

# **A Review On The Effectiveness of Change Management In Organization**

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## **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

## **INTRODUCTION**

Knowledge and information is the combination on the key term to every organization and individual. Furthermore, the existence of information and knowledge is being used by all types of users and organization in managing their organization asset. Organization may face the challenges in handling the information and knowledge asset if the management of the work process is not in appropriate way. The existence of the technology needed in handling the data, information in organization. Hence, it is related to the acquisition, creation, storage and dissemination purpose throughout the department and organization. Hence, the organization needs to change in order to compete with other organization and meet the organization

objective more smooth way.

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.

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 are responsible in maintain the positive environment and positive attitude in accepting the change management. It is reflect in the creation of the willingness and readiness of employee in applying the new work performance.

## **LITERATURE REVIEW**

### **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.

Besides, leaders should provide the estimation for how much vision is needed. They should understand and give some efforts to commit and try to make the things that have been planned happen accordingly. Use every channel for communication and opportunity. Therefore, the leaders should bring up people from existing responsibilities so that they can concentrate on the new effort. Thus, people will start to live with the new ways and make changes in the areas of their job involvement. Not only that, employees should as well consolidate the improvement and keep the change moving in momentum. Bear in mind that, new approaches are fragile. Use the feeling of motivation to explore the change in the basic culture for the organization.

Change will be effective when it seems to be into the bloodstream in the organization and become the things that always be the priority. This is to show to people how the new approaches, attitudes and behaviors helped to improve the organization. Useful effective change management tends to be associated with a multiple element like change leadership, communication, employee engagement and employee commitment that creates power and motivation that is sufficient to overwhelm all the resources.

## **Change Leadership**

The research by Gill (2003), as the title is change management or change leadership is argue on the needed or compulsory of the effective leadership in implementing the successful change management. By introduced the leadership element and implement in the organization can sustain the management in producing the outstanding performance to the organization.

Model changes in leadership have benefited the managers and scholars because of their promises exceptional organizational outcomes. In the field of change management, much write about the leadership and the types of leadership (Bass & Avolio, 1994). According to Atkinson and Mackenzie (2015) if no one can become a good leadership, there will be no changes are made in the organization. For example, Bass (1985) noted that leaders must encourage change by creating vision. Generally, leaders need to have

a clear understanding of strategic objectives for their organization, identify the actions needed to achieve organizational objectives and analyze the existing ideology. Based on Ionescu (2014) mentioned that leaders must have strong leadership skill to shape a good organization.

According to Schein (1992) stated that leadership widely believed to be linked in the process of change. A leader who encourages the continuous learning and favours change helps to define an organisational that is flexible. Despite on fearing on the condemnation for suggesting different ideas, employees with this kind of environment will feel free to express their innovative opinions and leading to higher productivity. Malloch and Melnyk (2013) stated that to achieve a good teamwork, leaders must cultivate a positive culture among the employees. This is because it would create the environment which the employees trust each other and reduce the interference while doing the job.

Leaders are recognised to be a dominant influence on the company direction. However, Van and 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).

## **Communication**

According to Kortetjarvi and Murtola (2015) stated that communication happens everywhere in the organization where people meet face to face or virtually. The research by Elving (2005), the title is the role of communication in organizational change. The research is purposely to provide a conceptual framework on the communication that reflects on the organizational change and the prevention on the resistance of change communication is an action between two people or more where it deliver, receive and react to the messages among participants. 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 and Lahti (2014) and Simoes and Esposito (2014) where the lack of communication and information provided could lead to anxiety associated with the change.

Based on Lewis (2000) stated that communication and change management are linked processes. Communication is very important lever for change management. It is not only just telling someone on something, but it aims to answer the questions from employees and reduce their anxiety in order to gain support, keep them motivated and achieved the outcomes. Communication intends to move employees in a structured way to engage and accept in the change as a team. 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.

## **Employee Engagement**

The research from Saks (2006), entitled as antecedents and consequences of employee engagement. The research paper studied on the relationship between the antecedents and the consequences of the employee engagement in a protection acquisition organization. According to Shaw (2005), employee engagement is about translating employee potential into employee performance and business success. 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 and 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 feel 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 and 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).

The aspect in the engagement of the employee is depend on the organization provide the benefits to the employee. The distributive and procedural justice in the organization system allocated the justice in providing the fair and positive work environment to the employee can attached the employee to easy change the work performance (Rusly, Sun & Corner, 2015). Along with that, the rewards and recognition can be a driven element in connecting employee engagement, job characteristics is allow the employee in make the decision making opportunities to more engaged to the organization change objective (Brisson-Banks, 2010).

### **Employee Commitment**

Based on the framework for employee commitment from Armenakis, Harris, & Mossholder (1993) it briefly clarifies the concept of readiness for organizational change. Hence, the commitment of change usually relate to the employee that made the change to the organization but the level or readiness and acceptance of the employee is reflect on the factor that can change the quality of the organization output.

According to Kanika and 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

Thatcher (2007) where the commitment relates positively with the employee ability to adapt to unforeseen events. Besides, the commitment from the organization could support the organizational citizenship behavior vital to employee empowerment. Based on Altindis (2013) mentioned that the employee commitment can be increased by organising and managing the organizational factors such as job satisfaction, job rewards and nature of work. There are three types of commitment which could engage with the employee commitment which are affective commitment, continuance

commitment and normative commitment.

According to Maxwell and Steele (2013) stated that affective commitment can be defined as the individual strength identification and involvement with the organization. It is a willingness of the individual to put an extra effort, accept the goals and value the organization. Next is continuance commitment. 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.

Besides, normative commitment can be defined as the individual commitment which is based on the feeling (Meyer & Herscovitch, 2013). 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 the some kind of the attachment to the involvement in the change initiative which could result from awareness of the change. Therefore, the commitment to change is very crucial because it could unite an individual to a course of action for the successful implementation of change initiative (Meyer & Herscovitch, 2013).

## **Analysis of Review**

An analysis of review table has been developed in order to show summarization of related previous studies. All of the previous studies are focusing on the effectiveness of change management. However, each of previous study has different antecedents in exploring their effects towards change management. There is a study by Stanleigh (2008) on the change management. There will be four independent variables which are change leadership, communication, and employee engagement and employee commitment while its dependent variable is the effectiveness of change

management. Some previous studies discussed on the effectiveness of change management and connecting it with change leadership Gill (2003). Other previous studies by Elving (2005), Saks (2006) and Armenakis, Harris, Mossholder (1993) discussed on the effect of change management.

**Table 1. Analysis Review for Literature Review Study**

Independent and Dependent Variables					
Authors	Change Management	Change leadership	Communication	Employee Commitment	Employee Engagement
Stanleigh (2008)	✓				
Gill (2003)	✓	✓			
Atkinson and Mackenzie (2015)	✓	✓			
Abou-Moghli (2015)	✓	✓			
Kortetjarvi and Murtola (2015)	✓		✓		
Christensen (2014)	✓		✓		
Simoos and Esposito (2014)	✓		✓		
Elving (2005)	✓		✓		
Bridger (2015)	✓			✓	
Thakur and Srivastava (2018)	✓			✓	
Hart, 2016	✓			✓	
Saks (2006)	✓			✓	✓
Armenakis, Harris, Mossholder (1993)	✓				✓
Kanika and Ravi (2015)	✓				✓

## **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.

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