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Change Management in Samsung Presentation

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INTRODUCTION

Organisations are a group of people that aim to obtain a shared goal. Each organisation has its process, goals, resources, and capital. As facility the management of the organisation, the creation of departments is indispensable; one of these is Human Resources. As the name implies, her objective is to guide, care and administrate the personnel and the company resources. According to Marchington et al. (2021, p. 36), Human Resources (HR) is a crucial building culture where employees feel engaged and productive, facilitating resources, training and procedures during change management and incorporating agile strategies suitable to the situation. Thus, HR in organisations is the glue between the workforce, and shareholders, creating, responding, and supporting them to align the company mission into a competitive advantage in the market.

Furthermore, HR department is responsible for manage the human capital or the organisation. There are many tasks as hiring new talent, the right training, resolve disagreements, look after employee's wellbeing, conduct disciplinary measures, communicate policies and procedures that the organization follow. In addition, policies, and procedures, are seen as the why and how of employees and organization responsibilities (CIPD, 2022).

Samsung Electronics was established in 1969 under the name of Samsung- Sanyo Electronics and renamed Samsung- Electro-Mechanics in March 1975. After that, it merged with Samsung Electronics in March 1977 and quickly became a significant Korean manufacturer. Samsung is a globally company that have a variety of products. In terms of its Success in the electronics business, Samsung has been an industry leader globally in technology and placed in the list of Top 10 global brands in 2021.

The aim of this presentation is to talk about change management in a global company as Samsung. The presentation will be as follow: first we define change management, second, we talk about the role of human resources locally and international. After that, some issue present in change management, following the issues in Samsung to finally speak about theories of change management.

CHANGE MANAGEMENT AND ITS NEED

Author: Harsha Vardhan Macherla

Change management is an organised approach towards change.

In this assessment, I am going to elaborate and explain change management and its need, why organisations need to change, and factors causing the need for change management like internal and external factors of change.

Understanding Change Management

Change Management is a procedure followed to adapt to a new organisational change. Change can come in many ways, and changes take place when we least expect them. Change management helps us understand and deal with change in a systematic way. Change management is needed to overcome changes and stabilise our organisation when needed.

"Change is constant, and change is inevitable" (Bhasin, 2019). Change happens in every organisation and must adapt to maintain its position in the competition. There are several factors which could impact the organisation. Change Management will help us understand, plan, implement and communicate and adapt to those changes in a systematic, well-structured process allowing the organisation to adapt and stabilise itself.

Many changes always take place around us and adapting to those changes is essential for any organisation to stand firmly by competing with the competitors on an equal footing. Change management is essential for organisations in a competitive environment where globalisations of markets are intensifying. Many Organisations face a problematic situation in which they either must adapt to the change or die (Cao and McHugh, 2005)

Why Organisations Need to Change?

The need for change can arise due to many factors like

1. **Implementation of New Technology:**

In many organisations, adapting and integrating the latest technologies has become necessary; electronic companies like Samsung should always be up to date with the newest technological updates to compete with competitors.

2. **Change In Leadership:**

A new leader can introduce new ideologies and targets, bringing many changes within the organisation.

3. **Change in Organisational Culture:**

One cultural dimension may influence and shape an organisation more than others, thus affecting the personality of organisation and the way organisational members work.

4. **Times of Crisis:**

In times of crisis, an organisation could resort to drastic restructuring or downsizing. This could cause many employees to have a change in responsibilities.

These factors can further be divided into two main categories, and they are (Granite state university, 2022)

- a. Internal factors of change
- b. External factors of change

a. Internal Factors of Change

1.Low Performance:

Low performance of employees within the organisation could lead to 'employee firing and hiring' and changes in the organisation's policies. It may also result from low job satisfaction or lack of sufficient training.

2. Low Job Satisfaction:

According to Ninaus, Diehl and Terlutter (2021), job satisfaction motivates employees to be loyal and productive, but if they feel dissatisfaction with the benefits, task, or work-life balance could produce health problems and burnout.

3.Conflict:

Conflicting ideologies of executives within the organisations may cause a need for change within the organisation. It may also happen when the Management decides unfavourable to the employees.

4.New Leadership:

New leadership always brings new goals and ideologies to the organisation. Thus, this could improve the employee's performance and motivation. According to Nandasinghe (2020), challenges in leadership will affect the company's production, image, employee satisfaction and culture.

5. New Mission:

An organisation's new mission or goal could bring changes in organisational policies and structure for positive results. Underperforming organisations usually do this to motivate employees and increase revenue.

B. External Factors of Change

1.Economic Factors:

In every organisation, Economic forces play a vital role. Economic forces can influence any organisation. During times of recession, the deflation rate of the economy and fluctuation of interest rates will make organisations face many financial difficulties, which could force the organisation to lay off its employees. In the worse cases, the organisation could go bankrupt.

2.Social Factors:

Social trends are constantly changing. As each year passes by, we see new social trends. These changing trends influence every organisation. Most recently, social trends have started moving towards prioritising the environment. People from every country are urging organisations to make eco-friendly products and use eco-friendly methods to decrease pollution and save the environment from environmentally threatening chemicals.

3.Technological Factors:

Technology is a principal factor forcing an organisation to change. Organisations must adapt to these changing technologies to keep up with the competition. For instance: Before the innovation of computers, all the documentation, like order placement, and record-keeping, was done manually. They were proving the influence of technology (Bhasin, 2019).

4.Political Factors:

Every country has rules and regulations that organisations must follow. Governments pass new laws yearly; some can influence one organisation more than others. Example: The United Kingdom government has announced a wage increase to help low-paid workers. Since the introduction of the National Minimum Wage in 2016, This has been the most significant increase, allowing workers to make an additional 150 pounds every month (Low Pay Commission, 2022). This newly announced rule could affect small-scale organisations' economies.

5. Demographic Factors:

Nowadays, People can study, work, and do many more things equally, leaving the traditional 'men should work, and women should stay home' behind. Organisations must be transformed to employ and pay both men and women equally.

6. Cultural Factors:

Every country has a unique culture. However, contact with other cultures from different countries is causing rapid social shifts in cultural practices. It is causing society to evolve faster by incorporating technology and other practices. The same applies to organisations, as other competitors and their methods influence them. Culture has the advantage of attracting appreciation, trust, and innovation. Organisational culture affected the business in terms of employee satisfaction. Thus, causing evolution to happen at a faster pace than ever.

HUMAN RESOURCE AND INTERNATIONAL HUMAN RESOURCE ROLE ON CHANGE MANAGEMENT

Author:Chaman

The group presentation topic is Change in Management process at Samsung. In this presentation, I learned about the role of Human Resources in Change Management. People are the most crucial point in an organisation as they are directly connected with the organisation. The organisation's atmosphere depends on the people's working, mindset, and pattern. This is a typical job to handle these facts, and every change in an organisation depends on these facts. Identifying person modification in leadership or communication is typical, while the adverse outcomes can be easily determined by complications and struggles in managing human resources (Passenheim, 2014, p.12). As such, the fruitful result of every change depends on the working skills of Human Resources. Similarly, in Samsung, all the changes are handled by Human Resources so that their products can stay in the competitive market since 1969, and Samsung was listed in the top-10 global brands in 2021.

Issues Before HR For Change Management

In the presentation slide, I defined the issues faced by HR in change management as stated by Hayes (2014, p326-327) that this is a challenging job for Human Resource Manager. Also, how capable people are attracted to change management and what type of goals can be set for people for effective change. Accordingly, to this thinking, HR works with all other activities for an organisation. HR also makes a platform for the people for reward, from whom the company stands in the top place in a competitive environment. It is the company's moral responsibility that the people who give their skills for company betterment year to year may be rewarded. The Human Resource Manager also manages the reward system, and the HR also prepares a proposal of the names based on contributions given by the people in a particular period. Human Resource provides policies for people's career and their development. A typical work of HR managers is to provide a plan from which the organisation can integrate the people so that company can review the policies, training programs, and targets accordingly.

The Focus of HR In Change Management

According to Hayes (2014, p.326-327), HR focuses on areas under the HR Manager's authority for better change management. In all organisations, the communication systems are managed by the HR manager. In change management, HR provides a better communication system in the organisation between managers and people so that the effect can be communicated at all levels. Accordingly, HR solves all people's grievances and provides a favourable environment. The people want to contribute their thoughts/ideas to the organisation for the company's betterment, and the HR manager provides a platform for the people participating in decision-making activities to lead.

In support of the presentation, I also want to define the journal published by (El-Dirani, Hussein, and Hejase 2019, p.5) that HR has the best knowledge to make an impression and give an excellent start to the organisation for change, maintain the changes and review the performance. They also defined the top five areas which are essential for HR to achieve the target of change management (1) Communicating

plans and goals for effective changes, (2) recruitment of good team leaders, (3) providing an effective and transparent reward policy (4) provide an opportunity for decision making and involvement in the process of change management (5) making each conversation positively. I studied that the overall work of HR in change management is covered under the ibid five areas. As such, according to my topic in the presentation, HR plays the central leadership role in Samsung for change management and provides a better communication system between the company and its people.

To Create an Effective Change Management Plan.

The company's motive regarding changes should be clear about why it is needed and what effects it will have. HR decides where the training is required and what strategy will be required at various levels; it also looks at Human Resource Management. HR decides what type of training will be required, how can measure the achievement of changes, and fix responsibilities at various stages. HR role immediately started after deciding the changes required in the organisation, how to communicate the change at all levels, what type of training will be required and at which levels and finding out the effects of changes whether is favourable for the organisation or otherwise.

Fields Of HR In Change Management

Human Resources focus on fixing goals and applying suitable performance evaluation methods and reward systems. It is also defined by (Hayes, 2014, p.328) in his book that Human Resources play the primary role in selecting people, providing training and career development, fixing goals, Evaluation of people's work, Incentive methods, and Promotion Policies. HR arranges training programs regarding new policies to properly implement changes such as changing tasks, technologies, and structures. HR also provided an environment in which people could integrate into the organisation.

Need Of Samsung Company to Change Management

In my study on the presentation topic of the HR role in Change Management at Samsung, I go through the official site of Samsung and found that their management

style sometimes seems rigid. Hence, the company want to change its complex hierarchy structure. Currently, Samsung has a seniority and rank-based hierarchy, but the company wants to change its HR (Human Resource) management system. Samsung feels that a flexible hierarchy system is more beneficial to its people. As such, Samsung wants to make a flexible and flatter organisational culture and more flexible policies like US companies. Companies want to evaluate the abilities of individual employees and reward them accordingly. This company bring a peer evaluation method, and the company behind this aims to improve decision-making strategies to reduce the rising cost.

Presently, Samsung has four levels of hierarchy which were last changed in 2016 and will be changed first time after five years. Presently adopted four levels (CL) of the career ranking system below the Director Level are as under: -

- Career Level 1 Assistant

- Career Level 2 Professional

- Career Level 3 Senior Professional

- Career Level 4 Principal Professional

HR Role In Change Management

Go through the study of the book (Beardwell, Holden and Claydon, 2004, p.3-28) for the presentation. I found that Human Resources provide communication facilities for the change as the hierarchy relates directly to the employees/people, and the organisation's communication structure within the country's boundary is managed by HR. The implementation of changes depends on the plan of the HR manager. He arranges training programs regarding new policies to implement changes for effective results properly. After that, HR facilitates the company by tracking the performance of employees by applying various methods to review the results of changes and provide the issuance of whether the changes are favourable. HR managers provide the cluster route for implementing the changes and keep a good watch for all the activities of people, whether they accept the changes or not. The HR must resolve the people's doubts regarding changes and ensure that the changes are in favour of people for their betterment.

IHR Role In Change Management

Further, I also studied for IHR (Beardwell, Holden and Claydon, 2004, p.585-606). International Human Resources provide a platform for better communication through which new strategies can be reached all over the branches in various countries (two or more two countries). International HR also managed the coordination amongst all the branches in all countries. At the global level, IHR must manage the training programs according to the environment of the countries, as the different-different companies have different policies. Accordingly, at the global level, IHR prepares a consolidated report by reviewing employee reports from the Human Resource of each country and facilitating the company by providing a consolidated report on whether the changes are favourable for the company.

ISSUES DURING CHANGE MANAGEMENT

Author: Mohamed

Lack Of Employee Involvement in The Change Process

Employee involvement plays a significant role in change management. Change management could be defined as the approach adopted by the organisation to transform its business functions (Cameron and Green, 2019). It has been found that employees can either make or break the transformation undertaken by the organisation (Fernandez and Rainey, 2017). Among all stakeholders, employees are the ones who feel the most impact of change management. If adequate information and power over the business processes are not given to the employees, they are likely to present resistance to change management (Meredith et al., 2017). Samsung should have taken this into account. It simply announced the changes that needed to be integrated into the organisation for the code of conduct. It created issues in employee involvement as they wished to be part of the drafting or decision-making committee.

According to Damawan and Azizah (2020), resistance is a fear of uncertainty about recent changes. Furthermore, resistance to change affects employees and the new

process. For employees, changes represent losing jobs, more hours, less money, more task, new task, lack of skills and emotional discomfort. In addition, if the company provide the correct information at the right time, this will interfere with the process that the organisation has entered the latest changes. Thus, organisations should communicate, educate, and support their employees during the change process to minimise resistance.

Lack Of Visibility of Goals and Objectives During Change Management

Change management aims to transform the organisation's existing functions by introducing new ways or improving the old ones (Hopwood, 2019). It has allowed the organisation to describe its expectations from all the employees throughout branches worldwide. In change management, the business entity must know what it is trying to achieve. If not, a lack of goals and visibility can create uncertainty and ambiguity (Baines et al., 2017). It can also make it difficult for the business organisation to integrate the changes in the desired manner. Even when Samsung was sure that it wished to introduce an employee code of conduct within its business functions, it needed to figure out how to do the same. It created a need for more visibility on behalf of the goals set by the organisation. The organisation could maintain the visibility of goals by implementing change models.

In addition, the goals should represent the mission of the company. Managers should encourage teams and give straightforward tasks according to their positions. Gino (p. 65, 2021) states that feedback without criticism helps maintain team collaboration. Knowing how a person performs a task is vital to the team's productivity, and with constructive feedback, team members can obtain it. Also, working with other teams help employees work efficiently and decrease the fear of latest changes. So, managers should plan not only channels of communication but teamwork for the new task, learning new skills and using the right tools to perform daily activities. Thus, managers' motivation, honesty and planning improve employees' collaboration with the new process in change management.

Barriers To Effective Communication During the Change Process

In change management, effective communication considers the delivery of information in a quick and streamlined manner (Stouten et al., 2018). Effective communication is essential as it keeps all the stakeholders informed about the current updates of change management (Van Wart et al., 2019). Only after having a clearly defined communication strategy can the organisation's leaders facilitate change. It makes people understand that change is essential in business functions and how it would be implemented in the business organisation. Change management communication refers to the information given to the stakeholders to make them understand the intricacies (Fernandez and Rainey, 2017). Samsung could have performed better in this context because the organisation needed to develop a communication plan. During change management, it is essential to develop a plan for mapping out a strategy regarding how different stakeholders would be contacted and interacted with regularly.

Solutions To Issues During Change Management

Being Transparent

It is necessary to consider that organisational change will arrive in phases. Besides, the organisation should consider the employees' culture and well-being during the change process (SHRM, 2022). In other words, the plan should minimise personnel turnover, given enough time to accept the change and be ready to answer doubts. It will also include confidentiality on behalf of the management team and specific individuals in the business. However, if the change is significant and strategic as the introduction of a code of conduct for Samsung, the organisation must be as transparent as possible with its employees. It means that even if the business cannot give the employees all the details, they need to be upfront about the aspects that can be shared. These are majorly related to their fate as an outcome of change management. By being transparent, Samsung can make the staff members feel more comfortable about the change management and their role.

Creation Of A Communication Plan

Samsung faces significant issues in effective communication. The management of Samsung should have opened the lines of communication between them and their employees. The organisation needs to explain to its stakeholders, including employees, why the change is happening and how it will look in a practical context. It is necessary to make sure that communication does not only involve announcing the practices adopted by the organisation but also opening themselves up to questions and conducting meetings. To do so, a communication plan would highlight frequency, channels, and the person in charge, allowing effective communication between the organisation and its employees.

According to Indeed editorial team (2022), the communication plan is essential to increase satisfaction, objectives, goals, and responsibilities. On the other hand, organisations can only succeed during this process if there is a communication plan. The communication plan would also allow the change management team to consider the perspective of all concerned stakeholders and integrate them while performing a change in the business functions. The presentation has focused on highlighting these issues in depth to clarify their sense and how they impact change management operations at the organisation.

SAMSUNG ISSUES

Author: Janeth Catherine Mosquera R

Organisational Culture

Post-pandemic companies have seen disruptive challenges that affected behaviours, processes, and workplace environments. Barmidele (2022) states that organisational culture is a differential characteristic of other companies, reflected in employees' performance, stability, and organisation reputation. In other words, organisational culture is the foundation for creating climates where respect, clear goals and tasks are shared through effective communication channels.

Furthermore, employees spend time in their workplace interacting with others, so companies should create an environment secure for the growth of their personnel. According to Zolfaghari and Madjdi (2022), interactions with others are essential to increase team members' confidence and resolving conflicts. Also, they showed that diverse backgrounds, but the same values and beliefs could help to see the other point of view. In other words, a team of two people with diverse backgrounds can establish trust if their values and beliefs are similar or equal. To illustrate, if a person from Colombia thinks that working late is unhealthy and not rewarding and their colleagues think the same, they share the same values even though they have diverse cultural backgrounds. However, if one of them thinks differently, their cultural differences might create conflicts.

Differences in cultures in an organisation are real. When the organisation is big, every country has its own culture. Glassdoor shows that Samsung's culture differs in the UK, USA, India, and Mexico (2022). Problems could be avoided if the company has basic principles shared by all and subcultures according to the operational country. Some employees in Samsung complained about the culture and how their dissatisfaction with the company creates anger, frustration, and distrust in management employees. Despite this, the employees are happy about the Samsung benefits (discounts on products of the company and others, Gym membership, car allowance, maternity leave, medical and dental insurance) but recognise that benefits are not the only reason for an employee's motivation to work in a toxic environment (Glassdoor, 2022).

Leadership

Organisations have structures, processes and systems that allow appropriate management. Within these structures, leaders are essential to motivate staff, design tasks and pose a range of personal values. Leadership is a skill that incentive people to work for a purpose; the leader is the model to follow and respect, creating a culture of collaboration and compassion (CIPD, 2022; Cheese, 2021, p. 225). In other words, leaders are people with the ability to adapt to new situations but take into consideration the people that follow them. It could create acceptance towards leaders' decisions. However, no acceptance or satisfaction with the task that the

leader creates could result in dissatisfaction, frustration, unhappiness, illness, and turnover. Bruning et al. (2022) suggested that external factors affect leaders' decisions and task demand increases, creating an adverse climate among team members. According to the reviews made in Glassdoor London and India (2022), Samsung employees are unhappy with their managers because they think that leadership is an autocracy due to the Korean culture and want results without employees' cooperation or motivation.

Learning And Development

The phrase "learning and development" (L&D) refers to all that a business undertakes to support the continuing education of its staff, from developing skills to people management. All companies have viewed L&D as specific training staff members attend throughout their working time.

The pandemic and working from home show employers that there is a gap between the roles needed and what the staff can do. In research conducted by Allias et al. (2020), they found that reskilling employees is cost-effective and increases employee morale. They also stated that proper training in organisations is just a checkmark and that there needs to be a clear path of the needs within the company. Thus, the employees need adequate training to fill the organisation's gaps. For example, according to the 'Glassdoor' review of Samsung (2022), the career path is not defined, creating an atmosphere of frustration and dissatisfaction. Nevertheless, if Samsung starts creating a learning culture, its staff could be retained, and the cost of new employees could be reduced.

Well-Being

Employers today have difficulty integrating workplace well-being into a virtual environment. Prospective and current employees today give workplace work-life balance, L&D benefits, and cultural environment more weight when deciding whether to remain or leave (Statista, 2022). As shown in the review of Glassdoor (2022), the employees are dissatisfied because they must work long hours, affecting their families and free time. Working long hours might affect mental health and emotional

state, resulting in turnover, absence, and illness. According to the CIPD report (2022), one of the most common factors employers facilitate is mental health programs. However, the less is financial advice, showing that there are still other factors to manage to keep employees healthy. Overall, organisations should train managers to create a culture of openness and compassion where individuals are important as the task and performances expected from them.

Solutions

As we know, the world is living through tough times due to the pandemic, the war, the climate, and Brexit (UK). Organisations died, were reborn, and changed to adjust their needs to the unique environment. Management, under those circumstances, is demanding and, if not faced with the right tools, could become a crisis in the organisation (Rodriguez et al., 2018). Also, they indicate that planning for the unexpected is a solution; uncertainty is an unknown variable that is better to face with agility and resilience through decisions that benefits all. Highlighting new policies and procedures is vital to react to changes in a challenging world.

A study by Samsung Electronics Co., Ltd showed that decision-making is still a problem, costing money and time to companies. Recognising these gaps, Samsung has created a service in its platform exclusively to minimise and facilitate the decisions a company needs to take to invest in technology (2022). According to the creation of competitive advantage, Samsung can create policies and procedures that help them during challenging times and keep with their function.

As shown in this presentation, there are many challenges. However, the best solutions are focused on culture, leadership, learning and development and well-being because these skills can benefit the employees. In addition, the organisation's brand image is a gateway to attracting talent. Thus, fulfilling the purpose of the company.

STRATEGIES NAVIGATING CHANGE MANAGEMENT

Author: Simranjeet

The group presentation is based on the change management process at Samsung. While doing the presentation, I came to know about the change management process closely. It is a systematic approach to deal with transitions within an organisation. Change management considers areas like organisational aims, functions, and technological innovations. It allows the company to enhance its operation and give a competitive edge (Cone and Unni, 2020). Change is unavoidable, and changes always occur in different organisations.

Similarly, Samsung also implemented some changes to improve growth and development within the company. Samsung is a multinational technology company. Samsung was founded in 1983 and headquartered in South Korea. The brand is popular for its electronic items like mobile phones, TVs, tablets, Cameras, washing machines, AC, refrigerators, and many other electronic appliances.

As a strategy for navigating CM in the group presentation, I was responsible for discussing different techniques with my team members. In the third slide, we discussed the successful implementation of change management. Implementation of change management includes 8 steps define the changes, select a change management team, make plans and strategies, conduct a trial run, communicate the purpose of change, and give a proper justification, roll out the transformation, review and continue to communicate and at last take feedback from others and implement the changes (Cone and Unni, 2020). I found the steps highly effective and needed to implement the changes successfully. The presentation has discussed different change management models like Lewin's three-stage change management model and the ADKAR changes management model. These models are used by various organisations to implement changes.

Lewin's change management model includes steps like Unfreeze, change, and refreeze. The first stage, unfreezing, is about justifying the reason for change before the internal and external stakeholders. In Samsung, the management needed to

prepare the employees to change, which caused challenges for the change management team to implement the changes. The second stage, difference, is about implementing the changes. Samsung failed to bring the changes as they needed an effective strategy to implement the changes (Stouten, Rousseau, and De Cremer, 2018). Due to this, Samsung was unable to implement the changes. In the refreeze stage, companies must maintain the changes for the long term. In this stage, Samsung also failed and needed to adopt the feedback mechanism to understand how the employees were accommodating to the changes.

While analysing change management at Samsung, I found that, based on field analysis, many drivers and restraining factors affected the changes in Samsung. Then CEO of Samsung in 2011 was dedicated and committed to the success of the changes as he found the company was flourishing. The HR department assisted the ethics of the code of changes as it offered guidelines to the employees (Rosenbaum, More and Steane, 2018). The department managers supported the involvement of employees as some employees from different departments complained about being overworked because of increasing work in other departments. The employees at Samsung also complained about needing proper guidelines on coping with workplace changes. The management tried to strike a balance between work and employees within the company.

In this presentation, we also used the ADKAR model to understand the change management process at Samsung. The ADKAR model includes 5 steps: awareness, desire, knowledge, ability, and reinforcement (Wong *et al.*, 2019). It is a change management model that shows the order of successful changes. Here, the first stage of awareness is about being aware of the required changes. The change management implementation failed in Samsung as the management needed to inform the employees. They perceived it as a managerial decision. The second stage, desire, is about being part of the changes and supporting the process. As the employees at Samsung were not involved in the process, their desire could have been higher, and they did not show much interest in it (Galli, 2018). The third stage of knowledge is about finding strategies to implement changes. The management at Samsung tried the plan, which seemed suitable for them. The fourth stage, the ability, is about the capabilities and competencies of an organisation to fit in the changes. Even though

the change management implementation plan was sound, the management needed to integrate the technique properly. The final stage of reinforcement is about the sustenance of change. In this case, the technology company also failed as it did not run for a long time, as the management at Samsung needed to reinforce the plan effectively.

The PowerPoint presentation on change management helped me and my team members to learn about change management in a detailed manner. As a strategy navigating CM, I was responsible for discussing different plans for change management. I used to discuss with my team members different strategies that I came to know about researching and reading different articles and journals on the internet. We worked as a team and developed the presentation in the group presentation. Initially, we had a problem communicating with each other, and it led to conflict. Still, it was a unique experience and helped to teach us how we should work collaboratively to make a project successful. Belbin's team role theory was considered by us to complete the project effectively (Bao, 2019). The theory of Belbin states that a tendency to behave, contribute and interconnect with others in a particular method (Bidaguren *et al.*, 2018). The model helped assign tasks carefully according to skills and capabilities. The theory was also helpful to optimise the project teams.

The presentation helped me to understand the importance of change management from a deeper perspective. The gathered knowledge on change management will be helpful for me in the future. The issues faced by Samsung implementing change management were a good example to identify the areas of weakness that created challenges for the management to implement the changes (Cameron and Green, 2019). It will inform me about implementing change management successfully within a multinational organisation. Change management is a significant process, and management should involve everyone to make the implementation successful.

CONCLUSION

Change Management in any organisation is problematic because of the emotional stress for the employees and the economic losses. Thus, having a department that helps manage human capital mitigates those situations, increasing the quality of the organisation and its mission.

In global corporations, Human Resource Management (HRM) should work closely with managers and be ready to support employees' needs according to the policies and procedures. However, because their operations are in multiple places, these policies and procedures should be adjusted to the country's laws they are operating.

There are many challenges an organisation faces, but if its goals align with its mission and personnel, the advantage is more significant. Staff is essential to obtain profits, so it is indispensable to give them adequate tools to support their needs.

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APPENDICES

Human Resource Management LCMB700

Change Management



Prifysgol Cymru
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NAME	ID	TOPIC
Harsha Vardhan Macherla	2215773	Change Management and Its Need(slides 5-8)
Chaman	2214619	what is HR role on Change Management (slides 9-12)
Mohamed	2214605	Issues During Change Management (slides 13 -17)
Janeth	1908748	Strategies Navigating Change Management (slides 18 -22)
Simranjeet	2215780	Recommendations and possible solutions (slides 23-26)

TABLE OF CONTENTS

- Introduction
- Company Background
- What is Change Management and Why Organisations Need to Change?
- What Is HR & IHRM Role In Change Management?
- Issues During Change Management
- Samsung issues
- Strategies Navigating Change Management
- Conclusion
- References

INTRODUCTION

The following presentation will reflect on the role of HR during change management in firms such as Samsung and how its policies and procedures are affected. The first section will be about the meaning of change management. Then, the role of HR during organisational change. Following the common issues that occurred in those transactional periods. After that, the strategies used for HR, recommendations and possible solutions, and an overall conclusion.

SAMSUNG ELECTRONICS

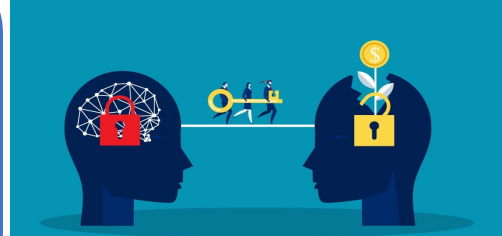


- Samsung is a company that produces electronic devices. The company was founded in 1938 by Lee Byung-Chull in Korea. Now is a global company with more than 260 thousand employees, the second big technology company that sells to businesses and consumers.
- Samsung believes that talent helps society create new products and services. Their mission is to work with technology and qualified people. Also, the company follow their "Five Samsung Principles", which stipulate its objectives of working ethically and following the legal standards to achieve its corporate responsibilities. (Samsung, 2022)

CHANGE MANAGEMENT AND ITS NEEDS

UNDERSTANDING CHANGE MANAGEMENT

Change management is an organized approach used to deal with change. “Change is constant, and change is inevitable” (Bhasin, 2019). Change occurs within every organization, and every organization is required to adapt to that change, to maintain its position among the competition.



source: <https://www.invensislearning.com/blog/change-management-process/>

HARSHA VARDHAN

WHY ORGANISATIONS NEED TO CHANGE?

Need for change arises due to

- Implementation of a new technology
- Change in leadership
- Change in organizational culture
- Times of a crisis



source: <https://www.inc.com/entrepreneurs-organization/the-psychology-of-leading-change-versus-merely-managing-it.html>

HARSHA VARDHAN

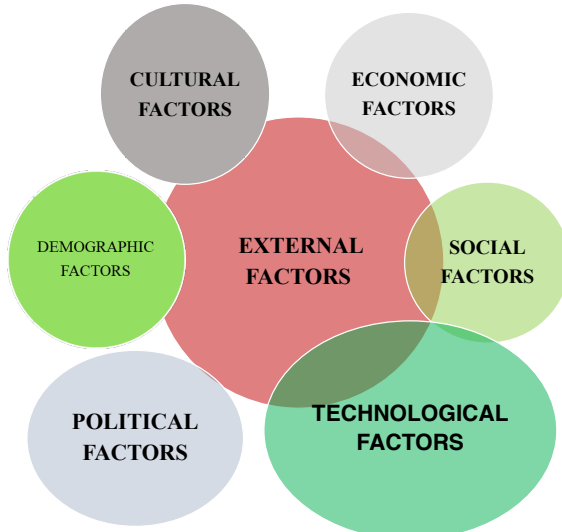
INTERNAL FACTORS OF CHANGE



- ❖ Challenges in leadership will affect the company's production, image, employee satisfaction and culture(Nandasinghe, 2020).
- ❖ According to Ninaus, Diehl and Terlutter (2021), Job satisfaction motivates employees to be loyal and productive. However, dissatisfaction with the benefits, tasks or work-life balance could produce health problems and burnout.

HARSHA VARDHAN

EXTERNAL FACTORS OF CHANGE



- ❖ Currently, the world is living in a digital revolution, and companies needs to be agile to face the rapid changes that come every day.
- ❖ Every country has laws that affect the revenues and benefits of organizations.

HARSHA VARDHAN

Human Resources and International Human Resource Management (HRM & IHRM)

In an organization people are one of the most important points. The culture of the organization made their working, attitude and standard. This is fact that the people are the main key of every change and it is very difficult to manage them. It is also a tough job to identify personal modifications regarding attitudes or communication but in the management of human resources, infirmity can be indicated.

(Change Management–[First Edition]–Prof. Dr. Olaf Passenheim)

Focus of HR in Change Management:-

- **Communication-** Manage communication system into origination for people.
- **Problem Solving-** Solve the grievance of the people into organization and provide a favourable environment.
- **Decision Making-** To encourage people for participating into decision making activities to lead.
- **Leadership-** HR play the leader role into organization and provide communication system between organization and people.



<https://thumbs.dreamstime.com/z/hr-people-management-26128127.jpg>

Chaman



HUMAN RESOURCES AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HRM & IHRM)

To Help Employees

- ❖ Acknowledge the change. A clear motive to change.
- ❖ Bring together with managers.
- ❖ Reinforce satisfaction
- ❖ Develop their skills to adapt to the new change.
- ❖ Clear channels that will communicate change.

To Help Managers

- ❖ To coach and train them and analyse the effect of change in their positions.
- ❖ To minimise risk for the company.
- ❖ Proper planning for change plan and implementation strategies for change.

Chaman

IHR & HRM ROLE IN CHANGE MANAGEMENT IN SAMSUNG ELECTRONICS CO LTD

- Presently Company's management style sometimes seems rigid.
- Samsung has a seniority and rank-based hierarchy and want to change its Human Resource Management system.
- Want to make flexible and flatter organizational culture polices like US companies.
- Want to evaluate the abilities of individual employees and reward them accordingly by improving decision-making strategies to reduce the rising cost.
- Presently Samsung have four levels of hierarchy which were last changed in 2016 and will be changed first time after five years.

Samsung Hierarchy Level

**Career Level 1 (Assistant),
Career Level 2 (Professional)**

**Career Level 3 (Senior
Professional)**

**Career Level 4 (Principal
Professional)**

COMPARISON BETWEEN IHRM & HRM ROLE IN CHANGE MANAGEMENT IN SAMSUNG

Human Resource Management	International Human Resource Management
Involved in the management of one country and Concerned with Local/National compliance.	Involved in the management of more than one country and mainly focus on monitoring the work at a global level.
Staff posts within National boundaries or Domestic Level.	Staff posts outside the national boundaries.
Type of HRM activities are broad.	Type of IHRM activities are narrow than HRM.
HRM connection are very closed with the employees.	IHRM connection are light with the employees.
HRM deal with internal matters or/and deal limited external matter only.	IHRM deal with the external matter and have knowledge of regulations of other countries.

Chaman

ISSUES OF CHANGE MANAGEMENT

- ❖ Lack of employee involvement in the changing process.
- ❖ Lack of viability or goals and objectives
- ❖ Barriers to effective communication
- ❖ Strategic shortfalls due to change process in the management



<https://www.remica.es/reconocer-que-no-se-sabe-primer-paso-aprender/>

Mohammed

LACK OF EMPLOYEE INVOLVEMENT IN THE CHANGE PROCESS

Employee involvement plays a major role in change management. Change management could be defined as the approach adopted by the organization for transforming its business functions (Cameron and Green, 2019). It has been found that employees can either make or break the transformation undertaken by the organization (Fernandez and Rainey, 2017). Among all stakeholders, employees are the ones who feel the most impact of change management. If adequate information and power over the business processes, is not given to the employees, they are likely to present resistance for change management (Meredith et al., 2017). Samsung didn't take this account. It simply announced the changes that needed to be integrated in the organization for code of conduct. It created issues in employee involvement as they wished to be a part of the drafting committee or the decision-making committee.



Mohammed

LACK OF VISIBILITY OF GOALS AND OBJECTIVES DURING CHANGE MANAGEMENT

- ❖ Change management aims to transform the organization's existing functions by introducing new ways or improving the old ones (Hopwood, 2019).
- ❖ In change management, the business entity must know what it is trying to achieve. If not, a lack of goals and visibility can create uncertainty and ambiguity (Baines et al., 2017). It can also make it difficult for the business organisation to integrate the changes in the desired manner.
- ❖ Even when Samsung was sure that it wished to introduce an employee code of conduct within its business functions, it needed to figure out how to do the same. It created a need for more visibility on behalf of the goals set by the organization.
- ❖ Visibility of goals could be maintained in organisation through the implementation of change models



Mohammed

BARRIERS TO EFFECTIVE COMMUNICATION DURING CHANGE PROCESS



- ❖ In change management effective communication, considers the delivery of information in a quick and streamlined manner (Stouten et al., 2018).
- ❖ Effective communication is essential as it keeps all the stakeholder informed about the current updates of change management (van Wart et al., 2019).
- ❖ Leaders with defined communication strategies facilitate change. It makes people understand the importance of keeping the functions of the organisation. It also helps to transmit the implementation required in specific situations.
- ❖ Samsung could have performed better in this context because the organization needed to develop a communication plan.

Mohammed

SOLUTIONES TO ISSUES DURING CHANGE PROCESS

Being Transparent

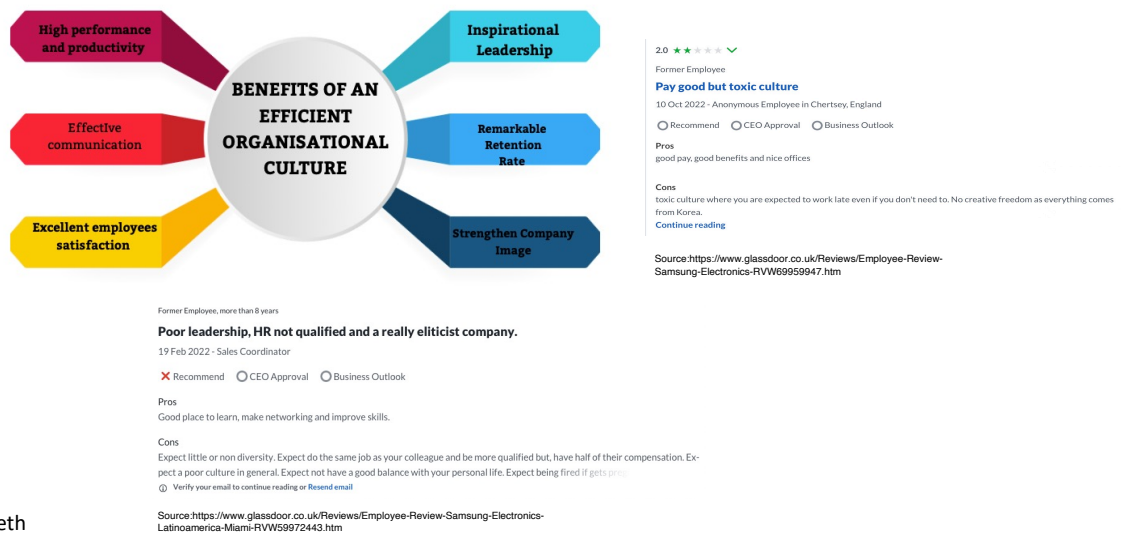
- ❖ It is necessary to consider that organisational change will arrive in phases.
- ❖ It will also include confidentiality on behalf of the management team and specific individuals in the business. With the introduction of the code of conduct, Samsung needs to be transparent with their employees.
- ❖ It means that even if the business can give the employees all the details, they need to be upfront about the aspects that can be shared.
- ❖ These are majorly related to their fate as an outcome of change management.
- ❖ By being transparent, Samsung can make the staff member feel more comfortable about the change management and their role.

Creation of Communication plan

- ❖ It identified that Samsung faced many issues in the area of effective communication. The management of Samsung should have opened the lines of communication between them and their employees.
- ❖ The organization should explain to its stakeholders (employees) the change reasons and how it looks in a practical context.
- ❖ It is necessary to make sure that communication does not only involve announcing the practices adopted by the organization but also opening themselves up to questions and conducting meetings.
- ❖ A communication plan could be developed to highlight the frequency of communication between the organization and its employees.

Mohammed

SAMSUNG Organisational Culture Issues



Janeth

SAMSUNG Leadership Issues

- ❖ From top to bottom levels leaders should present actions that concord with the mission, values, beliefs, policies and procedures.
- ❖ They should listen to employees and find solutions together to create an environment of inclusion.
- ❖ They create a climate of trust, commitment and motivation towards the company.
- ❖ Leaders need to be open to work with staff from different backgrounds and create climate of inclusion and tolerance (Dwertmann and Van dijk, 2020).

Current Employee, more than 1 year

I love this job but I hate my boss

28 Sep 2022 - in London, England

✗ Recommend ✗ CEO Approval ✗ Business Outlook

Pros
Physically undemanding, lots of perks and great team.

Cons
management is overbearing and biased towards individuals they don't necessarily like despite of their work ethics and skill

Source: <https://www.glassdoor.co.uk/Reviews/Employee-Review-Samsung-Electronics-RVW69541897.htm>

Former Employee, more than 1 year

Bad

9 Sep 2022 - Junior Process Engineer

✗ Recommend ✗ CEO Approval ✗ Business Outlook

Pros
No pros everything is bad

Cons
Bad management ; toxic work culture

Source: <https://www.glassdoor.co.uk/Reviews/Employee-Review-Samsung-India-Electronics-RVW6880820.htm>

Janeth

SAMSUNG LEARNING & DEVELOPMENT ISSUES

- ❖ Employees should be encouraged to develop their skills to fulfil their professional needs and cut the cost of hiring new ones.
- ❖ Create not only a culture but a digital one where everyone is involved and ready to face new challenges.
- ❖ Learning and development is a strategy to improve the quality of the employees and improve the performance, however, it must be done according to the needs and gaps of the staff and use the technology to help deliver the best experience (Acquaro, 2022).

Former Employee, less than 1 year

Research Institute UK - Poor

31 Oct 2022 - Software Engineer in Staines, England

○ Recommend ○ CEO Approval ○ Business Outlook

Pros
* Excellent severance package * Good canteen

Cons
* Poor engineering culture * Depressing office * Toxic progression system

Source: <https://www.glassdoor.co.uk/Reviews/Employee-Review-Samsung-Electronics-RVW70645463.htm>

Current Employee

Could be

20 Nov 2022 - Engineer

✗ Recommend ✓ CEO Approval ○ Business Outlook

Pros
Good Environment for development and learning

Cons
No clear career path to advance

Source: <https://www.glassdoor.co.uk/Reviews/Employee-Review-Samsung-Electronics-America-RVW71238417.htm>

Janeth

SAMSUNG Well -Being Issues

- ❖ Create an environment where employees feel secure physically and psychologically.
- ❖ Promote a work-life balance.
- ❖ Have a support network to deal with different aspects of employee's distress.
- ❖ Wellbeing is not only about physical but emotional and social aspects.(cook, 2021).

Pros

"good working environment though in suwon" (in 348 reviews)
 "Good company good salary good people" (in 451 reviews)

Cons

"Long Working hours with balances employees" (in 297 reviews)
 "Too time consuming no work life balance" (in 222 reviews)

Source: <https://www.glassdoor.co.uk/Reviews/Samsung-Electronics-Reviews-E3363.htm>

Current Employee, more than 1 year

Great Experience - Long Hours

6 Nov 2022 - Business Analyst

☐ Recommend ☐ CEO Approval ☐ Business Outlook

Pros

Great experience working at Samsung.

Cons

Long hours and poor work life balance.

Source: <https://www.glassdoor.co.uk/Reviews/Employee-Review-Samsung-Electronics-America-FVW7063191.htm>

Janeth

SOLUTIONS

Being	Being Samsung, a technological company, presents many issues related to its production and how it will face the demands of consumers.
Focus on	Focus on the employees, which is essential to create a competitive advantage globally.
Create and maintain	Create and maintain a culture that faces new technological advancements and changes indispensable to productivity.
Develop	Develop leadership to contribute to employee morale and decrease turnover.
Establish	Establish suitable compensations and benefits to motivate, reward and attract employees.
Facilitate	Facilitate training to meet the demands of the roles.
Evaluate	Evaluate policies and procedures to strengthen company's mission in all subsidiaries.
Design	Design job tasks according to the needs to the need of the country of operation.

Steps To implement Samsung Organisational Culture.

-  Determine the values, beliefs and purpose of the organisation.
-  Analyse the cause of the dissatisfaction of the employees.
-  Research with employees the best practices to increase better leadership, work-life balance, and retention.
-  Communicate the findings and new policies to integrate into everyday tasks.
-  Develop employee skills and encourage workplace wellbeing.
-  Measure and listen to the employee's points to improve what is not working.

Janeth

Successful Implementation of Change Management

1. Define the Change
2. Selection of a Change Management Team
3. Plan and Strategize
4. Conduct a Trial Run
5. Communication of Purpose of Change and Justification (Schüffler et al., 2019)
6. Roll out the Transformation
7. Reviewing and Continuing to Communicate
8. Take feedback and Integrate Changes



Source: <https://www.sweetprocess.com/wp-content/uploads/2021/03/change-management-process.png>

SIMRANJEET

Change Management Models



Source: <https://shrilearning.com/to-support-change-management-in-your-organization-follow-these-4-principles/>

Lewin's 3-Stage Change Management Model

- Stage 1: Unfreeze

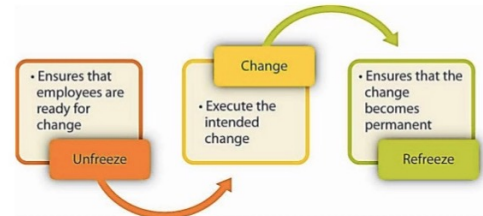
In this stage, the organization justifies the reason of change (Burnes, 2020). At Samsung, the organization was not able to prepare its employees which led to issues such as resistance.

- Stage 2: Change

Actual implementation of change happens in this stage. Samsung failed to transform with an effective strategy which led to failure in its change.

- Stage 3: Refreeze

Here, it becomes important for organization to sustain its change for long term (Hussain et al., 2018). Samsung could have adopted a feedback mechanism for understanding how the employees are adjusting to the change.



Source: https://www.google.com/imgres?imgurl=https://saylordotorg.github.io/text_principles-of-management-v1.1/section_11/a2a590a623bb60a104433bc7c06a0aa4.jpg&imgrefurl=https://saylordotorg.github.io/text_principles-of-management-v1.1/s11-05-planning-and-executing-change.html&btnid=mWCivHhm1KUM&vet=1&docid=izYznBFC8sNGKM&w=1108&h=494&hl=en-US&source=sh/x/im&safe=active&ssui=on

SIMRANJEET

ADKAR Change Management Model



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1. Awareness

Being aware of needing to change (Ali et al., 2018). Employees at Samsung were not made aware about the need of change, as it was a managerial decision.

2. Desire

Desire for being a part of the change and supporting it. As the employees weren't involved at Samsung, this desire was low.

3. Knowledge

Strategies of how to change. The management at Samsung tried the strategy which they seemed fit for themselves.

4. Ability

Capability of the organization to integrate the change (Karambelkar and Bhattacharya, 2017). Even though the plans of Samsung were sound, the company didn't integrate it properly.

5. Reinforcement

It considers sustenance of change. The change at Samsung didn't flourish as the organization didn't reinforce it effectively.

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CONCLUSION

Change Management in any organisation is problematic because of the emotional stress for the employees and the economic losses. Thus, having a department that helps manage human capital mitigates those situations, increasing the quality of the organisation and its mission.

In global corporations, HRM should work closely with managers and be ready to support employees' needs according to the policies and procedures. However, because their operations are in multiple places, these policies and procedures should be adjusted to the country's laws they are operating.

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