

## Written Assignment

Organisational changes happen constantly, from new management, policies and procedures, and the continuous innovative technology and research findings. Change is necessary to improve, and progress so better outcomes can be achieved. Times are constantly changing, and the world is forever evolving. Organisational change can have both a positive and negative impact on the behaviour of employees, as everyone has their own thoughts, and feelings on the changes that are implemented, and may affect each individual differently. This essay is going to be looking at what an organisation is, the different types of organisations, also organisational culture, then finally how organisational change can affect organisational behaviour, by comparing and contrasting different theories, and sources of research that have been carried out.

An organisation is a well-planned allocation of work among its employees, with distinct roles and responsibilities, for the purpose of achieving group objectives (indeed, 2023). indeed (2023) and Organ (2023) argue, that for an organisation to be effective, staff members should understand their roles, and how to interact with colleagues, management, and leaders, stating that organisational structure creates the framework for employees to understand what their role is in the organisation, and who they should feedback, and report to if necessary before making decisions.

There are two main types of organisations, private enterprise organisations, and public sector organisations. Alford and Greve (2017) and Khan and Khandaker (2016) agree, that Profit is the primary motivation for individuals, partners, and shareholders that own, and fund private enterprise organisations, while the major goal of public sector organisations, which are established by the government, and are not for profit, is to promote societal well-being through taxpayer, and government loan support.

Tsai (2011) states that each organisation has their own shared beliefs that have been development and are ongoing, as they have been passed on for a good while through generations, which influences the norm in how staff work consciously, and subconsciously, this is known as organisational culture. Kuo & Tsai (2017) agree with

Tsai (2011) also proclaiming a healthy organisational culture is important as it contributes massively to a happy, healthy environment, which in turn promotes the motivation, spirit and work ethic of employees, as it gives everyone a feeling of identity, and focus for the end goal while adhering to set standards of conduct. Hubbart (2023) indicates that Instances may occur where organisational change may be necessary, this is when an organisation modifies small to large structural elements, to deal with inefficiencies in operations, productivity, and/or service quality, find new areas for growth, or accomplish other organisational objectives. There are four major organisational culture types, which are; Clan, Adhocracy, market and hierarchy, with each one being very different, from the way each is structured to optimise organisational performance, with clan focusing on collaboration, and communication for effective team building and self-improvement, adhocracy culture aim for long term enhancement on performance, by adaptability and risk taking, market culture is more competitive with a focus for profit, and finally, hierarchy being organised, and controlled to achieve high quality performance (Seok-young and Hyeong-seok (2020).

Errida and Lotfi (2021) highlight the fact there is many models created by various individuals, with theories on how to successfully create organisational changes to have a positive impact on organisational behaviours, so that the maximum potential of the desired outcome can be achieved. Errida and Lotfi (2021) go on to say, due to the findings of research, the most important elements for a successful organisational change are; effective and continuous communication throughout the change process, stakeholder participation, employee and change agent motivation. Errida and Lotfi (2021) emphasis the primary reasons organisational change initiatives fail, is due to a lack of a well-defined vision, inadequate leadership, low stakeholder engagement, and inadequate communication. Parry, Kirsch et al (2014) agree with Errida and Lotfi (2021) stating that organisational change is not a straightforward process, with assessments and potential alterations needed to be made along the way, to ensure the best possible outcome. Flovik, Knardahl and Christensen (2019) concur with Errida and Lotfi (2021) proposing that changes may be implemented, either deliberately as to achieve a desired

outcome, or none intentionally, as instances occur that are out of the control of the management, so alterations would be necessary to solve problems along the way, therefore, communication, motivation, and involvement are essential.

Hamdo (2021) analyses and compares some of the models of organisational change, to highlight how manager roles, and leadership styles, have an important effect on occupational change, ensuring that employees are heard, and satisfied, ensuring their continuous commitment and motivation. Hamdo (2021) concluded, that each model sets out the management of change, with each one slightly focused on different areas, these include; the focus on change, shared vision, and reward to keep employers focused and motivated. Harrison et al (2021) agree with Hamdo (2021) stating that the models of organisational change are a guide for improving, and to help implement changes, so dependent on the organisation, one may be a better fit than another.

Kurt Lewin's, a social psychologist created the change management model in 1947, the model consists of three stages; unfreeze, change and refreeze (Hamdo, 2021). Burnes (2004) states that Lewin was the first psychologist that highlighted the importance of the dynamics of a group, and how it effects its members behaviour. Burnes (2004) goes on to say that Lewin's creation of the three-step model, was created after many organisations, institutions, and individuals turned to Lewin for help in the group relations area, through this Lewin conducted research, concluding that for change to work, it must involve everyone concerned as a group. The first stage of Lewins three step model is unfreeze, this is where employers will see change being implemented into the workplace, this is the stage where managers should communicate effectively on why change is necessary, through meetings, and other ways of communication, to reduce anxiety, ensuring everyone feels safe to transition from old, to new ways (Burnes, 2004: Hussain et al, 2018). The second stage is change, this is where managers work with employees to carry out the process of change, ensuing that transition happens smoothly and to its highest standard, to achieve the objective end goal of the organisation, by reinforcing and promoting each individual on behavioural change, this step may take a while as identifying and evaluation needs to be done, to see what works best to achieve

the end goal (Burnes, 2004: Hussain et al, 2018), finally, the last stage is the refreeze stage, this is ensuring that employers are compliant with the change, and are achieving the desired outcomes that is being aimed for, which requires changes to organizational culture, norms, policies and practices, so that individual behaviour will positively continue (Burnes, 2004: Hussain et al, 2018).

There are many reasons to why occupational changes happen, with the advances that are frequently being made, it is vital to change and adapt with the new day and age. There is continuous need for reflection as practices become outdated and are not sufficed for the current generation (Sampson and Reardon, 2011). Pomare et al (2019) verify that in health care changes are common, with the policies and legislations changing, this results in changes to leadership, care models, workforces, and governmental structures, also technology is evolving, and equipment updated.

When Organisational changes occur, there can be several reasons to why and how it affects occupational behaviour (Errida and Lotfi, 2021). Employees may be resistance to change, this may be due to many factors which are mainly down to personal attitudes, and feelings (Cheraghi et al, 2023). Islam, Furuoka and Idris (2022) and Cheraghi et al (2023) agree that employers may be wary of change, as they do not know what to expect, they may be concerned about the security of their job, and disagree with the changes, feeling that a change may disrupt their work efficiency, as they have always done tasks a certain way, so learning how to do certain duties in a different way may be challenging and worrying. Cheraghi et al (2023) believe that through each individuals personal traits, some may be judgemental, and show a negative attitude through strong beliefs that change will have a negative impact, therefore, cause employees to become unhappy and resist the changes. Schmidt, Roesler et al (2014) agree with Cheraghi et al (2023) proposing that employees may become unmotivated, having less enthusiasm for what they do, so they will not be giving their best, resulting in lower quality work, as it becomes less fulfilling and satisfying for them, which can lead to depression of employees, resulting in more sick days taken. A study conducted by Dias et al (2023) shows that employees that become ill through mental health illnesses take more sick

days due to the lack of support, causing exhaustion and struggling with concentration, which in turn makes it hard for individuals that are suffering to return to work.

A change in leadership style is often necessary as a result of organisational transformation, with different leaders and management, the overall way in which tasks are done maybe different due to a personal preference of a preferred way of performing duties, to reach a goal that is being aimed for, this means getting employees to adjust to a new method of instructions, plans, and an overall different way of working, so in order to secure staff commitment, leaders should take a more transparent and engaging approach, by gaining trust, communicating effectively, and encouraging teamwork among employees, a shift to a more inclusive leadership model can have a good impact on organisational behaviour in healthcare organisations, due to the adjustments to accommodate staff to create a happier team of employees that works better, and more productively, these are often characterised by hierarchical structures, and traditional leadership approaches (van der Voet, 2016). Islam, Furuoka and Idris (2022) supports Van der Voet (2016) view on leadership style, suggesting that supporting employees in organisational change, is one of the most important aspects to a successful outcome of employees working to the best of their ability.

Efficient training is necessary to help the transitioning of change in organisations, to educate employees on the new ways of doing tasks, new technology that has been implemented, ensuring that everyone is up to date, able to work new equipment, and are confident in the structure of work that has been introduced, which will produce a more effective, high standard of work, especial in healthcare, where it is vital to ensure patients are given the highest standard of care that is available (Scott, 2020). Garavan et al (2020) conclude that through investing in educating employees, there is better work performance in organisations, which increases the potential of a better outcome that the organisation is aiming for, as employees are able to enhance their skills, and provide a better work ethic, with increased knowledge, and understanding of the tasks required for completion.

This essay concludes that there are many organisations, with each falling under one of the two main types, public and private, private being profit focused, and public being focused on societal well-being, with each individual one having its own beliefs that have been passed down in generations, creating the norm of the work ethics and behaviour of the workforce. This essay states that for every organisation to run effectively there has to be a structure, so that employees are involved, and know their role, which promotes a happy, healthy environment, which in turn creates a better, more efficient workforce, achieving the desired goals of the organisation, as an unhappy workforce has less motivation, so in turn do not work to the best of their abilities. Organisational change has been pointed out in this essay as the main cause of disruption, and resistance to the workforce. This essay highlights the fact that there are the many models that have been created for guidance on how to achieve a smoothly run organisation, one specific model that was created by Kurt Lewin has been analysed in this essay, the three step model, this was created in 1947, and is still being used as an effective guide for organisations to this day. The three step model emphasises that communication, and involvement of employees are key to creating a happy environment where individuals can thrive, and work to the best of their ability, with continued support, and appraisals to keep individuals motivated, this essay goes on to say that change is inevitable as times change and new laws, legislations and advances in technology and equipment are forever evolving, emphasising that educating employees is important to pursue a well-functioning organisation.

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