MANAGEMENT

UNDERSTANDING CHANGE MANAGEMENT IN ORGANIZATIONAL CONTEXT: REVISITING LITERATURE

Anup Chowdhury *
Department of Business Administration
East West University, Dhaka, Bangladesh
ORCID ID: 0000-0002-1773-8154

Nikhil Chandra Shil
Department of Business Administration
East West University, Dhaka, Bangladesh
ORCID ID: 0000-0001-5540-801X

*Corresponding author email: anup@ewubd.edu

Abstract. Every organization operates in dynamic and volatile environment and for this reason organizations should adopt the approaches to managing change. This conceptual study presents the tools for managing changes in the organization. The findings of this study offer a number of practical implications. It is expected to increase our understanding about the change management process in organizational context and this study will be of value to the academic researchers and practitioners. The study may be equally useful to the entrepreneurs who are engaged in initiating their new businesses.

Key words: change management, organization, literature review

JEL Classification: D21, M10, M19, O33

INTRODUCTION

In an increasingly complex and dynamic business environment, organizations are continually striving to change and adapt their operations to circumstances as they evolve (Burnes, 2011; Al-Haddad & Kotnour, 2015). Changes in an organization may be considered as any alteration in activities. It promotes employee cooperation and organizational efficiency. In any organization, organizational change enhances leadership branding which increase security and the desired outcomes of change (Shulga, 2021). According to Kakabadse (1984) change is about renegotiating certain dominant values and attitudes in the organization in order to introduce new systems. Doronina (2018) argued that change management boosts employee values. Laughlin (1991) mentioned that organizational change only occurs when something or someone sparks the change process by creating some form of 'disturbance'. The purpose of change is to review and renew organisation structures and processes (Waterman, 1988). Hayes (2002) also felt that organisations attempt to make themselves more adoptable by changing their structures, processes and cultures. Organizations are, therefore, required to make significant investments for implementing various changes to adapt to the changing context (Errida & Lotfi, 2021). Management specialists define change management approaches in different ways. However, managing change is a complex process and risky endeavor (Jacobs et al., 2013). The present study deploys an earnest effort to revisit the literatures related with change management within organization.

OBJECTIVE OF THE STUDY

The objective of this paper is to archive change management techniques in organizational context based on the findings presented in various published research papers on the areas and propositions presented in various theories related to change management. More specifically, the present study attempts to define change management approaches and point out the factors responsible for changes within organization.

METHODOLOGY

This conceptual study is based on various secondary sources of data and applies a desk review fashion of scholarly pursuit of knowledge. It skimmed relevant literature and explored theories from published works. It also created references so that it would be beneficial for the potential researchers in the area of change management.

THE RESEARCH QUESTIONS

The study will seek answers of the following research questions:
In what ways have change management implemented in the organizations? Specifically,
a) How has the organizations adopted changes within the organizations?
b) In what ways is change management linked to the organizational actions?
c) How has change management contributed to amicable solutions within the organizations?

CHANGE MANAGEMENT- NOTEABLE PERSPECTIVES

There is a large body of literature from several disciplines about change management and what makes it succeed (Teczke et al., 2017). Change management is defined as the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran and Brightman, 2001). Harrison and Pitt (1984) argued that change encompasses both structure and power. However, changing does not depend on size and age but occurs thoroughly in all businesses (Hussain et al., 2018). Therefore, change is a broader concept and the key points of change are (Stewart, 1996):
a) Change is a natural phenomenon.
b) Change is continuous and ongoing.
c) The purpose of change is to aid survival and growth.
d) Survival and growth are dependent upon adaptation to a changing environment.
e) The environment can be and is influenced and shaped by the decisions and actions of the organisation.
f) Learning from experience is essential for successful adaption and change.
g) Individuals and organisations change in both common and unique directions.
According to Lewin (1952), all behavior in an organization is a product of two forces: those striving to maintain the status quo and those pushing for change. To change, one can reduce the forces to maintain the status quo or increase the forces pushing for change. Lewin (1952) showed a change model (Figure 1) that passes through three steps: unfreezing, changing and refreezing. This three-step model was for many years the dominant framework (Todnem By, 2005).
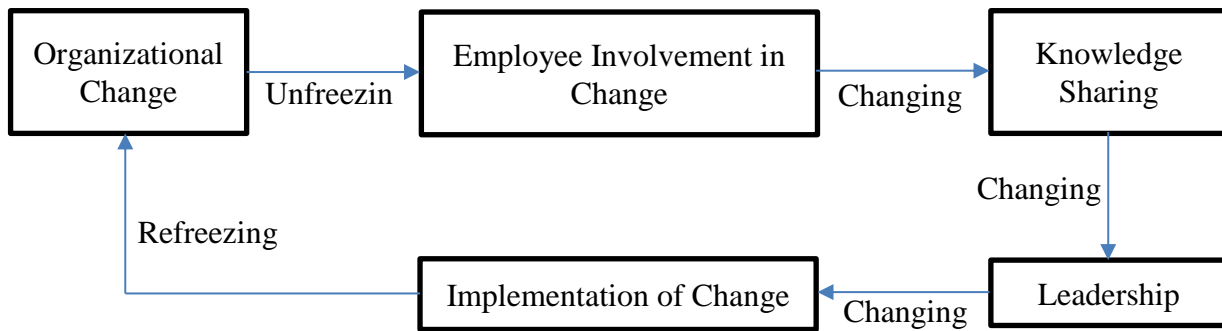
Figure 1: Lewin's three steps organizational change model

Source: adapted from Hussain et al., 2018

Unfreezing means reducing those forces that maintain the organization's behavior at the status quo. Successful organizational change may be planned and this requires the system to be unfreezed (Hussain et al., 2018). Moving to the new behavior (changing) is a step in which new ideas and practices are learnt. This process involves helping an employee think reason and perform in a variety of new ways (Teczke et al., 2017). At this stage new behavior, values and attitudes are developed through changes in organizational structures and processes. Refreezing tends the organization to a new state of equilibrium and this is done by the supporting mechanisms that reinforce the new organizational state, such as organizational culture, norms, policies and structures.

Kanter *et al.* (1992) claimed that every organisation operates in a same dynamic and volatile environment and for this reason all organisation should adopt the same approach to managing change. On the other hand, Dunphy and Stace (1993) opposed this view. They argued that every organisation faces different challenges and operates in a different direction and they suggested a situational or contingency approach to change. Wood (1979) defines the main theme of the contingency approach is that there is no one best way of organizing; it is possible to identify the most appropriate organisational form to fit in the context in which a business has to operate.

Therefore, change management becomes an everyday accomplishment for all actors, in the sense that all are living with and managing change continuously (Beeson and Davis, 2000). Wiggins (2008) cites flawed maps of change, complex problems, superficial solutions, misunderstanding resistance, and misuse of knowledge about change management process as the main challenges in the change management process. In change process two factors play important role, the employee's resistance (Stanley et al., 2005) and the openness to change (Wanberg & Banas, 2000). Resistance to change probably effects the change process which will lead to the negative outcomes (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004) while the openness of change of employees have to be focused during change process.

MANAGING CHANGE- CONSIDERABLE FACTORS

Långstedt and Manninen (2021) examines how the values of work units relate to changes that make work more dynamic or more structured. Drawing on a mixed-methods design, the authors argued that values and conflict with change objectives relate to challenges when implementing the changes. Anyieni et al. (2013) further argues that change management means to plan, initiate, realize, control and stabilize change processes on both corporate and personal levels. Dawson (1994) claimed that a range of external and internal factors demand change in an organisation. External forces for change include factors such as governmental laws and regulations, technology, social and economic change, and changes in international agreements on tariffs and trade. Internal

factors comprise implementation of organization's technology, revision of administrative structures and modifying other aspects, such as lines of communication and reward system. He mentioned that these internal and external forces to change are often interdependent. He argued that changing the human aspect of an organisation is a popular change strategy and it involves modifying attitudes, beliefs, values, technical skills and behaviors. These changes may bring about unintended and/or undesirable reaction from the workforce. Nickolas (2006) argues that the task of managing change includes its impact on people, and many managers find this difficult.

Another key element is to have the suitable and updated technology, from the start of implementation, through monitoring during the process, and in the final evaluation (Senge et al., 1999). Kotter (1996) argued that economic and social forces driving the need for major changes in organisations are technological change, international economic integration, maturation of markets in developed countries and fall of communist and socialist regimes. Kotter and Schlesinger (1979) mentioned that managers must deal with new governmental regulations, new products, growth, increased competition, technological developments, and a changing workforce. These events forced organisations towards change. They felt that most companies or divisions of major corporations must undertake moderate organisational change once a year and major changes every four or five.

Kanter et al. (1992) argue that the first step to implementing change is building coalitions of stakeholders, including employees and sponsors, such as local authorities whose support is essential. Kast and Rosenzweig (1985) also argued that the development of a process of change is an integral part of the managerial system and the drive for organisational change originates from many sources in the environmental supra-system as well as from organisational subsystems such as, goals and values, structural, psychological and managerial. They mentioned that organisational change is occurred by its environment and they pointed out that the general environment for any organisation in society incorporates technological, economic, legal, political, demographic, ecological and cultural factors. Modifications of goals and values of the organisation can also be considered as impetus for organisational change. New method for processing materials and/or information that is the changes in technical systems also stimulate the organisation to change. They added that adjustments in organisational structures are also considered as another source of change. They claimed that structural changes are used in large organisation to reduce operating unit size and offset bureaucratic tendencies. They further observed that changes in morale and motivation of individuals and/or groups have a significant impact on organisational change. These types of factors are psychological. Finally, they pointed out that managerial role is vital for change and in the managerial process managers are faced with accelerating change in both the external environmental supra-system and other internal organisational subsystem.

FINDINGS AND DISCUSSION

There are concrete reasons for accelerated growth in the change management industry. Products, technology, or ideas that used to take years to design, develop, test, and deploy are now being squeezed down to months or even weeks (Teczke et al., 2017). Some thinkers argued that change prior to 1960s was mainly incremental and infrequent but in the last three decades there has been traumatic organisational change (Kotter, 1996). Others felt that radical or discontinuous change is not new and were occurred between 1900 to 1950 (Kilcourse, 1995). Therefore, in the first classification change may be incremental and discontinuous. In incremental change there is a shift in the change process perhaps associated with implementing productivity changes (Randall, 2004). Dessler (1995) mentioned that incremental changes only affect selected organisational components such as changing the organization's structure, introducing a new production technology or developing employees to reduce the interdepartmental conflict. This type of changes is made within the context or frame of the current set of organisational strategies and components (Nadler and Tushman, 1993). Weick and Quinn (2004) observed that discontinuous change occurs during period of divergence when organisations are moving away from their equilibrium condition. They

added that it is the result of a growing misalignment between an inertial deep structure and perceived environmental demands. Therefore, it is evident that change management is linked to organizational activities.

Nadler and Tushman (1995) differentiated between incremental and discontinuous change by incorporating another dimension: reactive or anticipatory changes. A reactive change is the direct response to an external environment and it is the present requirement for change. On the contrary, an anticipatory change is not the direct response to an immediately pressing event and this change is initiated to gain competitive advantage or to prepare for a destabilizing event that may anticipate in the future. Combining these two dimensions of change – incremental versus discontinuous and reactive versus anticipatory they (ibid) developed another four categories: tuning, adaptation, reorientation, and re-creations. Nadler and Tushman (1995) considered incremental and anticipatory change as tuning. It is the simplest type of change to implement. This type of change requires adjustment or modification between organisation and the environment. It seeks ways to increase efficiency but does not occur in response to any immediate problem. Improving policies, methods, procedures, introducing new technologies, redesigning processes, developing people are considered as tuning. When incremental change is initiated reactively, it can be considered as adaptation. These types of changes are made in response to external events. Change in the availability of key resources, or response to a successful marketing strategy adopted by a competitor are considered as adaptation. Nadler and Tushman's change model is presented in Figure 2 below.

	Incremental	**Discontinuous**
Anticipatory	Tuning	Re-orientation
Reactive	Adaptation	Re-creation

Figure 2: Type of Organisational Changes

Source: Nadler and Tushman, 1995, p. 24

Strategic changes initiated in anticipation of future events are considered as reorientations. It is a major modification of the organisation. Finally, when strategic change is initiated reactively, it is referred to as re-creation. This type of changes is prompted by immediate crises and it involves transforming the organisation through the simultaneous change of all its basic elements. Here, adoptability of change management within the organization is identified. This approach may be useful to the entrepreneurs those who has stated their new businesses.

Leigh and Walters (1998) mentioned another two types of organisational change: one is strategic and the other is operational. They argued that the first is highly distinctive and relates to the future direction of the organisation affecting one or more of the goals. Strategic change deals with large scale strategic alternatives and it is a major shift in one or more of the main elements of any organisation. The elements are technical system, political system and cultural system. They mentioned operational change as day-to-day change or opportunity change which happens constantly. Mainly this type of change is about making improvements, in the short or sometimes long term, based on rapid response and adaptation.

Weick and Quinn (2004) indicated the changes as episodic and continuous. They used the term 'episodic change' to group together organisational changes that tend to be infrequent, discontinuous and intentional. This type of change tends to occur in distinct periods. On the other hand, the phrase 'continuous change' is used to group together organisational changes that tend to be ongoing, evolving, and cumulative. In continuous changes small continuous adjustments created simultaneously across units. Another classification of changes is minor or major. Minor changes are

the changes in procedures and operations. On the other hand, major changes may be transformational changes which can originate from major restructuring (Kanter, 1991). It can be concluded that change management contributes amicable solutions to the organization.

Dahrendorf (1959) pointed out that there is a continuous change in every social system. He argued that this change occurs not only in organisational elements but also in structural form too. He argued that change in the organisational element is the first order change and change in organisational structural form is the second order change. In the change management literature first-order change is considered as incremental or continuous change and second-order change is transformational, revolutionary and discontinuous change. Newman (2000) mentioned that first-order change may involve adjustments in systems, processes or structures and it does not involve any fundamental change in strategy, core values or corporate identity. Second-order change is transformational and radical change and it alters the organisation at its core.

Smith (1982) defined the changes as 'morphogenesis' and 'morphostasis'. He borrowed the terms from biology and used it in the organisation theory. According to him: Morphogenesis… is of a form that penetrates so deeply into the genetic code that all future generations acquire and reflect those changes. In morphogenesis, the change has occurred in the very essence, the core, and nothing special needs to be done to keep the change changed. (Smith, 1982, p. 318)

According to this definition, second - order change in the organisation "core" and is irreversible (Levy and Merry, 1986). Levy and Merry (1986) also mentioned that second order change as a multidimensional, multi-level, qualitative, discontinuous, radical organisational change which involves a paradigmatic shift. Smith (1982) defined first order changes as morphostasis and mentioned: Morphostasis encompasses two types of changes. First there are those that enable things to look different while remaining basically as they have always been…..the second kind of morpho static change occurs as a natural expression of the developmental sequence…. the natural maturation processes.

Levy and Merry (1986) described these types of changes as first-order change and mentioned that first order change is the change within the unit of a system but the systems remain unchanged and it is a minor improvements and adjustments. Levy and Merry (1986) compiled the different views of the various authors about first and second-order change. Those views are summarized in Table 1.

Table 1

Characteristics of First and Second Order Change

First Order Change	Second Order Change
A change in one or a few dimensions, components and aspects	Multidimensional, multicomponent, and multispectral
A change in one or a few levels (individual and group levels)	Multilevel change (individuals, groups, the whole organization)
Change in one or two behavioral aspects (attitudes, values)	Changes in all the behavioral aspects (attitudes, norms, values, perceptions, beliefs, world view, behaviors)
A quantitative change	A qualitative change
A change in content	A change in context
Continuity, improvements, and development in the same direction	Discontinuity, taking a new direction
Incremental changes	Revolutionary jumps
Logical and rational	Seemingly irrational, based on different logic
Does not change the world view, the paradigm	Results in new world view, new paradigm
Within the old state of being (thinking and acting)	Results in a new state of being (thinking and acting)

Source: Levy and Merry, 1986, p. 9

Laughlin (1991) mentioned that Habermass' three-part model of social development could be used to describe organisational change. Laughlin (1991) mentioned that organisation is an amalgam of 'interpretive schemes', 'design archetypes' and 'sub systems' (Habermas' mentioned societal structure as 'lifeworld', 'steering media' and 'systems'). Laughlin observed interpretive schemes as a shared values and beliefs which are held by organisational members. Design archetypes are the organisation structure, decision processes and communication systems. Subsystems are the tangible organisational elements. Drawing from the work of Smith (1982), Laughlin mentioned that the change can be typified as either morpho static (first-order change) or morphogenetic (second-order change). Morpho static change will track through an organisation without affecting the interpretive schemes. It can be explained here that change management is linked with the organizational actions.

At the extreme situation morpho static changes may involve shifts in the sub-system elements and changes in design archetype. On the other hand, morphogenetic changes will track through all elements of an organisation. Then Laughlin (1991) developed the 'skeletal' model of change where he identified four possible pathways ('rebuttal', reorientation', colonization, and 'evolution') an environmental disturbance can take through an organisation. These pathways are related to the first order and second order change. First order change initially at the level of design archetype, but will not affect the interpretive schemes. On the other hand, second order changes will result in changes not only in those elements altered by first order changes but also in the interpretive schemes. Laughlin's typology is summarized in Table 2.

Table 2

Laughlin's typologies of organisational change

Typologies	Pathways
No Change	Inertia
First order change (Morphostatic)	Rebuttal
	Reorientation
Second order change (Morphogenetic change)	Colonization
	Evolution

Source: Gray et al., 1995, p. 216

According to Laughlin, 'Inertia' is the desired natural state of an organisation where no disturbances need to be faced. Change of a 'Rebuttal' nature may involve some changes which are primarily absorbed in the design archetype. Unlike 'rebuttal' type changes, 'reorientation' changes, sparked by an environmental disturbance, are assumed to affect not only the design archetype but the sub-systems as well. This is because the disturbance cannot be rebuted, but has to be accepted and internalized into the workings of the organization, but in such a way that the real heart of the organization (the interpretive schemes) is basically unaffected by the disturbance (Laughlin, 1991). 'Colonization' is a second order change. Initially this type of disturbance changes design archetype and then to both the sub systems elements and the layers of the interpretive schemes. The final change pathway is 'evolution'. It is a second order change which involves major shifts in the interpretive scheme. Change through evolution is desired and accepted by all the organisational participants freely and without coercion.

Giddens (1990, p. 303) claimed that there can be no universal theory of change since all social practices are irremediably contextual (Giddens, 1990, p. 301), and outcomes erratic (ibid, p. 303). For analysis purposes, he provided four types of social change. These are system reproduction, system contradiction, reflexive appropriation and resource access.

a) *system reproduction* - change which occurs through the inherent indeterminacy of social reproduction;

b) *system contradiction* - change which results from clashes or struggles generated at the 'fault lines' of social systems;

c) *reflexive appropriation* - change which derives from the reflexive understanding of conditions of system reproduction, particularly as mobilized by organisations and social movements;

d) *resource access* - change which comes from differential control of desired resources, whether or not such change is reflexively mobilized. (Giddens, 1990, p. 304).

Change processes can also be classified as 'Planned Change' and 'Managed Change'. 'Planned Change' is how experts, inside or outside the organisation, can help the organisation to cope with the difficulties, and to plan and implement desired changes. On the other hand, 'Managed Change' refers to how managers can plan and implement (Levy and Merry, 1986). They mentioned the characteristics of planned change, distinguishing it from other forms of organisational change:

a) Planned change involves a deliberate, purposeful, and explicit decision to engage in a program of change.

b) Planned change reflects a process of change.

c) Planned change involves external or internal expertise.

d) Planned change generally involves a strategy of collaboration and power sharing (power derived from knowledge, skills, and competencies) between the expert and the client system.

Planned change is to do with the implementation of a specific decision in order to overcome a 'felt' need or problem (Stewart, 1996). Planned change concerns how change is created, implemented, evaluated and maintained (Bennis et al., 1979). Jick (1993) also mentioned that change is a planned or unplanned response to pressures and forces and further mentioned that change program intended to improve productivity, increase quality, speed up product development, and so on.

Nadler (1997) has developed a management framework of twelve action steps which is helpful for managers and executives to apply at every level of hierarchy during the change process. This is immensely helpful for leading and managing change at every corner of the organization. The twelve action steps are as follows:

a. get the support of key power groups,
b. get leaders to model change behavior,
c. use symbols and language,
d. define areas of stability,
e. surface dissatisfaction with the present conditions,
f. promote participation in change,
g. reward behaviors that support change,
h. disengage from the old,
i. develop and clearly communicate an image of the future,
j. use multiple leverage points,
k. develop transition management arrangements,
l. create feedback.

Kanter et al. (1992) have done a wonderful research on organization change and proposed *Ten Commandments* on how to plan a change process, which are:

a. analyze the need for change,
b. create a shared vision,
c. separate from past,
d. create a sense of urgency,
e. support a strong leadership role,
f. line up political sponsorship,
g. craft an implementation plan,
h. develop enabling structures,
i. communicate and involve people,

j. reinforce and institutionalize change.

Ghoshal and Barlett (1996) argue for the importance of sequencing and implementation of activities in a change process in three phases: rationalization, revitalization, regeneration. They claim that while change is often presented as difficult and messy, there is nothing mystical about the process of achieving change with effective strategies following the rationalization, revitalization and regeneration sequential process (Aswathappa & Reddy, 2009). Pendlebury et al. (1998) have presented the *Ten Key Factors Model* which can be adapted to any particular change situation, namely, define the vision, mobilize, catalyze, steer, deliver, obtain participation, handle emotions, handle power, train and coach, and actively communicate. Huy (2001) categorizes change into four ideal types: commanding, engineering, teaching and socializing. Each ideal type has its limitations. The commanding approach may lead to resentment and rarely produces lasting behavioral change. The teaching approach is very individualistic and may not be aligned with corporate strategic objectives. Hussey (2000) proposed a change management model (EASIER model) consisting six elements mostly appropriate for high-tech enterprises. The elements of EAS (creation of vision, activation, support) are more behavioral, and the rest, IER (implementation, provision, recognition) are related to issues of the system and processes (Hussey, 2000). Another model (ADKAR) is a practically oriented model of change, consisting of five consecutive steps (Hiatt, 2006):

a) Awareness of the need for change: The reasons for the change are described at this stage.

b) Desire and willingness to change: At the stage, a decision is made to support these or other changes, which are achieved only if they are understood as necessary.

c) Knowledge of how to change: At this stage, knowledge is formed about how exactly it is necessary and should be changed, and also contains the knowledge and skills necessary for changes.

d) Ability to implement change: The stage involves the demonstration of the applicability and attractiveness of changes, as well as the identification of barriers that may prevent change.

e) Providing support for change: Here, special attention is paid to efforts to support change. Their stabilization and adoption are achieved through feedback, reward, performance evaluation and corrective action.

Lawson and Shen (1998) also pointed out that organisational change focuses on changing the organisation and this change comes in two basic types, one is unplanned change and the other is planned change. Unplanned change comes from an event that are external to the organisation whereas planned change originates from the decision to improve or develop an organisation. They also reviewed a four-facet model of planned organisational change. The first facet involves either organisational development or organisational transformation. They mentioned that organisational development was popular in the 1960s and 1970s and mainly dealt with the increasing size and complexity of organisation. On the other hand, organisational transformation is increasingly popular in the 1980s and today. They viewed that organisational transformation includes significantly increasing demands from customers or clients and the competitiveness of the global marketplace. It usually involves changes in both an organization's basic business strategy and organisational culture. They conclude that organisational development focuses on incremental change, whereas organisational transformation focuses on quantum change. The second facet includes organisational vision and work setting. These are social interaction patterns and physical environment. The third facets include cognitive and behavioral changes in individual members which, in turn, contribute to the improved organisational performance and enhanced individual development. Finally, they presented reengineering as a strong and concrete organisational strategy. It is a recently developed approach to organisational change that focuses on reengineering business processes.

Costello (1994) described three types of change that may occur in an organisation: Developmental, Transitional and Transformational. Developmental change is related to improvement of the organisation, for example, introduction of new technology, expansion of market, or team building. Transitional change is related to the introduction of new techniques, method, products or services. Transformational change is related to the implementation of new structure or changes in strategy and vision. Ackerman (1986) also categorized changes in

organisations as developmental, transitional and transformational. He argued that developmental changes are the improvement of a skill, method or condition. Transitional change introduces to have an organisation evolve slowly. These types of change involve many transition steps and are replaced by something new- for example, reorganizations, mergers, introducing new services etc. Transformational change is a radical reconceptualization of the organization's mission, culture, critical success factors, form, leadership etc.

Developmental Change or Organizational Development (OD) is a change intervention technique. There is no single underlying theory which unifies this approach and it is informed by a variety of different perspectives (Palmer et al., 2006). Richard Beckhard, 1969 (quoted in Palmer *et al*., 2006, pp. 179-180) mentioned the following characteristics of OD approach:

a) *It is planned* and involves a systematic diagnosis of the whole organisational system, a plan for its improvement, and provision of adequate resources.

b) *The top of the organisation* is committed to the change process.

c) *It aims at improving the effectiveness* of the organisation in order to help it achieve its mission.

d) *It is long- term*, typically taking two or three years to achieve effective change.

e) *It is action-oriented*.

f) *Changing attitudes and behavior* is a focus of the change effort.

g) *Experiential-based learning* is important as it helps to identify current behaviors and modifications that are needed.

h) *Groups and teams* form the key focus for change.

Harvey and Brown (1992) considered OD as a continuing process of organisational improvement. They argued that OD works on the idea that organisation change involves improving the way people work in teams and the way team activities are integrated with organisational goals. Dawson (1994) mentioned that OD approach is planned and it includes all the members of the organisation. The main objective of this type of change is to improve working conditions and organization's effectiveness. There are six major steps in an organisational development program. These are identifying a need for change, selecting an intervention technique, gaining top management support, planning the change process, overcoming resistance to change, and evaluating the change process (Aldag and Stearns, 1991). Blake et al. (1989) mentioned that OD originates in many shapes and forms and it is difficult to point out the common features. They further mentioned that whatever the approach is, the objectives of organizational development are to improve human effectiveness in organized form.

Transitional change is an analytical, rational and pragmatic strategy and the main focus of this strategy is to analyze and evaluate the impact of the future state on the present state, and deducing what action steps need to be taken (Levy and Merry, 1986). Beckhard and Harris developed transitional approach in the mid-1970s. Other consultants and managers further developed and used it (Levy and Merry, 1986). Beckhard and Harris (1987) identified three distinct stages that are involved in a complex change effort. These are present state, transition state and future state. Using this idea, Beckhard and Harris (1987) developed a model that consists of a sequence of six distinguishable stages (quoted in Levy and Merry, 1986):

1. Assess the present condition, including the need for change
2. Define the new state or condition after the change
3. Define the transition state between the present and the future
4. Develop strategies and action plans for managing this transition
5. Evaluate the change effort
6. Stabilize the new condition and establish a balance between stability and flexibility.

Another type of change is transformational. Fletcher (1990, p. 9) defined transformational change as the fundamental shift in perceptions, values and consciousness. By this type of change new meaning for the organisation is established and it completely alters the ways of responding to its environment. Transformational change or Organisational Transformations (OT) can occur due to

changes in environment or technology (Waddell *et al*., 2000). By definition this type of change is a second order change (Bartunek and Louis, 1988). Hawley (1983) mentioned that:

OT recognizes the dynamics of a paradigm shift, the building up of pressure to replace old theories, and the sudden shift from the old to the new. OT is discovering the natural base structures in our organisation world while recognizing those structures are always evolving. OT helps make conscious what lies largely at the unconscious level in organisation (Hawley, 1983, pp. 7-8).

Flamholtz and Randle (1998) identified three types of transformational change as summarized in Table 3 below:

Table 3

Types of Transformational Change

Key Factors Influencing Design of Transformations	Transformation Types		
	Type 1: Entrepreneurial to Professional Management	Type 2: Revitalization	Type 3: Business Vision
Organizational environment	Growth in markets and competition	Major change in environment	May or may not involve environmental change
Business concept	No transformation	No transformation	Major transformation
Building blocks of organisational success	Changing culture, management, and operational systems	Change needed in markets, services, resources, operational and measurement systems, and culture	Changes in markets, services, resources, operational and measurement systems and culture
Organisational size	Associated with rapid growth	Usually change, including downsizing	May involve size change

Source: Flamholz and Randle, 1998, p. 39

Type 1 transformation occurs when an organization moves from an entrepreneurial to a professional management structure. Type 2 transformation is the revitalization of the established companies. In this transformation organization exists in the same market but rebuild itself to operate more effectively. In Type 3 transformation, the business fundamentally changes its vision.

CONCLUSION

A change management model serves as a compass that can facilitate or lead change efforts (Rothwell & Sullivan, 2005) by determining the specific processes and steps to follow, by illustrating the various factors influencing change, or by determining the levers used to succeed in the change management process (Parry et al., 2013; Stouten et al., 2018). Several change management models have been developed over the years using various theories and principles from different disciplines (Galli, 2018). It should be noticed that none of the approaches and models for a change management is the ideal one. The choice of a particular approach should be based on consideration of real conditions, as well as when integrating several models (Teczke et al., 2017). This study identifies factors driving change management in organizations and different successful change management typologies.

Despite many models, there is still a need to identify contextual factors comprehensively and to bridge the gaps in understanding how to succeed in organizational change management (Burnes, 2011; Jones et al., 2018). Indeed, existing models do not fully explore or display all factors that

influence the success of organizational change (Jones et al., 2018). Some models place emphasis on specific factors that are not major success factors as demonstrated in other models, while some models incorporate factors not included in others. Therefore, the use of a single model or few models is not sufficient to cover various change situations (Burnes & Jackson, 2011). This study aptly identified different models to provide a comprehensive view on change management literature which will guide the change management team to develop their own tailored model.

It has been observed that organizations are continuously facing turbulent situations. As a consequence, the organizations need to implement various change initiatives. For the correct implementation of changes, it is necessary, first of all, to assess the specific situation and desired results, as well as learn how to correctly manage changes based on the approaches and models considered (Teczke et al., 2017). This study argues that there is no single model which is applicable in every situation, rather it necessitates a detailed study before choosing a particular change management model for smooth and successful delivery of changes. Understanding the organizational context, actors of change management process, consequences of change, involvement and support of top-level management and infrastructural requirements need to scrutinized before implementing change management. The present study points out the probable alternatives for changes proposed by prominent management specialists in this regard. Hence, it will contribute our understanding of managing change through various management technologies. Here, it is argued that change typology has been adopted in this study because it incorporates functional and behavioral all the elements of change management systems. In this study it is evident that organizations adopt change management strategies for their survival. It is directly linked with organizational actions and it positively contributes by providing amicable solution when necessary.

REFERENCES

Ackerman, L. S. (1986). Development, Transition or Transformation: The Question of Change in Organization. *OD Practitioner*, *18*(4), 1-8.

Aldag, R. J., & Stearns, T. M. (1991). *Management* (3rd ed.). Cincinnati: South Western.

Al-Haddad, S., & Kotnour, T. (2015). Integrating the organizational change literature: a model for successful change. *Journal of Organizational Change Management, 28*(2), 234–262. doi:10.1108/JOCM-11-2013-0215

Anyieni, A.G., Bcom, M., & Campus, N. (2013). Effect of strategic planning on the performance of small and medium enterprises in Kenya: A summary review of the literature. *The International Journal of Professional Management (IJPM)*, *8*(6), 1–10.

Aswathappa, K., & Reddy, G.S. (2009). *Organisational Behaviour* (Vol. 20). Mumbai: Himalaya Publishing House.

Bartunek, J. M., & Louis, M. R. (1988). The interplay of organizational development and organizational transformation. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in Organisational Change and Development* (pp. 97-134). Greenwich, CT: JAI Press.

Beckhard, R., & Harris, R. T. (1987). *Organizational transitions: Managing complex Change*. Addison Wesley Publishing Company.

Beeson, I., & Davis, C. (2000). Emergence and accomplishment in organizational change. *Journal of Organizational Change Management*, *13*(2), 178-189. doi:10.1108/09534810010321508

Bennis, W. G., Benne, K. D., Chin, R., & Corey, K. E. (1979). *The Planning of Change*. New York: Holt, Rinehart & Winston.

Blake, R. R., Mouton, J. S., & McCanse, A. A. (1989). *Change by Design*. Addison Wesley Publishing Company.

Bordia, P., Hunt, E., Paulsen, N., Tourish, D., & DiFonzo, N. (2004). Uncertainty during organizational change: Is it all about control? European Journal of Work and Organizational Psychology, 13 (3), 345-365. doi:10.1080/13594320444000128

Burnes, B. & Jackson, P. (2011). Success and failure in organizational change: an exploration of the role of values. *Journal of Change Management, 11*(2), 133–162. doi:10.1080/14697017.2010.524655

Burnes, B. (2011). Introduction: why does change fail, and what can we do about it? *Journal of Change Management, 11*(4), 445–450. doi:10.1080/14697017.2011.630507

Costello, S. J. (1994). *Managing Change in the Workplace*. Burr Ridge, IL: *Irwin Professional Publishing*/Mirror Press

Dahrendorf, R. (1959). *Class and class conflict in industrial society*. *Stanford*, *CA*: *Stanford University Press.*

Dawson, P. (1994). *Organizational Change- A Processual Approach. London*: *Paul Chapman* Publishing Ltd.

Dessler, G. (1995). *Managing Organisations in an era of change* (1st ed.). Sydney: Dryden Press.

Doronina, O. (2018). Transformation of approaches to personnel's motivation in the conditions of the newest managerial paradigm. *Management and Entrepreneurship: Trends and Development, 3*(5), 23-32. doi:10.26661/2522-1566/2018-3/05-03

Dunphy, D., & Stace, D. (1993). The strategic management of corporate change. *Human Relations*, *46*(8), 905-918. doi:10.1177/001872679304600801

Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management, 13*, 1–15. doi: 10.1177/18479790211016273

Flamholz, E. G., & Randle, Y. (1998). *Changing the game: Organisational transformations of the first, second, and third kinds. New York*, *NY*: *Oxford University Press*.

Fletcher, B. R. (1990). *Organization Transformation Theorists and Practitioners: Profiles and Themes*. New York: Praeger Publishers.

Galli, B. J. (2018). Change management models: a comparative analysis and concerns. *IEEE Engineering Management Review, 46*(3), 124–132. doi:10.1109/emr.2018.2866860

Ghoshal, S., & Bartlett, C.A. (1996). Rebuilding behavioral context: A blueprint for corporate renewal. *Sloan Management Review*, *37*(2), 23–36.

Giddens, A. (1990). Structuration theory and sociological analysis. In J. Clark, C. Modgil & S. Modgil (Eds.), *Anthony Giddens: Consensus and Controversy* (pp. 297- 315). Brighton, UK: *Falmer Press*.

Gray, R., Walters, D., Bebbington, J., & Thomson, I. (1995). The greening of enterprise: An exploration of the role of environmental accounting and environmental accountants in organizational change. *Critical Perspectives on Accounting*, *6*(3), 211-239. doi:10.1006/cpac.1995.1021

Harrison, R. G., & Pitt, D. C. (1984). Organizational development: A missing political dimension? In A. Kakabadse & C. Parker (Eds.), *Power, Politics and Organizations*. New York: John Willey & Sons.

Harvey, D. F., & Brown, D. R. (1992). *An experiential approach to organizational development*. NJ: Prentice Hall International.

Hawley, J. (1983). Organization transformation as life welling fort. *OD Practitioner*, 15, 9-10.

Hayes, J. (2002). *The Theory and Practice of Change Management*. New York: Palgrave.

Hiatt, J. (2006). *ADKAR: A Model for Change in Business, Government, and Our Community*. Loveland: Prosci.

Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (20018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. Journal of Innovation & Knowledge, 3(3), 123-127.

doi: 10.1016/j.jik.2016.07.002

Hussey, D.E. (2000). *How to Manage Organisational Change* (Vol. 28). Kogan Page Publishers: London.

Chowdhury, A. and Shil, N.C. (2022), "Understanding change management in organizational context: revisiting literature", *Management and entrepreneurship: trends of development*, 1(19), pp.28-43. Available at: https://doi.org/10.26661/2522-1566/2022-1/19-03

Huy, Q.N. (2001). Time, temporal capability, and planned change. *Academy of Management Review*, *26*(4), 601–623. doi:10.5465/amr.2001.5393897

Jacobs, G., van Witteloostuijn, A., & Christe-Zeyse, J. (2013). A theoretical framework of organizational change. *Journal of Organizational Change Management, 26*(5), 772–792. doi:10.1108/JOCM-09-2012-0137

Jick, T. D. (1993). *Managing Change Cases and Concepts*. Irwin McGraw-Hill.

Jones, J., Firth, J., Hannibal, C., & Ogunseyin, M. (2018). Factors Contributing to Organizational Change Success or Failure: A Qualitative Meta-Analysis of 200 Reflective Case Studies. In R. Hamlin, A. Ellinger, & J. Jones (Eds.), *Evidence-Based Initiatives for Organizational Change and Development* (pp. 155-178). Hershey, PA: IGI Global. doi:10.4018/978-1-5225-6155-2.ch008

Kakabadse, A. (1984). Politics of a process consultant. In A. Kakabadse & C. Parker (Eds.), *Power, Politics and Organizations*. New York: John Willey & Sons. doi:10.1177/017084068500600113

Kanter, R. M. (1991). Transcending Business Boundaries: 12,000 World Managers View Change. *Harvard Business Review*, *69*(3), 151-164.

Kanter, R. M., Stein, B. A., & Jick, T. D. (1992). *The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It*. New York: Free Press.

Kast, F. E., & Rosenzweig, J. E. (1985). *Organization & Management – A Systems and Contingency Approach*. New York: *McGraw-Hill*.

Kilcourse, T. (1995). Keep the small change. *Leadership & Organisation Development Journal*, *16*(8), 40-42.

Kotter, J. P., & Schlesinger, L. A. (1979). Choosing strategies for change, *Harvard Business Review*, *57*(2), 106-114.

Kotter, J. P. (1996). *Leading Change. Boston*: *Harvard Business School Press.*

Långstedt, J., & Manninen, T. J. (2021). Basic values and change: A mixed methods study, *Journal of Change Management*, 21(3), 333-357. doi:10.1080/14697017.2020.1837206

Laughlin, R. (1991). Environmental disturbances and organizational transitions and transformations: Some alternative models. *Organization Studies*, *12*(2), 209-232. doi:10.1177/017084069101200203

Lawson, R. B., & Shen, Z. (1998). *Organizational Psychology- Foundations and Applications.* New York: Oxford University Press.

Leigh, A., & Walters, M. (1998). *Effective Change: Twenty ways to make it happen*. London: Institute of Personnel and Development.

Levy, A., & Merry, U. (1986). *Organizational Transformation: Approaches, Strategies, Theories.* New York: Praeger Publishers.

Lewin, K. (1952). Group Decision and Social Change. In G. E. Swanson, T. M. New Comb, & E. L. Hartley (Eds.), *Readings in Social Psychology* (pp. 459-473). New York: Holt, Rinehart & Winston.

Moran, J. W., & Brightman, B. K. (2001). Leading organizational change. The Career Development International, 6(2), 111-118. doi:10.1108/13620430110383438

Nadler, D. A., & Tushman M. L. (1993). Organizational frame bending: principles for managing reorientation. In T. D. Jick (Ed.), *Managing Change: Cases and Concepts* (pp. 225-241). Irwin McGraw-Hill.

Nadler, D. A., & Tushman, M. L. (1995). Types of Organizational change: from incremental improvement to discontinuous transformation. In D. A. Nadler, R. B. Shaw, & A. E. Walton (Eds.), *Discontinuous Change: Leading Organizational Transformation* (pp. 15-34). San Francisco: Jossey-Bass.

Nadler, D.A. (1997). *Champions of Change: How CEOs and their Companies are Mastering the Skills of Radical Change*. San Francisco: Jossey-Bass.

Newman, K. L. (2000). Organisational transformation during institutional upheaval. *Academy of Management Review*, *25*(3), 602-619. doi:10.2307/259313

Nickolas, B. (2006). *Essentials of Change*. London: Thousands Oak.

Palmer, I., Dunford, R., & Akin, G. (2006). *Managing Organizational Change: A Multiple Perspectives Approach*. New York: Irwin McGraw- Hill.

Parry, W., Kirsch, C., Carey, P., & Shaw, D. (2013). Empirical development of a model of performance drivers in organizational change projects. *Journal of Change Management, 14*(1), 99–125. doi:10.1080/14697017.2012.745894

Pendlebury, J., Grouard, B., & Meston, F. (1998). *The Ten Keys to Successful Change Management*. London: John Wiley & Sons.

Randall, J. (2004). *Managing Change/Changing Managers*. Routledge, Taylor and Francis Group.

Rothwell, W., & Sullivan, R. (2005). *Models for change. Practicing organizational development: a guide for consultants* (2nd ed.). San Francisco, CA: Pfeiffer.

Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G., & Smith, B. (1999). *The Dance of Change* (Vol. 24). New York: Doubleday.

Shulga, L. V. (2021). Change Management Communication: The Role of Meaningfulness, Leadership Brand Authenticity, and Gender. *Cornell Hospitality Quarterly*, *62*(4), 498-515. doi:10.1177/1938965520929022

Smith, K. K. (1982). Philosophical problems in thinking about organizational change. In P. S. Goodman (Ed.), *Change in Organizations: New Perspectives on Theory, Research and Practice* (pp. 316–374). San Francisco: Jossey- Bass.

Stanley, D. J., Meyer, J. P., & Topolnytsky, L. (2005). Employee cynicism and resistance to organizational change. Journal of Business and Psychology, 19(4), 429-459. doi:10.1007/s10869-005-4518-2

Stewart, J. (1996). *Managing Change through Training and Development*. London: Kogan Page.

Stouten, J., Rousseau, D. M., & de Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *The Academy of Management Annals, 12*(2), 752–788. doi:10.5465/annals.2016.0095

Teczke, M., Bespayeva, R. S., & Bugubayeva, R. O. (2017). Approaches and models for change management. *Jagiellonian Journal of Management*, *3*(3), 195–208. doi:10.4467/2450114XJJM.17.014.9785

Todnem By, R. (2005). Organizational change management: A critical review. *Journal of Change Management*, *5*(4), 369–380. doi:10.1080/14697010500359250

Waddell, D. M., Cummings, T. G., & Worley, C. G. (2000). *Organization Development & Change*. South Melbourne, Vic.: Nelson Thomson Learning.

Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to change in a reorganizing workplace. Journal of Applied Psychology, 85 (1), 132-142. doi:10.1037/0021-9010.85.1.132

Waterman, R. H. (1988). *The Renewal Factor: How the Best Get and Keep the Competitive Edge.* New York: Bantam Books.

Weick, K., & Quinn, R. (2004). Organisational change and development: Episodic and continuous changing. In J. J. Boonstra (Ed.), *Dynamics of Organizational Change and Learning* (pp. 177- 196). *John Wiley* and *Sons Ltd*.: West.

Wiggins, L. (2008). Managing the ups and downs of change communication. *Strategic Communication Management*, *13*(1), 20–23.

Wood, S. (1979). A Reappraisal of the contingency approach to organization. *Journal of Management Studies*, *16*(3), 334-354. doi:10.1111/j.1467-6486. 1979.tb00391.x

РОЗУМІННЯ УПРАВЛІННЯ ЗМІНАМИ В ОРГАНІЗАЦІЙНОМУ КОНТЕКСТІ: ПЕРЕГЛЯД ЛІТЕРАТУРИ

Anup Chowdhury
Department of Business Administration
East West University, Dhaka, Bangladesh

Nikhil Chandra Shil
Department of Business Administration
East West University, Dhaka, Bangladesh

Кожна організація працює у динамічному та мінливому середовищі, і з цієї причини організації повинні застосовувати підходи до управління змінами. У цьому концептуальному дослідженні представлені інструменти управління змінами в організації. Результати цього дослідження мають низку практичних наслідків. Очікується, що воно розширить наше розуміння процесу управління змінами в організаційному контексті, і це дослідження буде корисним для наукових дослідників та практиків. Дослідження може бути корисним для підприємців, які займаються створенням нових підприємств.

Ключові слова: управління змінами, організація, огляд літератури

ПОНИМАНИЕ УПРАВЛЕНИЯ ИЗМЕНЕНИЯМИ В ОРГАНИЗАЦИОННОМ КОНТЕКСТЕ: ПЕРЕСМОТР ЛИТЕРАТУРЫ

Anup Chowdhury
Department of Business Administration
East West University, Dhaka, Bangladesh

Nikhil Chandra Shil
Department of Business Administration
East West University, Dhaka, Bangladesh

Каждая организация работает в динамичной и изменчивой среде, и по этой причине организации должны применять подходы к управлению изменениями. В данном концептуальном исследовании представлены инструменты для управления изменениями в организации. Результаты данного исследования имеют ряд практических последствий. Ожидается, что оно расширит наше понимание процесса управления изменениями в организационном контексте, и это исследование будет полезно для научных исследователей и практиков. Исследование может быть также полезным для предпринимателей, которые занимаются созданием новых предприятий.

Ключевые слова: управление изменениями, организация, обзор литературы