

CHANGE MANAGEMENT IN ORGANIZATION: REVIEW

Robehtul Nabihah Anamallah
Faculty of Information Management,
Universiti Teknologi MARA (UiTM),
UiTM Selangor, Malaysia

Abstract

In dealing with information is the crucial task in organization which can lead to the information leaking or wrong information. The process in sharing the knowledge during the transformation of work management also important because the change management are build a new and more effective work performance. Hence, change management is important for all organization. In the literature review study, the author highlighted the change management in organization which change leadership, the communication, and employee engagement and employee commitment. The literature review is significant to individual, organization, policy makers and knowledge workers.

Keywords: Change management, change leadership, communication, employee engagement, employee commitment

1. Introduction

The change management is the method to support the transformation of the work performance and expand the competitive advantage to the organization. In order to have effective change management in organization, the preparation of staff and readiness of the environment can produce an effective change management. Moreover, the method in change management is related to the interaction of the employee that can change the perception of the employee in changing the work process. Other than that, the knowledge manager is responsible in maintain the positive environment and positive attitude in accepting the change management. It is reflecting in the creation of the willingness and readiness of employee in applying the new work performance.

In addition, the readiness and the acceptance of the change management are reflecting to the employee, organization and also to the facilities in make it the change management successful. The change management may require some diverting of the standard business practice for organization minimize and make the workload in effective way. Thus, the change management purposely is to remain the competitive advantage in the organization and to make the enhancement to the work performance. Based on Rusly, Sun and Corner (2015), the organization that has the knowledge base can offer a new products and services to expand the organization scope of business. Thus, the organization need to contribute in innovation and prepared the survival element in changes or improves the management.

2. Literature Review

2.1 Change Management

Change management is an organized process for change initiative and striking a balance between environment and business practices (Dunne, 2013). Recognize the element of change management is process to have an effectiveness of change

management. The organization should follow the process where everyone need to be engaged each other in the change. Expertise needs to play their role if the company strive to restructure by warn that moving too quickly without looking to the carefully implement changes could be cause harm to the process and lead to poor result. Therefore, according to Stanleigh (2008) stated that by skipping the steps would never produce a satisfactory result. Once changed has been identified as the best solution for the organization, leaders should together guide for transformational process. These leaders could include the board of members, executives, union leaders and consumers.

2.2 Change Leadership

Model changes in leadership have benefited the managers and scholars because of their promises exceptional organizational outcomes. According to Atkinson & Mackenzie (2015) if no one can become a good leadership, there will be no changes are made in the organization. Leaders are recognised to be a dominant influence on the company direction. However, Van & Hogg (2003) argue that effectiveness of leadership is being influenced by prototypical of the leader in the group. The social identity perspective may be crucial when examining leadership and power, but it is by no means only the perspective. Therefore, Freifeld (2013) has mentioned to have a good leadership skill, leader should join leadership program to strengthen the knowledge and skills. Besides, it is also making them more realistic in decision making. Thus, it could lead to the improvement of employee's performance and productivity (Abou-Moghli, 2015).

2.3 Communication

According to Kortetjarvi & Murtola (2015) stated that communication happens everywhere in the organization where people meet face to face or virtually. It proves to be the most significant tools in especially in organisation. It is to generate and interpret messages between employees through one way or two ways communication. Therefore, it could create proactive work with an effective communication (Juholin, 2013). This is agreed by James & Lahti (2014) and Simoes & Esposito (2014) where the lack of communication and information provided could lead to anxiety associated with the change.

Successful change management will be depending on teamwork and communication. It would be involved the employees in the change process and leadership with a vision that will enable the process rather that dictate the process. Work can be effectively done if the employees participate in the organisation. In order to have an effective change management, employees in the organisation are willing to help and often on making short term sacrifices. Therefore, communication is a good implement to prepare employees for change. Based on Christensen (2014) mentioned that good information provided during the change will increase the openness, acceptance and commitment to change. Thus, It wills helps management to make sure the employees are capable execute the new way of working and use new skills.

2.4 Employee Engagement

Based on Bridger (2015) stated that employees' engagement has to be fully physically and emotionally connected with the employees work roles. Therefore, the greater the employee engagement the more deliver excellent on the job performance. Thus, if employees are engaged during a change management process, they are likely to have a better performance which could support towards the business success.

According to Thakur & Srivastava (2018), one of the important in employee engagement is the perceived organizational support that play a crucial role in establishing the change management to the organization. The perceived organization occurs indirectly when the employee feels comfortable and safe in the work environments. Along with that, the superior support also as a support system in the engagement of worker such as the cares of the well-being. Based on Balakrishnan & Masthan (2013) stated that, to enhance the employee engagement is a very big challenge. It has to be continuous process towards the employees (Hart, 2016).

2.5 Employee Commitment

According to Kanika & Ravi (2015) stated that commitment is where the employees spend major part of their time in organization. On behalf of the organization, the employee should have a strong desire to stay in the organization, value the organization and accept the goals when performing their task. It showed by the study from Hunter and

Based on the Altindis (2013) it can be defined as employee commitment towards the organization because of the investment that being made by the individual as well as the cost associated with leaving the organization. Closed working with the coworker, retirement and career investment are part of these investments. Therefore, employees that have a high degree of affective commitment will stay in the organization because they want to stay, meanwhile for continuance commitment normally the employees will stay in the organization because they have to say.

It is the feeling of the obligation for the individual to stay with the organization because of the moral and the right thing to do. For instance, has been mentioned by Altindis (2013) where this feeling of obligation could occur when the organization has supported the employees' educational effort. Hence, managers that can have their subordinates to commit may stand a good chance of having new goals, policies and procedure and program. Normally, the employee commitment will be reflected to some kind of the attachment to the involvement in the change initiative which could result from awareness of the change.

Table 1 : Analysis Review for Literature Review Study

Independent and Dependent Variables					
Authors	Change Management	Change leadership	Communication	Employee Commitment	Employee Engagement
Abou-Moghli (2015)	✓	✓			
Kortetjarvi & Murtola (2015)	✓		✓		

Christensen (2014)	✓		✓		
Bridger (2015)	✓			✓	
Thakur & Srivastava (2018)	✓			✓	
Hart, 2016	✓			✓	

3. Proposed Framework

This study is to investigate the effectiveness factor to change management element in AMC. The independent variables (IV) used in this study are change leadership, communication, employee engagement and employee commitment. The entire variable is studied from the previous literature reviewed on the change management factor to the effective organization performance. Therefore, the dependable variable used in this study is the effectiveness of the change management in AMC as illustrated in Figure 1 below.

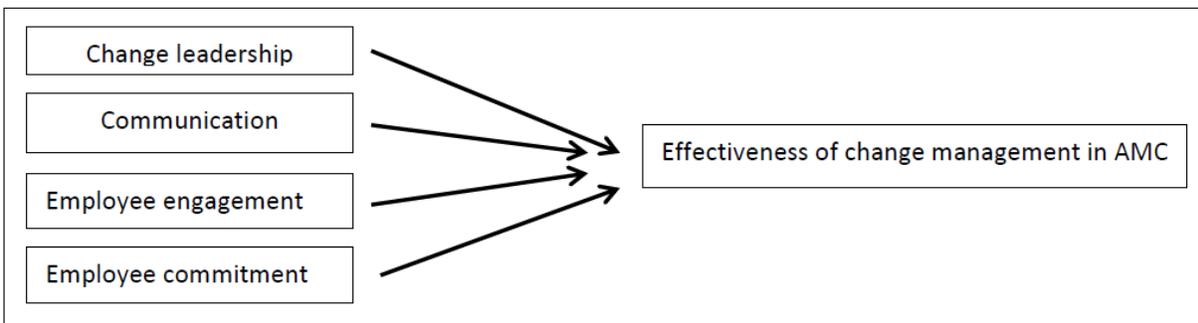


Figure 1: Proposed theoretical framework

4. Conclusion

Successful change in organization must implement and practice the three phases which is unfreezing phases, next is move to a new state phase and unfreeze phase. Furthermore, the study of the change management may impact to the organization which is the evolution of new phases that can help in improves the flow of the work process and produce the quality outcome to the organization. Thus, in getting the successful change management they need to study the element in change management effectiveness. In this study will help and assist in the change management element effectiveness that can be applied and used for the change management area of study. There have several elements in producing the effectiveness of change management which is the change leadership, communication, employee engagement and employee commitment.

References

- Abou-Moghli, A. (2015). The role of organizational support in improving employees' performance. *International Business Research*, 8(2), 198-203.
- Altindis, S. (2013). Job motivation and organizational commitment among the health professionals: A questionnaire survey. *African Journal*
- Atkinson, P., & Mackenzie, R. (2015). Without leadership there is no change. *Management Services*, 59(2), 42-47.
- Balakrishnan C. & Masthan D. (2013). Impact of internal communication on employee engagement A study at Delhi International Airport. *International Journal of Scientific and Research Publication*. 3 (8), 01-13
- Bridger E. (2015). *Employee Engagement*. Kogan Page Limited, Britain, 1-264.
- Christensen, L.T. (2014). Bridging corporate and organizational communication: review, development and a look to the future. *Management Communication Quarterly*, 25 (3), pp. 383-414.
- Dunne M.J. (2013). Employee engagement and change management programmes: A comparative study of organizational commitment between Thai and Irish cultures. *International Affairs and Global Strategy*. 9, 01- 22.
- Freifeld, L. (2013). Emerging training leaders. *Training*, 50(3), 20-31.
- James, K. & Lahti, K. (2014), Organizational vision and system influences on employee inspiration and organizational performance. *Creativity and Innovation Management*, 20 (2), 108-120.
- Juholin, E. (2013). *Communicare! Kasva viestinnän ammattilaiseksi*. Management Institute of Finland MIF Oy. Helsinki.
- Kanika, S. & Ravi K. (2015). Organizational change and organizational commitment: empirical study of it organizations in India. *Global journal of management and business research administration and management*, 15(6), 39-49
- Kortetjärvi, S. & Murtola, K. (2015). *Areena - Yritysviestinnän käsikirja*. Edita Publishing Oy. Helsinki.
- Simoës F., & Esposito C, France & University of Cambridge, CPSL, Cambridge, UK. (2014). Improving change management: how communication nature influences resistance to change. *Journal of Management Development* 33(4), 324-341.

- Stanleigh, M. (2008). Effecting successful change management initiatives. *Industrial and Commercial Training*, 40(1), 34–37.
<https://doi.org/10.1108/00197850810841620>
- Thakur, R. R., & Srivastava, S. (2018). From resistance to readiness: the role of mediating variables. *Journal of Organizational Change Management*, 31(1), 230-247.
<https://doi.org/10.1108/JOCM-06-2017-0237>
- Van Knippenberg, D. and M. A. Hogg, (2003). A social identity model of leadership effectiveness in organizations. In B. Staw and R. M. Kramer (eds), *Research in Organizational Behavior*, 25,245–297. JAI Press, Greenwich, CN.