A Multidimensional Review on Organizational Change's Perspectives, Theories, Models, and Types of Change: Factors Leading to Success or Failure Organizational Change

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Abstract- **Every organisms and non-organisms are evolving and improving to become better. Hence, they make changes. In order to catch up with the trend of marketplace, organizations have to take the initiative to change. Organizational change is important to lead the organizations to success. This article is going to talk about the perspectives, theories, models and approaches of organizational change. Different type of changes that should be known during the process of organizational such as technology change, structural change, task change and people change will be discussed as well. Some examples are provided. Then, we will explore the factors such as leadership, resistance to change and commitment to change that lead to the success and failure of organization change.**

Keywords- Organizational Change; Perspectives; Models; Theories; Approaches; Types Of Change; Factors

I. INTRODUCTION

The economy is growing rapidly, as more organizations develop, consequently increasing the demand of the market. According to the report that was released by the Bureau of Economic Analysis in the United States, "the Gross Domestic Product (GDP) has expanded 1.80 percent in the first quarter of 2013" (Trading Economics, 2013). Besides that, the World Bank predicted the global economy to grow at a rate of 2.4 percent in 2013 (Global Times, 2013). It also expected the global economic growth to be strengthened in 2014 and 2015 (Global Times, 2013). The growing globalization of different businesses would in turn lead to the increase of need to implement changes such as organizational strategies across national boundaries (Hempel & Martinsons, 2009). As the competition in the market increases, organizations would have to produce the best of their products and services in order to persevere (Zakaria, Alhady, Ahmad & Zakaria, 2011), otherwise, business deals could result in a change of hands. Therefore, a change in management is needed. 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 & Brightman, 2000, p. 66). According to Moran and Brightman (2000), the basic operations and traditions of organizations have raised questions in the field because the marketplace and organizational structures are changing rapidly. The role of organization leaders are important to lead to the success of organizations in their field of works. Pryor, Taneja, Humphreys, Anderson & Singleton (2008) stated that these leaders who invent the future of the organizations will become the leaders in their respective industry. Thus, it is very crucial for them to use the right organizational change management (Pryor et al., 2008). Although organizational change is important, there is evidence showing that the failure rate of organizational change is high. Sometimes 70% of the initiative changes result in failure. (Burnes & Jackson, 2011).

II. PERSPECTIVES AND THEORIES OF ORGANIZATIONAL CHANGE

There are different perspectives and theories on organizational change. The earliest theory of organizational change was presented by House in 1967, which emphasized on organizational outcomes (Hempel & Martinsons, 2009). For example, there are other researchers who put more emphasis on the importance of the role of individuals on organizational change (Armenakis et al., 1993; George & Jones, 2001; Greenhalgh, Robert, Macfarlane, Bate, & Kyriakidou, 2004; Hall & Hord, 1987; Isabella, 1990; Lau & Woodman, 1995; Porras & Robertson, 1992; Tetenbaum, 1998, as cited in Choi & Ruona, 2011). This approach explains that "change in the individual organizational member's behavior is at the core of organizational change" (Porras & Robertson, 1992, p. 724, as cited in Choi & Ruona, 2011). By altering the behavior of the members in the organization, the successful change of the organization will only maintain for a long-term period of time (George & Jones, 2001; Porras & Robertson, 1992, as cited in Choi & Ruona, 2011). Change in an individual is important, but how an organization can guarantee the alteration of the behavior of employees to be a successful one? It is possible that the alteration leads to an undesirable effect that the organization does not intend to achieve. In addition, the behavior of employees might be changed through punishment such as changing their positions in the organizations. However, they might control their behavior temporarily because once the punishment is removed; they might go back to their previous behavior again. From the perspective of organizational theorists, it is argued that, in order to trigger the adaptive organizational change, the overall

performance of the organization should be at a low point (Donaldson, 2000). When organizational performance falls below the satisfying level, which is level of performance that is considered to be satisfactory or acceptable by the managers, any kind of adaptive organizational change should occur (Donaldson, 2000). The change in organizational theories from organizational outcomes towards behavioral outcomes and then to psychological variables was encouraged by understanding the process where changed occurred (Hempel & Martinsons, 2009). This theory may be effective yet the effect of the change can be a short-term effect, because once the performance level increases, the employers are satisfied with their performance, and they might return to the usual condition they were at before change occurred. In order for long term effect of the change to take place, proper strategies should be developed in regards to the employees themselves, and the performance level of the organization.

<div align="center">III. MODELS OF ORGANIZATIONAL CHANGE</div>

A. Kurt Lewin's 3-Step Model

There were some early researchers who had developed a few simple change models that focused on evaluating an organization and preparing for change, change actions and implement changes into operational operations and culture (Gilley, McMillan & Gilley, 2009a). One of the model, was that of Kurt Lewin's 3-Step model which was developed during 1951 (Gilley, McMillan & Gilley, 2009a). Lewin's change model involves three steps - unfreezing, moving and refreezing (Burnes, 2004). Unfreezing is a step for discarding the old behavior or unwanted behavior from maintaining it before adapting to a new behavior (Burnes, 2004). This is also a step to prepare the workers and organization for change (Gilley, McMillan & Gilley, 2009a). Next, the second step, moving, is a process or approach that helps employees to learn acceptable behaviors (Burnes, 2004). This is the time when employees involve in change processes (Gilley, McMillan & Gilley, 2009a). The last step, refreezing, is the process where the new behaviors are learnt and being maintained permanently (Burnes, 2004). However, the new behavior must be congruent with the employee (Burnes, 2004).

Kurt Lewin's 3-Step Model is a simple one. The three steps that were introduced are simple procedures for change. Unwanted behavior is to be discarded before letting employees to learn a new behavior. However, before removing the behavior, it is important to note the advantages and disadvantages of the current behavior. Whether or not, the unwanted behavior is unwelcome by the employers, or does it affect the performance of the organization should be determined before any plans or changes take place. It was also mentioned that the new behavior should be congruent with the employees (Burnes, 2004). Imagine employer requires employees to do things that they are not used to or they disagree with, this will lead to consequences such as low efficiency and loss of potential employees, because the employer did not prioritize their opinions. One main advantage of this model is that a suitable environment is provided to the employee in order to learn the new behavior. It is impossible for one to learn a new behavior immediately. Nevertheless, there must be a shifting period for one to learn and apply the new behavior. Only then, would the behavior be maintained.

B. Burke & Litwin's model

In 1992, Burke & Litwin's model of organizational change emphasize on transformational and transactional factors during the change process that help to predict performance of the individual and the organization (Armenakis & Bedeian, 1999). They indicated the importance of internal and external influences (Gilley, McMillan & Gilley, 2009a). Transformational factors deal with areas which require the new behavior sets from the new employed workers and changes that are caused by the interaction with environmental factors (Burke & Litwin, 1992). Examples of transformational factors are "leadership, culture and mission and strategy" (Burke & Litwin, 1992). The transactional factors usually are the psychological and organizational variables that such as "management practices, structure, system, task requirements and individual skills" (Burke & Litwin, 1992).

Compared to Burke & Litwin's model, Kurt Lewin's 3-Step Model is more like a set of procedure, while Burke & Litwin's model of organizational change is the variables affecting the procedures during change. This model focuses more on the factors during change process because these factors affect the success or failure of the change. Change can easily destroy the organization without proper plan due to low performance from the employees because they are the targets of the change process. Therefore, during change process, the transformational and transactional factors are very essential to help the employees learning the new behavior. In other words, this model helps to provide a systematic approach to the change process so that the individual and organization performance are predicted from time to time and different changes can be made according to situations. These factors can be implied into Lewin's 3-Step Model during moving and refreezing the new behavior.

C. Kotter's Eight-Step Model

There are more evolved frameworks that include "leadership, employee involvememnt, rewards, communication and more" (Gilley, Gilley & McMillan, 2009b). The Kotter's Eight-Step Model is outlined by Dr. Kotter. This model is more systematic in approaching organizational change yet it requires a large amount of funds to make the organizational change works. More resources are needed in planning the change process. However, the effect of the change can be seen eventually. It takes time and money. This model consists of eight steps. First, establish a sense of urgency where the organizations have to examine the

market and competitive realities (Kotter, 1995). This happens when there is an obvious decline in performance from the organization. Hence, the organizations have to examine their competitive levels in the market and which organization is dominating the field. According to a Chinese saying, it is essential to know and understand your enemies well before beating them down. Then, identify and discuss the potential crisis or opportunities (Kotter, 1995). Second step is to form a powerful guiding coalition (Kotter, 1995). This step requires the power of a group to lead the change effort and thus, encourage the group to work together in a team (Kotter, 1995). Things cannot work individually especially in an organization. Employees have to team-up because working in a team does help in increasing the efficiency of work. Same goes to the change effort in an organization. If there is only an employee agrees to the change yet others do not, it is useless for the change to take place because eventually the change effort will lead to a decrease in the performance of the employees or the change effort will be removed since there is no desirable outcomes from the change. The third step is to create vision to help in directing the change effort by developing strategies in order to achieve the vision (Kotter, 1995). Specific and clear vision should be introduced to the employees before urging them to change. A vision helps to guide the employees to reach the final destination of the change. In other words, employees have to know what is the vision or objective of the organization before they follow the plan. Without them understanding the vision well, confusion will occur among them. Next, communicating the vision. Fifth step is empowering others to act on the vision (Kotter, 1995). At this stage, obstacles will be get rid of and structures or systems will be changed (Kotter, 1995). Risk taking and creative ideas, activities, and actions are also encouraged (Kotter, 1995). At the sixth step, planning for and creating short-term wins requires organizations to plan for visible performance improvements and create those improvements (Kotter, 1995). Employees who show improvements should be recognized and rewarded (Kotter, 1995). Recognition and reward from the organization improve the performances of the employees because their efforts are appreciated by the organization. This reinforces the change effort of the organization and more employees will put in more effort to adapt to the change. The seventh step is to consolidate improvements and producing more changes (Kotter, 1995). The last step is institutionalizing new approaches which require articulation of the connections between new behaviors and corporate success (Kotter, 1995).

From Lewin's 3-Step model to Burke & Litwin's model and Kotter's Eight-Step model, there is an obvious evolution from one model to the next. This does not mean the latest model is the most effective one, as many factors are to be determined before choosing the right model for change. These three models are similar in a way where suitable strategies are developed in order for the employees to adapt to the organizational change. They work based on the same principle: introduces the change, prepares the employees for change and reinforces the change.

IV. TYPES OF CHANGES

A. Technology Change

First important type of change is technology change. Technology change does provide different types of convenience to every field and increase the effectiveness of the organizations. One example of technological change is the mining industry in North Durham (Landles, 1987). According to Landles (1987), miners worked in a small group using picks, shovels and man-pulled trucks to get coal to the surface. Then, mechanical cutters and conveyor belts were introduced to increase the output (Landles, 1987). Casson (1995) states that technological change makes it possible for people to allocate resources in many productive ways in entrepreneurial opportunity. A study conducted by Acs and Audretsch in 1989 supports Casson's statement. They found that young entrepreneurial firms play a role in generation of technological innovations (Acs & Varga, 2005). The self-employment rate in the United States had increased with the increase in the rate of technological change (Blau, 1987). According to the U.S. Bereau of Labor Statistics report on 5th June 2013, there were more than 15000 jobs available in the field involved with technology. The importance of technology change can be shown through Delaware North Cos's Debra Robinson, the vice president of information technology who was an Anthropology major who was eventually attracted to IT profession (Ed, 1997). Initially, she spent most of her time with IT function and process redesign because there were no standards, procedures or strategy when she joined the company's diverse operating unit (Ed, 1997).

B. Structural Change

Technology change can lead to structural change. The adoption of computer technology is beneficial in supporting the employees to work and communicate effectively (Borghans & ter Weel, 2006). Computer technology increases the productivity of different tasks (Borghans & ter Weel, 2006). However, when the productivity for different task is unequal, demand for skillful labour occurs (Borghans & ter Weel, 2006). Majority of firms that are product-oriented organizational structure decrease the team size, this reflects generic structure because "these firms substitute the increased workload related to communication with a hierarchical structure" (Borghans & ter Weel, 2006). A change of technology has impact on the position in the organization (van den Brink & Ruys, 2007). Their approach has shown the existence of friction between technology and organization (van den Brink & Ruys, 2007).

C. Task Change and People Change

Changes in tasks are usually associated with the change in technology. The description of new technologies will show the alteration on given tasks (Liu, Denis, Kolodny & Stymne, 1990). Therefore, this condition will lead to the requirement of new

qualifications and skills of the operator and other employees who are working with the new technologies (Liu et al., 1990). These changes also lead to the changes in the nature of jobs where new job concepts may be taken into account (Liu et al., 1990). From the mining industry case in North Durham, it was found that social part and technical part are inter-dependent parts in an organization (Landles, 1987). When there are changes in technology, people are required to learn new technology. Therefore, without improvements from people, technological change will not show any increase in output (Landles, 1987). Hence, training programs for employee to adapt to any change especially technology change is very important (Landles, 1987).

V. FACTORS TO THE SUCCESS OR FAILURE OF ORGANIZATIONAL CHANGE

There are some major barriers that affect the progress of organizational change. The human resources of an organization is its employees. Hence, organizational change depends on the employees to adapt to the changes made by organizations (Michalak & Lόdzki, 2010). However, sometimes the adaptation is tough, takes time and effort, and could even fail (Michalak & Lόdzki, 2010). Another barrier to organizational change is the lack of understanding on the implementation of techniques in change and lack of ability to renew management style or organizational functions (Gilley, Gilley & McMillan, 2009b).

A. Leadership

Leadership is one of the factors that will cause an organization to succeed or fail. It is a necessary for one to have mixed of leadership and management skills as this determines success in organizations (McCartney & Campbell, 2005). There were many studies emphasized the importance of a leader and types of effective leader. Leadership theories can be explained as trait, behavioral and contemporary theories (Gilley, Gilley & McMillan, 2009a; Gilley, Gilley & McMillan, 2009b). The leadership traits theory suggests the successful leaders rely on psychological traits (Ilies, Scott, & Judge, 2006). Behavioral theorists suggests that leaders' behaviors should be autocratic, democratic or laissez-faire (Gilley, Gilley & McMillan, 2009b). As from the contemporary perspectives of leadership, leaders are suggested to be charismatic, transformational, transactional, servant, or developmental (Gilley, Gilley & McMillan, 2009b). According to Gilley, Gilley & McMillan (2009), some leader skills and their behaviors positively influence the execution of change initiatives. Leaders who have the style of organizing pragmatic activity, indicates how coordinated they are and how determined they are when they deal with things and people that matter to them (Karsten, Keulen, Kroeze & Peters, 2009). Karsten et al. (2009) stated that leaders should be linguist and have the ability to articulate vocabulary that affects emotion. There were some researchers viewed the essence of management is the effectiveness of using language to get things done (Karsten et al., 2009). Leaders who are able to implement change effectively have "a multidimensional set of interpersonal skills (Gilley et al., 2009a). Gilley et al. (2009a, 2009b) study shows that it is important for leaders "to understand the relationship between skills and effective change implementation and proactively enhance their change skills". Great leaders should have the abilities to develop strategic vision and share the vision in order for the employees to have clear ideas on changes that are happening in the organizations during organization change happens (McCartney & Campbell, 2005). Therefore, a successful combination of leadership and management skills ensure success in organizations (McCartney & Campbell, 2005).

B. Resistance to Changes

Resistance to changes is another significant factor that could lead to the failure of the organizations. Organizational change is about changes of different aspects in an organization and people who are the employees have to try to accept the change and adapt to the new change. There are different definitions of resistance from the researchers. According to Kotter (1995), he states that "resistance is an obstacle in an organization's structure that prevents change". People may resist change due to their low tolerances for change (Kotter & Schlesinger, 1979). Karim and Kathawala (2005) state that people resist change may be caused by their fear to unknown change. Two dimensions of resistance are discussed in Erwin and Garman (2010) study on resistance to organizational change. Under the behavioral dimension of resistance, it was found that anti-change behaviors are frequently expressed such as doing the minimum required by the organizations or inactive in promoting the change initiative (Erwin & Garman, 2010). The other dimension is the cognitive or affective dimension of resistance. Cognitive dimension of resistance involves cognitive process which is thinking such as how people think about change (Erwin & Garman, 2010). The affective dimension of resistance involves affection of people such as how people feel about the change (Erwin, Garman, 2010). Rick Maurer categorized resistance to change into three levels: intellectual resistance, emotional response to change and resistance to people who introduce change (Anonymous, 1999). Intellectual resistance is based on lack of understanding while emotional response to change may be due to perceived fear of losing power or status (Anonymous, 1999). The third level of resistance may be due to biasness or credibility problems (Anonymous, 1999).

C. Commitment to Change

It is rare to see the success of organizational change efforts, as most of the organizational change fail to achieve their vision (Jaros, 2010). Therefore, commitment to change has become an important psychological mechanism that link the organizational effort to implement planned change and the behaviors of the employees (Jaros, 2010). Three types of commitment have different effects on work-related behavior (Parish, Cadwallader & Busch, 2008). Affective commitment involves the "participation, emotional attachment and identification of workers with the organizations" (Abdul-Nasser, Nour & Sylvia, 2011). Continuance commitment involves when profit and cost are associated with continued participation or leaving

(Abdul-Nasser et al., 2011). "Normative commitment is an emotional obligation towards organization" (Abdul-Nasser et al., 2011). It was found that normative commitment to change contributed to the prediction of change-relevant behavior (Herscovitch & Meyer, 2002). Study has shown that affective and normative commitment lead to high level of support behavior (Herscovitch & Meyer, 2002). In addition, there were evidences showing that the positive effects of affective commitment can be tempered by continuance commitment (Herscovitch & Meyer, 2002).

VI. DISCUSSION

It is apparent that there are many theories and models to organizational change. Some theories or models of organizational change during the earlier days were not very well developed, thus, not much information were available of them. The theory of organization change has evolved from focusing on only a single variable, to multiple outcomes of variables to be taken into consideration. Although there is technology change, other changes in organizational change revolve around people. For example, task change involves people or the employees to adapt to the changes in their new job scopes. Structural change involves the division of employees to the suitable job. No matter how technology evolves, human resources are still important. Without human resources, there is no invention and marketing management to take place. Organizational change emphasizes on people. From the literature review, the success rate of organizational change is very low. Therefore, Kotter's Eight-Step Model is developed. By following the organizational change model, the rate of success in transformational process may increase. Solely rely on the implementation of changes or steps will not guarantee the success of organizational change. Employees of the organizations play key roles to follow the implemented changes. In this article, three factors that contribute to the success or failure of organizational change were discussed. The leadership factor is rather important as leader is the main operator during the organizational change. A leader has to have the skills to implement changes without causing discomfort to the subordinates. When the subordinates have difficulty in adapting to new change, leader has the responsibility to motivate and seek for solutions. The second factor that was discussed is resistance to change. From psychological point of view, people who resist to changes are because they fear of failure. Employees who resist the organizational change may due to difficulty adapting to new changes, personality and other reasons. Resistance to changes will become a block to the transformation of the organizations. Hence, leaders should play their parts well and help the employees to overcome the resistance. The third factor which is commitment shows the loyalty of the employees to the organization, as organizational change requires effort and cooperation from all members of organization.

VII. CONCLUSION

Organizational change is not an overnight story. Planning should be made before new changes are implemented. Organizational change is not a change that members of an organization should resist of. It helps to bring improvement to the organizations and upon employees themselves. A sudden change may cause a hard time for people to adapt, therefore a gradual adaptation period is rather important. Leaders should play a good role during the changes process. Apart from leadership, resistance to change and commitment, communication among the leaders and subordinates or colleagues is also key in organizational change. When miscommunication happens, it could result in the failure of the organizational change. Additional factors that could possibly lead to the success or failure of organizational change should be further studied in the future.

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