

EVALUATION OF CHANGE MANAGEMENT IN THE PROCESS OF INSTITUTIONALIZATION OF FAMILY OWNED ENTERPRISES FROM THE PERSPECTIVE OF EMPLOYEES: A SAMPLE CASE STUDY

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ABSTRACT

Objective of this Study is determination of the direction of the employees' considerations about the change management of an enterprise in the process of change. These considerations are quite important since employees are the ones implementing the changes and being affected by their outcomes, and, again, they are the ones who will reflect the most correct views concerning this process. Besides, it is also highly important as understanding and assessment of the change management by the employees will be the golden key which will lead the change management to success.

In the study conducted with these ideas priority was given to literature research and, later, method of questionnaire was used as means of collecting data. Questionnaire used is directed at measuring only opinions and behaviors of the employees concerning change and change management not directed at measuring any other change.

In the study data it is established that the views of the employees on change were positive and this conclusion has enabled reaching the perspective that the change process was supported by the employees.

Key Words: Change, Change Management, Resistance to Change

JEL Classification: M10

INTRODUCTION

Change is an inevitable fact of life. The current century in which we live is one of the centuries in which changes have occurred the most and the fastest because, new developments are continuously emerging in economy, social spheres, cultural lives, political and communal order and technological structures. In a world order that change occurs this way it is impossible for organizations not to be affected and stay insensitive against this change.

Companies achieving permanent success in the global world continuously strive to adapt to the world with its changing strategy and implementations (Collins and Porbas, 1999: 30). In today's competitive environment success of the enterprises depend on their adaptation to the continuously changing environmental conditions.

When the paths followed by companies striving to increase their competitive strenghts in such an environment are reviewed, we are faced with applications of total quality management, change engineering, dimension determination, reconstruction, cultural change and transformation. Objectives of the subject applications are almost the same. Changing the management manner and to cope with a new and challenging market (Kotter, 1999: 11). However, there is a reality faced in the organizations against change and, despite all the efforts of the top management, big change efforts are generally unsuccessful. These failures have at least one root. Managers and employees see change differently. For the top management it means opportunity both for the enterprise and for them. On the other hand, change is devastating for most of them and it comes unannounced (Strebel, 1999: 137). Therefore, realization of change successfully in the enterprises is possible only by good management. Achieving success and managing change properly during the change process can be obtained only with the support of employees concerned with change.

1. CONCEPT OF CHANGE MANAGEMENT

Change is a multifaceted concept. Change is transformation of any planned or unplanned system from a specified status to another status as the result of a process or, in case the present status is desperate and inadequate against the requirements of the environmental conditions, is the process to decide to produce new ideas and to implement it to fulfill those requirements by being re-structured. (Argon and Özçelik, 2008:71).

Though there are various objectives for the organizations to go for changes the most important of these is to increase efficiency. In addition to this, among other objectives, are to increase productivity, motivation of the employees and level of satisfaction (Sabuncuoğlu and Tüz, 2001: 260-261).

Employees may be unhappy with the present situation in the organization; however, in addition to this, they may be afraid of a change to be emerged. The risk that they may be inadequate and new conditions will emerge affect people towards not accepting the change. This unwillingness is called resistance to change. Employees demonstrate varying degrees of resistance to change from complete refusal towards accepting the change (Can et.al, 2006, 453-454, Koçel, 2005: 705).

Change is perceived as uncertainty for the employees and meets little or much resistance. However, it is possible to use various methods to decrease or eliminate this resistance. The change approach selected to prevent resistance to change must provide net advantages to the employees. It must not be forgotten that the employees have their own period for change and their willingness and support for change is a little dependent on this (Werkman, 2009: 668).

2. METHOD OF THE STUDY

2.1. Objective of the Study:

Main objective of the study is determination of the employee considerations about change in an enterprise under change process.

2.2. Question of the Study

The basic question of the study is how the change process and the change methods in an enterprise under the process of institutionalization from the structure of family enterprise is evaluated from the employee perspective.

2.3. Presuppositions and Constraints of the Study

The study is restricted to 37 employees working in the enterprise and the questions of the questionnaire are limited to the data collected.

2.4. Population of the study

Population of the study is composed of the employees of one of the leading firms in manufacture of aluminium profiles in the sector. The reason for selecting this firm is the fact that, having the structure of a family enterprise, the firm has gone

through a big change process by going into a process of institutionalization and considerations that it will be more beneficial to convey the experiences of employees included in this process for achieving the objective of this study.

2.5. Means of Collecting Data

In the study conducted questionnaire method is used as means of data collection. Questionnaire Forms used in the studies conducted by Elalmış (2008) and Dağ (2010) were used during preparation of the questionnaire questions. Questionnaire used is only directed at measuring thoughts and behaviors of the employees concerning change and change management, not towards measuring any change.

3. ANALYSIS OF DATA AND FINDINGS

Table 1: Openness of Participants to Innovations

	f	%
Yes	37	100,0

All of the participants indicating their openness to innovations have led to the conclusion that employees in the enterprise are innovation.

Table 2: Openness of Enterprise to Innovations

	f	%
Yes	36	97,3
Partially	1	2,7
Total	37	100,0

%97,3 of the participants have answered the question asked whether the enterprise is open to innovations or not that the enterprise is open to innovations.

Table 3: Enterprise being in a Continuous Change

	f	%
Yes	31	83,8
No	6	16,2
Total	37	100,0

Majority of the participants (%83,8) have answered the question aimed at establishing whether the enterprise is under continuous change or not as the enterprise is under continuous change.

Table 4: Necessity of Change in the Enterprise

	f	%
Yes	31	88,6
No	4	11,4

Total	35	100,0
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% 88,6 of the participants in the study think that change is necessary in the enterprise.

Table 5: Informing Status about Change Before Change Starts

	f	%
Yes	30	81,1
No	7	18,9
Total	37	100,0

When the status of informing before the change starts is reviewed in connection with the change to be done majority of the participants (%81,1) state that this informing is performed.

Table 6: Those Managing Change Having the Necessary Fundamentals

	f	%
Yes	32	88,9
No	4	11,1
Total	36	100,0

(% 88,9) think that those managing the change possess the necessary Fundamentals.

Table 7: Reasons for Change Outcome to be Positive

	f	%
Persons leading the change possessing adequate qualification and features	17	54,8
Changes done conform to the organization's mission and vision	9	29,0
Opportunities exist for improvement of the employees after the change	4	12,9
Emphasizing benefits brought by the change	1	3,2
Total	31	100,0

%54,8 of the participants see that the reason for positive finalization of the change is the persons leading the change possess adequate qualifications and features.

Table 8: Making Suggestions to Top Management to Make Change

	f	%
Yes	23	62,2
No	14	37,8
Total	37	100,0

%62,2 of the participants have indicated that they could make recommendations to the top management concerning change

Table 9: To Communicate with the Top Manager During the Change Process

	f	%
Yes	31	83,8
No	6	16,2
Total	37	100,0

Majority of the participants (%83,8) express that they could communicate with the top manager.

Table 10: Realizing the Change in the Enterprise as Planned and Controlled

	f	%
Change is realized as planned and controlled	31	83,8
Change is not realized planned	6	16,2
Total	37	100,0

Majority of the participants (%83,8) have expressed that change in the enterprise is carried out as planned and controlled.

Table 11: Objective for Making Change

Objective for Making Change	Answers		%of participants
	f	%	
Increase efficiency	9	11,1%	24,3%
Increase productivity	35	43,2%	94,6%
Increase motivation and satisfaction Levels	10	12,3%	27,0%
To be Ready for the Future	22	27,2%	59,5%
Improve Communication	5	6,2%	13,5%
Total	81	100,0%	218,9%

Out of 81 answers 35 were to increase productivity, 22 were to be ready for the future.

Table 12: Which can be Indicated on the Matter of starting Change in the Enterprise

	f	%
In fact change is not necessary, change is done because the managers want it	2	5,4
Change is important, institutions continue by changing, change as they continue	32	86,5
It is all right if change is not realized	3	8,1

	f	%
In fact change is not necessary, change is done because the managers want it	2	5,4
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It is all right if change is not realized	3	8,1
Total	37	100,0

When Table 12 is analyzed it is seen that %86,5 of the participants have indicated that change is important, institutions continue by changing, change by continuing.

Table 13: Assessment of the Changes Realized in the Enterprise

	f	%
Positive	31	83,8
Negative	6	16,2
Total	37	100,0

Majority of the participants (%83,8) are evaluating the changes realized in the enterprise as positive.

Table 14: Being Satisfied with the Change in the Enterprise

	f	%
Yes,I am satisfied	31	83,8
No,I am not satisfied	6	16,2
Total	37	100,0

Majority of the participants (%83,8) have indicated that they are satisfied to the question asked aimed at whether the employees are satisfied or not about the changes in the enterprise at which the study is conducted and they have enabled obtaining the result in a repetitive manner that was established in the previous findings as positive.

CONCLUSION

In this study which gives importance to assessment of change by the employees so it will be successful and will be managed soundly, attained conclusions can be summarized as follows. An important finding at the end of the study is that all of the participants have indicated their openness to innovations. Another finding is that the enterprise in which the study was done is open to innovations. Besides, enterprise being in continuous change and employees believing in this change will

contribute positively toward acceptability of the change and positive finalization of the change.

Informing the employees working in the enterprise sufficiently about the change enables the employees to adopt the change and reduces resistance to change.

Employees thinking that those managing the change have the necessary fundamentals and those leading the change possess adequate qualities and features demonstrate that change implementations will be managed more solidly because employees trust those managing the change during this process.

Employees' being able to make suggestions about affecting change and being in relationship with top manager during the change process shows a situation to be assessed positively from the change management aspect.

Change is realized in a planned and controlled manner by making the necessary preparations related to change before the change in the enterprise. It is a desired situation for a good change management that change goes on as planned and controlled manner.

It is concluded that the change realized in the enterprise is supported by the employees' perspective. With support of change in the enterprise resistance to change will be decreased and sounder functioning of the change process will be provided. Besides, employees being happy about the changes in the enterprise are of supportive nature for the positive considerations concerning the issue of change

In brief, according to the study findings, employees' perspective to change have been determined to be in positive direction and, outcome being as such, opinion that the change process is supported by the employees have been obtained. These findings are of supportive nature for the findings in the literature.

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