

Change Management: A Theoretical Framework

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Abstract. Organizations are dynamic and open systems that exist in mutual affection with their environment and deliver output to environment from which they receive inputs. Organizations need to make organizational regulations against internal and external occurring changes. Therefore, organizations have to gain new features and abilities in order to get along with the change. Today, changes we face in all areas affect also health system. The increase of the society's health level is attributed to well-mannered health policy, and to give good preventive and remedial health services. Health executive have important roles in implementing these services, as well. Thus, in this article study, evaluations depending on healthcare organizations are done as focusing on the changes and the change management process in organizations. The importance of change management in health organizations and the factors that were required for its efficiency are mentioned. The success of health organizations can be attributed to their ability to adapt the changes occurred their around depending on the conceptual studies and obtained study findings. In order to have an effective change management in health organizations, firstly it needed to understand the importance of change and its necessity, to train the employees who work for the organization, to include them to change preparation and implementation processes and to give support to them about the change. In this article, suggestions are presented for health organizations as discussing in question topic, change management implementations.

Keywords. Change management, Change, Organizational change, Health organizations.
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1. Introduction

Change management is described as a continuously renovation process of an organization's management system, structure and abilities depending on internal and external clients' or customers' changing demands. On the other hand, change management is also defined as unifying and adaptation of employees and culture of an organization with company strategy, business structures and systems. (Tüz, 2004:15).

Change is one of the most important aspects of effective management. Business market in which many organizations perform depicts not only the number of change increases but also the fact that the change results are more effective over the individuals and organizations as the change nature's itself becoming more complicated. Many of changes that employees should deal with are not restructured and they are the changes which have been implemented simultaneously and partially. However, differences on implementing these two changes can be experienced although there is a common background for both of the change types,

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The change concept that we encounter in many areas in our daily worlds became an indispensable and should be taken into account phenomenon for individuals, communities and organizations.

This concept has been settled forward as technological developments, globalization and the increase in competition since 1980's years therefore became a vital concept for all organizations as being a fact of era. Overall competition highly increased all around the world as Information Systems fastened in parallel of globalization. As looking through these conditions, The Change Concept became a phenomenon which should be taken into account for organization to continue performing successfully.

Nasibittand Aburdene call 2000's years as "megatrends" in which technological renovations, economic opportunities and cultural reformations with political developments experienced as never before had in human history and they indicate the developments in information and information technologies as sources of these trends (Çelebi, 2014:4).

Toffler claims that the change speed became out of control in modern societies and this brought many important consequences as adaptation problems and he continues claiming as people are only be able to cope with limited degree of changes whereas very instant and a lot of changes that emerged in a limited time scale would cause desperate pressure, stress and dilemma for people. He named this situation as "future shock" (Çelebi, 2014:4).

Senge indicates that the solutions of yesterday emerged into the problems of today. This saying emphasizes that change is indispensable and remaining or staying at the same point would cause serious problems in the changing world. Turbulences and change capture the whole areas and the necessity to live with change is becoming the most important facts of our daily world and the future (Güven, 2006:20-21). In these perspectives, hereby in this article study, evaluations depending on healthcare organizations are done as focusing on the changes and the change management process in organizations. The factors that are necessary for efficiency and importance of change management in healthcare organizations are mentioned.

2. Change and Organizational Change Concepts Definitions

2.1. The Concept of Change and Its Characteristics

Change emerges as a versatile concept. It is a phenomenon that exists in all aspects of life and is valid in all its phases, not felt through its being but always experienced as a solid object with its results. Many different definitions of change can be made. As a basic definition, change can be defined as "moving a system, process or environment from one situation to another one as planned or unplanned" (Sabuncuoğlu, 2003:258). Therefore, change is an ongoing transition process within our control or not. In another saying, change is metamorphosis. This case can be either to renew or to turn back to past. The important case is that the current situation should be different from the first situation. Change is a tool that does not leave the ex-situation, features or structure same as time passes (Yeniçeri, 2002:7). Change means that not seeing the same thing with its ex-conditions any more. This change can take place in its essence and shape. Change became one of the most mentioned phenomena in our daily world. The most dominant factor of this is the fact that world has had many changes ever been experienced in particularly in the last century and these changes occurred very fast. Today, change became a part of our lives as technological developments cannot be even followed after industrial revolution. This situation occurred as visible concept, and its effects over people

highly increased therefore this made the change as a popular subject among people. Change which is the most basic trigger force in our era became an existence-nonexistence problem (Yeniçeri, 2002:9). Today, change brought forward the need of creating different thinking styles to different situations as getting out of routine. This basic amend puts force to change “fast, intensive and effective” interventions (Elalmış, 2008:5).

2. 1. The Concept of Organizational Change

If we investigate the word meanings of change, there are definitions as movement, moving, passing through one situation from another, development and improvement, leaving out the structured traditional thinking habits, creating systems that would offer higher productivity and efficiency. Change is a feature that does not make an object or a situation remain constant (Yılmaz, 2012:3). Change is the opposite concept of stability and continuity. Again, change can be defined as passing of any system from a particular situation to another one after a process in a planned or unplanned manner (Öztürk, 2007: 4). Generally, concept of change can be described as moving any kind of things from its current condition to a new concept (Çalışkan, 2002: 8). In general, change is explained as passing to a new condition from ex-situation. Holding the current situation means to be static and it is difficult to hold such a system through long time. That is because of the fact that change uses its power as influencing the alive creatures. In this framework, change is experienced in both personal and community manner (Yılmaz, 2012:4). Organizational change includes any kinds of change occurred in the elements of organization, in its sub-systems and the relationship structures among these, in the relationships between these and the organization, and the influences of the organization and its environment. Through this definition, organizational change is such a broad concept which includes many facts and phenomena for instance creativity, creating reforms, growth and development processes (Taşlıyan & Karayılan, 2013:254).

Organizational change is an overall concept that is composed of the activities which are performed for increasing the organization’s current efficiency and for holding it to higher statue. As can be seen, the continuous change of the structure in which the organizations take place makes it necessary for the organizations to change, too. The organizations which continue their operations according to the demands from outside need to enter into a new formation as re-organizing their structures and intentions. Additionally, it is possible that organization can enter into a change process due of their processes’ effects, thus the efforts which are put through this process can also be defined as organizational change (Basım et al. 2009:16).

Every system, from enterprises that try to go on performing or increase their operations in severe competition which takes place in the globalizing world to even the countries which try to take a new place in constantly changing world conditions, is undergoing an ongoing change. Every system is aware of the necessity to change as biologically, organically, economically or politically. Four important changes which emerged in organizations as a result of globalization can be summarized as follows (Güzelcik, 2000:77).

- **Passing to Leadership from Management:** To work for change to take benefit from it as leaving the traditional work cultures, to have the growth rather than being always in control, to get the vision from analyze, to the movement which can create growth and development rather than cumbersome decision taking processes. To re-define the works not as “completing the tasks” but as “making differences”.

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- Passing to Teams from Individuals: Successful institutions give greater important to team work.
- Passing to Partnership from Customer Services: Institutions should target to manage the customers' needs instead of paying attention to quality customer services. They have to be superb institutions in terms of offering service rather than institutions which are managed by customer services. Institutions need to build cooperative relationships as taking basis of the processes depending on team work rather than offering services more than customer expectations, presenting instant solutions to problems, creating customer loyalty as building powerful relationships and being an infallible institution in terms of customer services.
- Passing to Promotions and Awards System from Traditional Salary Systems: There is a payment chart in the traditional salary systems and hardly found or not existed promotions and awards. In this system no matter how an employee works well, the amount of payment he receives is certain and limited. The payment system depending on the performance builds a balance between each of employee's contribution and their earnings as taking basis of promotions and awards. If the balance between performance and earnings is not taken into account, the employees would be unhappy to work and their contributions would be unsatisfactory.
- Change management leads the organizations to follow the below mentioned subjects in strategic level (Düren, 2000:230):
 - To listen the customers and to oversee the changes in expectations before they happen,
 - To know and follow the competition conditions,
 - To be forward-looking in terms of technology and to be able to convert the knowledge to action on time,
 - To increase the reasonability of institutions as improving the abilities of contributive management and flexibility,
 - To develop the award system based on personalized or teams in performance evaluation,
 - To lead the energy to specifically pre-defined targets as improving the work methods depending on projects
 - To improve the creativity potential in human nature as specifying it,
 - To make reasonable investments such as copyright or usagerights that would create synergy and innovation.

3. The Concept of Change Management

There are many studies that define and elaborate the change management. According to a definition, change management is an art of making appropriate the corporate culture and behavior with the changing world (Argüden, 2008:36). After deciding presently where we are and where we would like to be, change management manages the process which will lead us to the point where we would like to be from the point presently where we are. In other words, it is a collection of strategies and activities that enable the transition to desired situation from the current one (Karamazarcadik, 2007:43).

In organizational aspects, change is defined as planned, unusual and pre-thought unique effort which contributes to reach the pre-set targets more efficiently or meet the new-established targets (Töremen, 2002:186)

The change in organizations is the whole process of taking steps to unknown but predictable future as leaving the old, known and habituated order (Dereli et al. 2006: 25).

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In another definition, organizational change is the transition to a different situation as planned or unplanned; the occurring of the transition in organizations' one or more areas like culture, technology or structure. As can also be seen in the definition, change generally includes the responses that organizations give around in purpose of sustaining their survivals and transform them to a different situation (Tüfekçi, 2008: 195).

At the present time, traditional organizations which were established by their functions became inadequate. Survival ability for this type of organizations are hardened with the constant developments and changes, increased competition and mass production's qualitative change in its structure. As a new concept and approach style, change is brought forward by the fact that consumers became the most critical factor for organizations and they also involve the decisions, organizational structure borders are weakened, the market is qualified above the national and even international structures (Akat , 2004: 62).

Organizational change can be described as all kinds of changes which can occur in organization's elements, sub-systems, relational structures between these, relations between these and organizations and influence between organization and environment (Yılmaz, 2012:8). Organizational change is a broad concept which can include all kinds of concepts like creativity, innovation, organizational development, activity research, organizational flexibility. Any changes which may be occurred around of an organization would brek the organizational balance and require a new balance set. In organizational change, it is possible to pass from one balance into another. Therefore, the agenda of organizational change is related to specify, implement and adapt new strategies suitable to environment conditions (Peker, 1995: 4).

Presently, it is highly discussed whether organizations change with satisfactory speed and how the changes will be implemented rather than the necessity of changes for the organizations (Koçel, 2007: 554).

Instead of thinking the change as an obligation, it should be accepted as a process which will bring benefits. The benefits of change can be listed as follows (Erdoğan, 2002: 22):

- Change saves the organization from stability and creates enthusiasm.
- It enables to draw employees' attention and motivations to their tasks.
- It motivates employees to develop themselves avocationally.
- An opportunity to evaluate the routinized implementations is a by-product of change.
- Change provides to increase the work-satisfaction for employees.

4. Causes of Organizational Change

The purpose of organizational change can be stated as "to increase the organization's efficiency and productivity based on the changing internal and external aspects, to create an organizational structure which facilitates for beneficiaries to have high satisfaction and developments. However, the details of the purposes should be carefully specified after the decision of organizational change is taken. For example, some of the purposes can be as follows; to reduce the management costs, to determine and increase the responsibilities, to create better coordination opportunities, to reduce the work-load of executive management, to reduce the hierarchical chain.

In organizational aspect, change has general purposes like to be ready for the future, to sustain the mutual trust, support and positive communication among organization members, to bring solution for problems and disputes, to create synergy(Özalp, Sakaand Haşit, 1992: 133).

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The effects of internal and external environment factors that cover the organizations make the organizational structures insufficient by the time passed although they were satisfactory in the establishment period. The change motivations for organizations can be presented in two groups as internal and external (Uslu, 2006: 17).

4.1. Internal Factors

One of the important internal factors which make the change compulsory is growth. Growth represents the increase in volume, quantitative and qualitative developments in organizations. In order for organizations to deal with the national and international competition; R&D, quality, communication, productivity, finance and human resources management should be given importance. Companies which could not take benefits of technological developments before competitor companies face strong difficulties. At the present time, bureaucratic monotony order is run out and totally new organization structures are settled because of the fact that markets, Technologies and customer needs change with ultimate speed and these create excess pressure over the companies (Sucu, 2000: 29; Yılmaz, 2012:10). Depending on the organizations; efficiencies, growth, regression, change in executive managers (Türkyılmaz, 2009: 52), merger and acquisitions (Uslu, 2006: 16) are given examples of internal factors.

4.2. External Factors

As evaluating as a system, each organization use the input which is taken from external environment, changes it in a specified manufacturing processes with technological facilities and after this process gives the output back to its external environment. Organization's success depends on continuity, regularity and magnitude of the flow of input-process-output (Koçel, 2007: 559). Economical, legal, social pressure, globalization (Aksu, 2000: 270; Akçakaya and Yücel, 2007: 21), technology (Sucu, 2000:27), to increase the efficiency, productivity, motivation and satisfaction levels are given examples of external factors.

5. The Classification of Organizational Change

In order to understand and lead the change better, seeing different classifications about change should be paid attention. Classifications can be listed as follows:

5.1. Planned-Unplanned Change

Planned change is a process which transforms the organizations into different situation depending on the purposes as systematically while requiring long period of time. This change emerges as a result of conscious effort and detailed-thinking (Eren, 2005: 32). Planned change is a response in performance which was created by the organizations' internal elements' thoughts. These are pre-determined and implemented change efforts which were started by the change leader (Allen, 2001: 24). On the other hand, unplanned change is described as a change which its purposes, direction and process levels were not pre-determined, only exposed to organizations so that organizations do not any other options except to obey it (Koçel, 2007: 558). Unplanned change depicts the change types that occur by nature, its change speed and consequences could not assumed and generally carry high risks for organizations as resulting bad effect. In this case, all structures within organizations including beneficiaries and external environment are extemporaneous to change (Yılmaz, 2012:7).

5.2. Macro- Micro Change

Macro change describes the situation in which all the aspects of organizations are subject to change. This change as also known as organizational development is to increase the organizations' performance altogether as strategically and

technically. On the other hand, micro change depicts a change in low-level or upper-level about any subject within an organization (Koçel, 2007: 558).

5.3. Proactive-Reactive Change

Proactive change describes to change the way of doing business, activities and procedures of an organization depending on the predicted environment conditions so that the organization would be ready when the predicted conditions come true. On the other hand, reactive change is to make change for adopting de facto changes instead of making changes within organization for the assumed conditions (Koçel, 2007: 559).

5.4. Active-Passive Change

Passive change is to make internal changes in an organization in order to deal with the external conditions. On the other hand, active change is to affect and impact the external environment as making organizational internal changes (Koçel, 2007: 559).

5.5. Constant and Partial Change – Fundamental Change

Constant and partial change is consisted of hundreds situation that employees encounter throughout their employment history. It includes the changes of the way of doing business, job processes, factory placement plans, the way of new product launch or the situations that people think like the continues of the past. These changes do not create the feeling of different for the organizations. On the other hand, fundamental changes are revolutionary. The other words explaining this kind of changes are “strategic”, “visionary” and “transformational”. It affects the organizations perceptively (Töremen, 2002: 187).

6. The Importance of Change in Healthcare Organizations

The efficiency concept of healthcare organizations carries great importance for patients due to the fact that the cost of healthcare services tends to increase throughout the world. Hospitals perform as profit seeking enterprises in addition to their treatment center and preventive health services functions while global competition, changed customer demands, quality, the awareness of costs and rapid technological advancements take place. Therefore, healthcare industry is subject to make revolutionary re-structuring changes in terms of strategically and managerial levels. In some countries, the re-structuring change encourages flexible hospital organizations in that centers are able to present healthcareservices with the least cost and the highest quality and present the societal demands to more receivers (Özkan, et al. 2013:26). Additionally, healthcare organizations have to adopt to perform in the customer (patient) oriented services perceptively in today’s changing competition conditions. The management of healthcare organizations seeks for innovative organization philosophy and technics which would affect the organizational strategy and outputs positively in terms of patient care due of the increased competition and rapid changes in patient demands. They additionally need to have modern management technics because of their functions of providing new and more value with using the current sources (Özkan et al. 2013). To focus on the customer needs is the easiest and direct way of reaching new information and technology. Moreover, to forward the productivity criterion would be possible with adapting new technics and methods. The Ministry of Health created Patient Rights Unities (PRU) in all the public hospitals with at least 100-bed capacity in Turkey for serving this aim. Therefore, hospitals started giving more attention the Patient Right Unities and visible changes can likewise be seen (Küçükilhan & Lamba, 2007:111).

On the other hand, we know that systematically implemented changes’ success possibility is much higher. Thus, healthcare organization should bring forward their

visions for systematic changes. After creating the vision, organizations should orient themselves according to their vision. The most difficult process of the change is to orient one-self objectively and to make self-critics. Here, both individuals and organizations are compelled with being rational. On the other hand, other people's thoughts should be given importance as working customer oriented (Yılmaz, 2012:38). Another condition for change is the change should be adopted and supported by the upper level-executive management. The approach that are not supported by the executive management can create the idea of change is an effort which does not offer benefits and is unnecessary for many employees. Leader should target future's direction and provides ways to complete today's job in the most efficient ways (Yılmaz, 2012:38). It is indispensable for change to interfere and affect the many important areas like two purpose and strategies, task structure and technology, culture and people.

Before interfering the change, to analyze the system well and to prepare for the change process gain importance. There are three important criteria for managers to give attention for them to implement successful change in organization. They are as follows: to build the system well, in this perspective to prepare the beneficiaries as training them and to add them quality that jobs need, the third one is to motivate the beneficiaries effectively to the target (Derek and Yarlett, 1995: 23).

In this framework, implementing and effective change management is highly difficult due to the fact that productivity indicators are not artificially dominant in healthcare organizations and bureaucratic processes are intense. However, development and adopting participative management, doctor and patient satisfaction, priority of human approach and cooperative strategies could be suggested for improving the indicators during change processes. In recent years, hospitals have difficulties on recruiting qualified personnel due to the fact that private hospitals grew rapidly and the subjects of employment permanent personnel; thus this can create negative effects on providing improvements and effectiveness in change processes. If the revolutionary changes in healthcare policies are implemented without taking all healthcare services providers' common ideas, it will cause for healthcare organizations not be bringing out their own plans (Küçükilhan and Lamba, 2007). However, hospitals should put forward their own suitable change management plans after systematic analyses as giving attention to negative developments, avoiding unproductive investment and processes while making their own strategic plans. In particularly, professional managers should take active roles on change processes and business development and problem solving teams should be built in all hospitals. These teams should be created depending on consultant doctors, nurses and managerial levels so that the reports that the teams created should be systematically analyzed.

7. Conclusion and Evaluation

Organizations are dynamic and open systems that exist in mutual affection with their environment and deliver output to environment from which they receive inputs. Organizations need to make organizational regulations against internal and external occurring changes. The change in 21st century affects all areas of life. Some of them can be listed as technological developments, development on social, cultural and political areas, depending on these development societal differentiation and changes in people's choices. The most important competitive advantage that enables organizations survival is change. Therefore, organizations have to adopt new features and abilities in order to get along with the change.

The truth is we have to follow the change which constantly speeds up despite of future's volatilities. Change management is an issue that should be paid attention,

because the created new process needs to be adapted without causing chaos in organization. On the other hand, in healthcare organizations the implementations of organization management during passing into new situation from old one would affect change efforts positively and negatively. To receive employees' support is as important as to meet the organizational targets for change management. In particularly, the supports which will be given during and after the implementations will shape the employees and ease them to adapt their jobs. Therefore, training employees before implementing change processes would reduce the risks of debates, decreasing of employees' motivations and changing their departments.

At the present time, healthcare organizations need to have leaders who will move the organizations future, carry risks, and lead the organizations to success even in chaotic and turbulence conditions. The success of change processes can be ensured when the managers who oversee these kinds of improvements and changes contribute the change programs in hospitals and build a successful team. As a result, the success of healthcare organizations is thought it is depended on the level of adopting the constantly changing environment. Tendency to change can be assured with training the employees, including them to preparation and implementation processes of change and give support them about change.

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