



Barriers to Organizational Change and How to Overcome Them

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Abstract: Many changes are happening in every type of organization from year to year. Changes leads to organizations develop, regenerate technologies, increase efficiency and effectiveness and make better working conditions. Also, it affects to design, strategies and planning in workplace.

On the other hand, in some of places changes are not being held so placement. Employers try to resist for changes. They have a fear of losing their jobs and low cut salaries. For tat reasons they do not like changes in organizations.

This report focus is managing change and organizational renewal. The first part, managing change and organization renewal are explained deeply and separately order. In second part, rapidly changing environment effecting managerial roles and responsibility and organizational design adapting to such evolutionary change are discussed. In third part, possible barriers to organizational change and renewal and their reasons are deliberated briefly. Finally, conclusion and recommendation will be last point of the report.

Data was taken from books, journal and internet sites.



Introduction

21st century is the century of technology. Technology is changing every aspect of work. Over the last years, all work places had to cope with rapid technological change, industry growth and decline, economic uncertainty, raised global competition, demography and values. Organizations require adapting to changing market conditions and at that moment deal with the need for a renewing rather than reactive workforce (R.Brown, 2011).

Corporate business environment is becoming more and more getting internationally and it makes bigger universal collaboration among companies. For this reason, perfectly managing organizational changes and distinguishing the link of organizational culture, national culture and organizational change is very beneficial for managers to construct high performing organization (Michalak, 2010).

1.0 Managing change and Organizational renewal

1.1 Managing change

In today's world, the word "change" is getting more popular. As the result of changing market, product and competitive condition, organizational change such as downsizing, reengineering, flattening structures, going global and initiating technologies are being appeared (R.Brown, 2011). In order to reach success, every person has to learn the ability of managing change. Change management is the method of serving individuals and your organization evolution from the current state to the desired state. It involves tools, skills and best practices in areas that include:

- Executive leadership and support
- Communication
- Employee Involvement



- Planning and analysis
- Building support through effective preparation
- Addressing factors that will create resistance to change

(<http://humanresources.about.com>)

In today's world, everything is changing very quickly. In order to stay survive the organization should manage the performance of changes directly. Uncontrolled management of change will cause some problems, such as:

- Annoyed workers from resisting change
- Uncertainty about why change is occurring
- Undecided roles and responsibilities
- Deferred decisions and missed signposts
- Missed deadlines critical to smooth transition

(<http://www.vantagecorped.com>)

Therefore, managers have to increase the facilities of organization for managing change through creating new directions to solve the problem. They required being always aware of changes and news and preparing the workforce for overcoming active and passive conflicts. Managing an organization effectively during changes is becoming huge challenge in today's world. Managers is demanded to be ready for:

- Faster implementation of necessary change
- Increased ability to anticipate, and appropriately deal with, unplanned change
- An organization that more consistently meets its goals and timelines

(<http://www.vantagecorped.com>)



1.2 Organizational renewal

Organizational renewal is reengineering organization's technology. It involves adapting changes to internal and external environment of organization. Organizational regeneration and change are necessary for business; however it is costly too, such as employee resistance. The workers may have a fear of wage-cuts, job loss or loss of power (<http://digitalcommons.ilr.cornell.edu->). A successful manager encourages members of staff to adapt the changes and discover the methods of diminishing or at least decreasing resistance. Also, particular incentive programs are offered to workers such as profit sharing, gainsharing, employee stockownership or increasing salaries (<http://digitalcommons.ilr.cornell.edu->). Organizational renewal involves being adaptive to changes from the top managers. It is so vigorous and challenging to control (R.Brown, 2011).

2.0 Rapidly changing environment affecting managerial roles and responsibilities

Managers should have an ability of modifying their goals and style to meet the requests of change. As a result of changing environment, managerial roles and responsibilities will also change. The duties of manager are increasing quality, adopting a customer orientation, increasing innovation and changing organizational culture. Changing organizational culture and their attitudes to work are the most important duty of managers. To implement these goals, managers create programs for dealing with current crisis.

3.0 Organizational design adapting to such evolutionary change

In most challenging time, managing effectively is very necessary in all organizations. During changes, managers have to plan correctly all directions and prepare the employees beforehand (R.Brown, 2011). The failure of organization may cost very expensive for managers. If managers make mistakes about organizational design, it effects to organization's future stand (R.Brown, 2011).



According to some statistics, the major changes befallen in structures and administrations of organization, and it will happen two causes:

1. growing efficiency
2. financial difficulties (<http://digitalcommons.ilr.cornell.edu->)

3.1 Solutions to change

Therefore, top manager and other little positioned employees should meet the changes together and adapt for it.

There is given information about methods of reorganizing organization in the below:

- 1. Informed organization.** To put right directions to renew (R.Brown, 2011).
- 2. Direction and empowerment.** To prepare workers for renewal (R.Brown, 2011).
- 3. Friendly facts.** Necessary information for new start (R.Brown, 2011).
- 4. A differ minor.** To winning from crisis (R.Brown, 2011).
- 5. Teamwork and trust.** To taking part different trainings in order to teach working with new technologies (R.Brown, 2011).
- 6. Stability in motion.** To preserve workers from unnecessary information.
- 7. Attitudes and attention.** Actions should be in practice, not in words (R.Brown, 2011).
- 8. Cause and commitment.** Before renewing organization it should be a cause and after renewal the cause should be fixed (R.Brown, 2011).

3.2 Tools for change

There are some structural tools which required in the adaptive organization:

- 1. Information.** Gathering data about changes gives employees to feel free and modify changes to quickly. Workers can communicate easily with full of information with other departments (R.Brown, 2011).



2. Support. The corporate entrepreneurs need support in order to go ahead for changes. It helps to move to higher developments (R.Brown, 2011).

3. Resources. The third structural tool is resources, which includes staff, funds, equipment and materials. Organizations need resources to implement the project to change.

4.0 Possible barriers to organizational change and renewal

Change does not take place quickly and easily in a strongly established culture. It requires budget for funding innovation and it is time consuming (R.Brown, 2011).

Resistance to change does not effect to function of workers participation; nevertheless it was impacted by the degree of labor-management agreement (<http://digitalcommons.ilr.cornell.edu->).

4.1 Causes of resistance to change

The staffs do not understand the goals of change and try to cope with it. There are some reasons for resistance to change:

- A fear of losing job
- Uncertainty of change
- Lack of rewards to implementing change
- Poor leadership

This list may continue longer and it is given in Figure 1 in deeply (see Appendix). There are other barriers to change: old culture. Elder people work many years in a particular area and particular method. They do not like changes and it is difficult to adapt for them. For that reasons, a lot of trainings and teamworks should be held in order to understand about organizational change.



Conclusion

To sum up, organizations has to adapt to changes, it helps to develop organization's efficiency.

Organizational design for adapting change is very important and it should be organized step by step. Long-term programs and strengths help to formulate for future organizational requirement. A realistic vision, mission and an effective organizational climate will be essential for organization success.

Recommendation

In order to get success, managers should be very carefully in planning. So, there are some recommendations for them.

- Create a vision for the future
- Develop a model for change
- Motivate employee



Appendix

Table I
Reasons for Resistance to Organizational Change

1	Employees' attitudes/disposition toward change
2	Fear of the unknown (uncertainty)
3	Lack of understanding of the firm's intentions
4	Fear of failure
5	Disruption of routine
6	Increased workload (due to downsizing or employees leaving voluntarily/involuntarily)
7	Lack of rewards for implementing change
8	Perceived loss of control, security, or status
9	Poor leadership
10	Dysfunctional organizational culture
11	Organizational size and rigidity
12	Lack of management support for the change (organizational commitment)
13	Lack of trust between management and employees
14	Inability or unwillingness of management to deal with resistance
15	Lack of participation due to top-down steering
16	Organizational politics/conflict
17	Internal conflict for resources
18	Lack of consequences for inadequate or poor performance
19	The content of the change (an ill-conceived change/relevance of the goals of change)
20	Poor implementation planning

Table1. Reasons for resistance to change.

Source from (<http://digitalcommons.ilr.cornell.edu->)



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