, there has been a growing interest in studying the emotional responses of individuals towards organizational change. Previous studies have focused on factors such as the level of acceptance of organizational change by individuals and their reactions to such change. The genesis of employee communication can be traced back to the notion of organizational transparency. Communication plays a crucial role in delivering positive as well as negative data to employees promptly. Moreover, the facilitation of communication among employees not only strengthens the overall capabilities of the organization's workforce, but also fosters a sense of responsibility and transparency within the organization regarding its operational procedures and governing principles. The significance of leadership and its associated traits in influencing employees' reactions to change cannot be overstated. The leader's level of openness positively correlates with the extent of positive reactions towards change. Nevertheless, the leader's resistance elicits adverse responses to modification from the employee. According to existing literature supports the notion that the leader-member exchange theory is associated with an increase in negative reactions among employees towards organizational changes resulting from corporate mergers. In contrast, innovative and transformational management have been found to elicit inspiration among employees and enhance favorable employee responses. change leaders possess qualities of creativity and transformational leadership. Furthermore, the implementation of practical leadership has been found to mitigate employee resistance to change and foster greater individual engagement in the change process. leaders play a crucial role in offering valuable perspectives on the impact of change on an organization's procedures, which can potentially aid in mitigating resistance to change. The experience of change can be challenging for individuals when they lack a clear vision, leading to heightened levels of turmoil and anxiety. Moreover, individuals encounter challenges in actively participating in organizational change initiatives when the policies implemented by the organization evoke feelings of fear among individuals, consequently leading to resistance towards change. The ability of firms to effectively respond to organizational change necessitates a combination of confidence and adaptability, which in turn relies on self-evaluation and the degree to which the changes are accepted. Change agents have identified that the success of change management is heavily influenced by several key factors. These factors include the leadership qualities exhibited by the change manager, the consistent and effective communication strategies employed throughout the change process, the active engagement of stakeholders, and the motivation of both employees and change agents involved in the change initiative. In contrast, within the context of lean construction, the absence of a well-defined vision, inadequate leadership

capabilities, limited stakeholder engagement, and ineffective communication are identified as the primary factors contributing to the failure of change management. The results of this study offer valuable perspectives that can enhance the effectiveness of activities and decision-making processes required for the successful execution of organizational change endeavors. Moreover, the outcomes can enable managers to concentrate their efforts and allocate resources towards critical matters that are imperative for ensuring the efficacy of organizational change management. Hence, it is possible for managers to enhance the efficacy of organizational change endeavors and utilize the outcomes of this study to formulate more effective strategies for enhancing the level of change administration competence within their respective organizations. Many intellectual investigations underscore the significance of change initiatives within modern organizations as a means to effectively respond to external challenges. Nevertheless, the cognitive and behavioral reactions of employees, specifically those who are the recipients of change, frequently lead to resistance. In order to attain a thorough comprehension of the underlying factors and outcomes of reactions to change, it is imperative to adopt a comprehensive viewpoint that encompasses previous scholarly investigations. In light of this rationale, a comprehensive review of the existing literature pertaining to this topic has been undertaken. Future studies should address the limitations inherent in this study. While conducting a comprehensive literature review primarily centered on change models, it is possible that certain practical success factors may have been inadvertently omitted. In order to comprehensively conduct the theoretical analysis, it is recommended that future studies focus on identifying the primary factors that contribute to the success of change initiatives within organizations, as evidenced by the published case studies.

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