

Change model combination: A comprehensive way for successfully change

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Submission: 18 July 2020 Revised: 4 April 2021 Accepted: 26 April 2021

ABSTRACT

Change is inevitable and important phenomenon in this time. In general, the change management model is divided into two categories that can be used as an approach to make changes, namely changes that focus on individuals or people and changes that focus on the process of forming changes that occur in the organization itself. However, the use of the current change model has been widely criticized because it still has many shortcomings and is considered less relevant to its use in some conditions that occur. Accordingly, this article to furnish another viewpoint in managing the numerous changes that happen in this time. By proposing the use of a combination of change models that have a focus on the individual side and in terms of the formation of change itself. This study uses the study literature review method to provide a more comprehensive review and outlook on theories relating to change.

Keywords: *Change Management Model, Combination, Kotter's Model, ADKAR Model*

1. INTRODUCTION

The rapid development of the times and technology today has greatly influenced the global world, including the business world. At present, the company must be able to adjust to the pace that will change in order to compete with other companies in the same industry. (Mack et al., 2015) stated that increasing global competition with a situation that moves so fast and the interest for consistent change causes organizations today to feel progressively uncertain whether the worldview and ways that have been done before can beat the difficulties to be looked in the future.

In his research (Jacob et al., 2014) states that there are two strong factors that can encourage the emergence of the need to make changes within the company is internal and external factors. Internal factors are the forces that emerge from within the company, such as: human resource problems, organizational culture, organizational structure and management (Janković et al., 2016). External factors are forces that emerge from outside the company, such as demographic characteristics, technological developments, market changes, social and political pressures (Janković et al., 2016).

Therefore, companies must be careful in dealing with the factors of change both in internal factors and external factors that occur at this time. At the point when change happens, organizations that adjust most rapidly can make an upper hand for themselves and afterward will endure, while organizations that won't change will be abandoned. Deeply-established and often unobservable organizational capabilities developed as adaptive responses to founding conditions may result in different external manifestations as environmental conditions change (Marquis & Tilcsik, 2013). If the need for change is not taken seriously, this will certainly threaten the company's existence or even kill the company quickly. (Jalagat, 2016) states that change can bring positive and negative effects on organization results and along these lines, the need to deal with the change has become a dire concern.

The company must understand very well how to deal with change precisely and effectively. Especially in the case of using the change management model in a problem related to change. This is because the use of the

current change model has been widely criticized because it still has many shortcomings and is considered less relevant to its use in some conditions that occur. Therefore, this article aims to conduct a systematic study by mapping out existing research related to change management models to form a deeper insight into the study of change management models and furnishes another point of view inside managing the changes that happen as of now. By proposing the use of a combination of change models that have a focus on the individual side and in terms of the formation of the changes they are expected to be able to provide a more comprehensive view and facilitate the important aspects of making changes to be more successful.

2. LITERATURE REVIEW

2.1. CHANGE MANAGEMENT

The current condition of the organization is faced with a rate of change that is more increasing. According to (Frank Voehl & H. James Harrington, 2016) Change Management is the procedure, apparatuses, and strategies to deal with the individuals side of progress to accomplish the necessary business result. Change Management consolidates the hierarchical devices that can be utilized to assist people with making fruitful individual advances bringing about the appropriation and acknowledgment of changes. In general, the change management model is divided into two categories that can be used as an approach to making changes, namely changes that focus on individuals or people and changes that focus on the process of forming changes that occur in the organization itself (Babin, 2019).

This change that focuses on the human side certainly has a connection with the function of Human resource management. Specifically, the Human Resources Management (HRM) can actualize explicit practices that expansion the achievement of representative observations and duty to change (Khan et al., 2020). HR practices to help change, worker observation and interconnectedness with a promise to change (Vohra, 2015). This means that change management does not only talk about change itself but humans who also have an important role in achieving a successful change. It is important to deal with the changes that will occur in global markets, both organizations and employees must plan their actions strategically by analyzing the forces that can influence their decisions (Paper et al., 2020).

In addition, on the other hand, change activities will be exercises done to move the organizations from its present status to another express that is a dream. To achieve the desired state requires changes in behavior, values, systems, and structures (Duki, 2015). Change management also gives an organized way to deal with help organizations in doing change activities (Plessis & Mabunda, 2016). Changes in this category require a more complex approach because it involves many things that exist in the organization but still has a relationship with changes on the individual or human side. (Palumbo & Manna, 2018) states that barriers to organizational change are produced by tensions and contradictions that arise from several things such as shifts in structure, culture, values, and behavior. It is important for organizations to understand this in order to be able to determine the right solution to the problems being faced (Irum et al., 2018). When change management is carried out correctly, change management is able to lead stakeholders to move the company from a state of passive awareness to the stage of having commitment and participation in the adaptation efforts of the new change. But when change is poorly managed, all initiatives will pose risks because everyone's involvement is not directed, causing lower productivity. Therefore, the organization needs to understand precisely the problems that occur by identifying each of the factors that occur. So that the strategies and solutions made can be effective and precise.

2.2. CHANGE MANAGEMENT MODEL

2.2.1. John Kotter Eight Steps Model

Kotter's change model is divided into 8 steps, which are listed below (Plessis & Mabunda, 2016) :

1. Create an Urgency

The first stage is making a need to keep moving and awareness for organizations to change (Plessis & Mabunda, 2016). Organizations make a needs that can spur individuals in the organizations to contribute their time and endeavors to face inconvenience that occurs in change (Steven H. Appelbaum et al., 2012).

2. Form a Powerful Coalition

It is hard to lead the whole change process on the off chance that it is separated from everyone else, and consequently it is essential to fabricate an alliance to help organizations, direct individuals to the endeavors that are relied upon to help roll out the changes that are good (Steven H. Appelbaum et al., 2012).

3. Create a Vision for Change

The need to create a vision that is easy to understand and summarizes the overall goals of the company by means of an approach that is easily accepted, involving sympathy so as to generate support from the entire organization (Steven H. Appelbaum et al., 2012). Vision provides guidance to individuals and persuades them in supporting that vision. At the point when the vision has been created, it will be simple for the group to coordinate the change exertion (Plessis & Mabunda, 2016).

4. Communicate the Vision

Vision alone isn't sufficient to create support, it additionally should be communicated to the whole organization. The effort can be done by utilizing the coalition that has been built, because with the change coalition that has been built the company has a network that is able to reach more people so that the support provided is maximum (Steven H. Appelbaum et al., 2012). In addition, communication can be done by using appropriate methods such as discussions, e-mail, websites, and social media applications to provide information on relevant vision changes and get employee support (Plessis & Mabunda, 2016).

5. Remove Obstacles

The company must examine all possibilities that can prevent the creation of change by recognizing as ahead of schedule as conceivable by depending on accessible assets to break down any obstacles or obstacles, without disrupting other business areas (Steven H. Appelbaum et al., 2012). In addition, the company can also empower by building competencies in employees to be able to face any obstacles (Plessis & Mabunda, 2016).

6. Create Short-Term Wins

The change procedure regularly sets aside a long effort to get the ideal outcomes. This condition can make support for change decline if people in the organization think their endeavors have been vain. Therefore, it is important to show the results and excellence of the changes made so that they can be a motivation for everyone (Steven H. Appelbaum et al., 2012).

7. Build on the Change

Changes that occur can affect other parts (Plessis & Mabunda, 2016). Hence, it is imperative to keep up and reinforce change after all the procedures are finished. Organizations must keep on defining objectives and examine that should be possible better for persistent improvement later on in making changes.

8. Anchor the Changes in Corporate Culture

Change can absolutely have an enduring impact or even be a culture. Hierarchical culture comprises of the conduct and standards of individuals at work (Plessis & Mabunda, 2016). Make the changes that occur as a new culture because change must be a core part of the organization in order to have lasting effects.

2.2.2. Model AKDAR

ADKAR's change management model is an abbreviation of (Awareness, Desire, Knowledge, Ability, and Reinforcement) developed by J. Hiatt with PROSCI Research (Babin, 2019). This model is suitable for organizational-level change, for project management to overcome technical and logistical requirements. The change management to overcome human aspects. This model consists of:

1. Awareness

Awareness is the point at which an organization inform the employee regarding a need and requirement for change. The essential issue at this stage is deciding the degree of changes for a specific project (Galli, 2018). Awareness is an aggregation of organizations or people mindful of the need for change. The fundamental issue as of now is deciding the degree of changes for a specific issue.

2. Desire

Desire from the employees and project team requires the motivation to participate in the change along with the ability to perform necessary changes. (Galli, 2018). The point is that the desire of employees and the team to change requires motivation so that they can finally participate in making the necessary changes.

3. Knowledge

Also, workers need information about how to change and what is required from the change itself.

4. Ability

The following point is the ability, which is the expertise expected to execute change. Ability to actualize the change in daily activities (Goyal & Patwardhan, 2018).

5. Reinforcement

Then proceed with strengthening to sustain changes in the organization or project. Reinforcement to keep the change in place (Goyal & Patwardhan, 2018)."

2.2.3. Kurt Lewins Model

Lewin's model of change is one of the many change models that serve as a reference and also the basis for developing the current change model. The change process involves three basic stages: unfreezing, changing (transition), and recrystallizing behavior (changing) (Talmaciu, 2014).

In the initial stages, companies need an in-depth analysis of what functions are running and what is not running to be changed later. The unfreezing stage features the contrasts between the genuine conduct of the organizations and the ideal conduct (Talmaciu, 2014).

From that point forward, the change procedure will enter a transition stage. This stage is where obstruction from employees will start to happen on the grounds that workers are not familiar with new changes. At the point when this occurs, it is critical to have great resources with the goal that employees make the changes without any problem. These resources can be acquired via preparing endeavors, making directions, or making a program that can identify change. According to (Talmaciu, 2014) that the subsequent advance includes changing the new shape, executing an arrangement of conduct change and moving towards a ideal condition. After that, there is a change to another behavioral level fixated on new qualities and mentalities. Then in the third phase is refreezing, according to (Levasseur, 2001) states that the change model requires change specialists to work effectively with personnel of different organizations to introduce, test, use, measure, shape and improve new frameworks so organizations can viably be framed and run sustainably.

2.3. COMPARISON OF THREE CHANGE MANAGEMENT MODELS

Table 1. Three Change Model Comparison

	Lewin	ADKAR	Kotter
Value	General	General	Specific
Change Focus	The process of forming change	Humans as the subject of change	The process of forming change
Phases	3	5	8
Resource Focus	Individual and Team Member	Individual and Team Member	Leader, Individual and team member
Characteristic Condition	Natural	Natural & Planned	Planned
Model Complexity	Low	Medium	High

The Lewin model is a change basic model and provides three steps that make it alluring and easy to implement for huge organizations. The three principle steps are straightforward on how to make changes from beginning to end. but, the disadvantage is that this model doesn't disclose in detail how to manage people as a major aspect of the change. People's resistance to change has the potential to have an impact on the organization / team that is not working as expected if it is not handled properly.

When the Kotter model is compared to the Lewin model, these two models give more extensive heading on the best way to actualize change. Give further reaction by remembering the human side of change. The Kotter model gives guidance, change procedure in the organization should be informed with workers In spite of the fact that this model shows up with a top-down methodology. In the state of this model, workers don't have information or choices to share thoughts before the formation of a key vision. This implies the underlying info originates from the organization's top management. The disadvantage will happen if a step is skipped or executed inaccurately. This will influence the next step and make the organization disturbed with the goal that they must invest energy again since they need to begin the change step in accordance with the correct step.

The advantage of the ADKAR model is that it is focused and specific about the changes needed by employees and team members of a project. The process begins and ends with humans as the focus of change, so these characteristics are very important in choosing and identifying our needs for the Change Management model that companies need. The disadvantage of using this model is because it focuses on the side of the people involved in the changes needed in a project, this model is suitable for project teams and environments, compared to large-scale organizations with complex processes.

3. METHODS

The methodology used for this research is the study literature review (SLR) which is introduced in information technology research (Kitchenham et al., 2010). Research with the SLR approach aims to identify, evaluate, and interpret all available and relevant literature sources, related to the research questions that have been formulated (Kitchenham et al., 2010) ; (Banaeianjahromi., N & Smolander., 2016). This method aims to conduct a literature review by finding theoretical references relevant to the case or problem found. Then gather various kinds of information, theories, and references in accordance with the research conducted to discuss and provide an overview of an issue. In addition, this study uses descriptive analysis and identification of the Change Management Model. Specifically, in the 3 change management models such as Lewin's, Kotter's 8 steps Change, & ADKAR models.

The search and analysis process is made as accurate as possible to increase the accuracy of this literature study as in the research (Banaeianjahromi., N & Smolander., 2016). This method begins with the process of selecting data sources namely the Scopus international journal database, then creating search strings, and determining exclusion and inclusion criteria.

To understand the perspective of existing research, researchers conducted a systematic study (Banaeianjahromi., N & Smolander., 2016). This study is a literature review by mapping out existing research related to the change management model of the International Electronic Database, Scopus. The purpose of this systematic study is to explore deeper insights about the study of change management models and for academics to identify future research gaps (gaps).

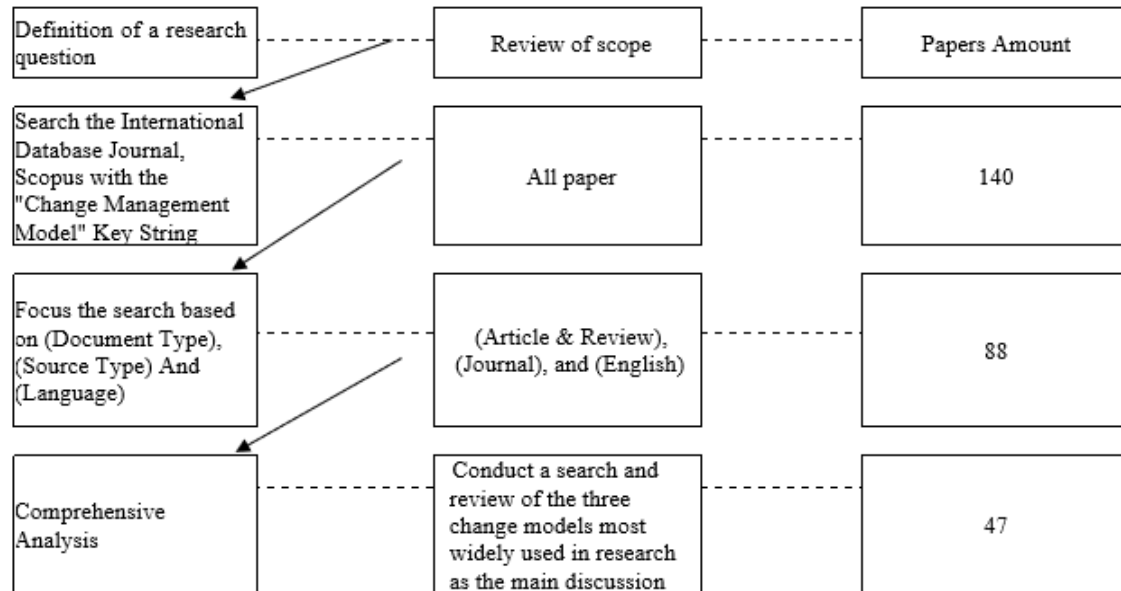


Fig. 1. SLR Process (Adaptation from Banaeianjahromi., N & Smolander., 2016)

There are some data from the results of mapping the use of change management models in research obtained from the International Journal Database, SCOPUS with the key string search for "Change management model" totaling 140 documents.

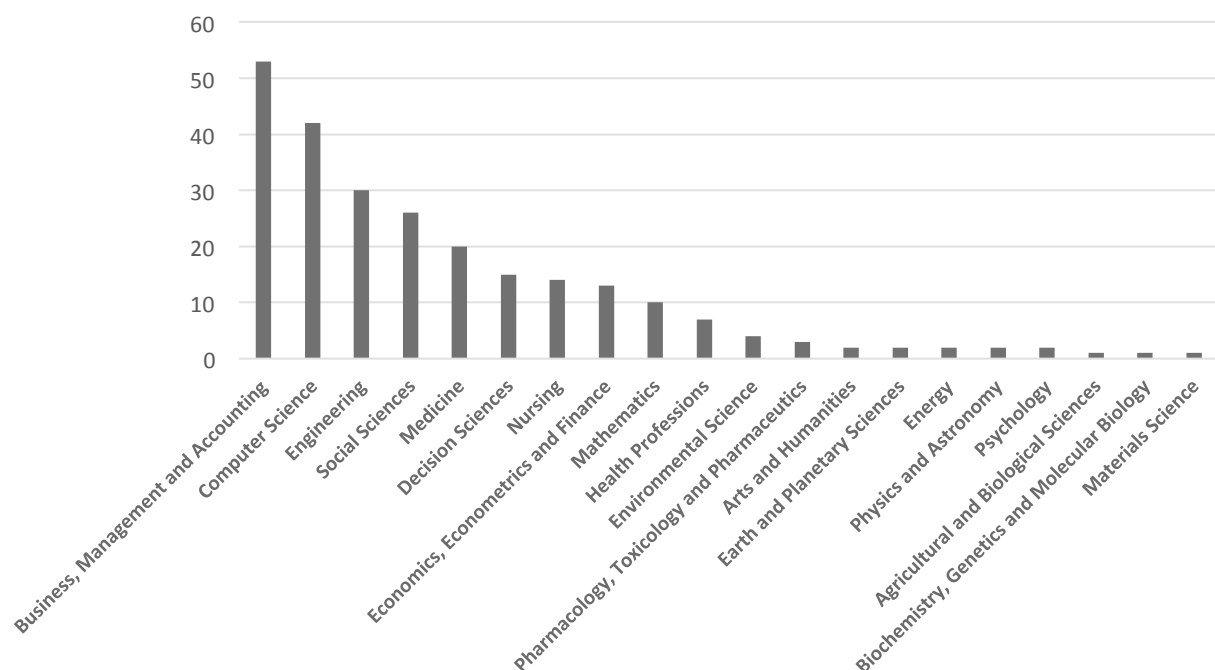


Fig. 2. Management Model Research by Subject

The search results obtained with the key string search "Change management model" there are five subjects that are the most studied with the key string, namely Business, Management and Accounting, Computer Science, Engineering, Social Sciences, Medicine. This means that research that discusses the change management model can be used in many research subjects and provides an opportunity for other researchers to conduct further research, especially in subjects that still have little to discuss change management models.

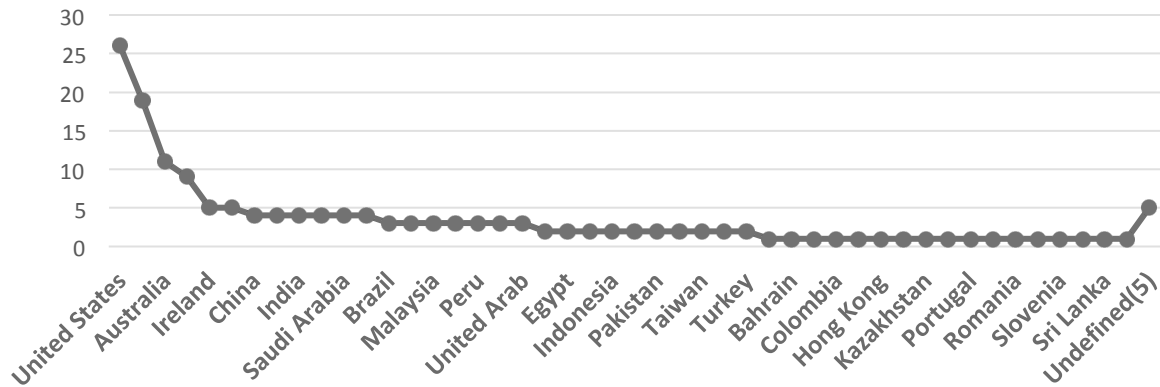


Fig. 3. Change Management Model Research by Country

In addition, the distribution of research with the key string search "Change management model" spread in 46 countries around the world. The top five countries are the United States (26), United Kingdom (19), Australia (11), Canada (9), Ireland (5). This means that research that discusses the change management model is an interesting research topic and has been widely studied in various countries and provides an opportunity for other researchers who will conduct research that addresses this theme, especially in countries that have a small number of publications.

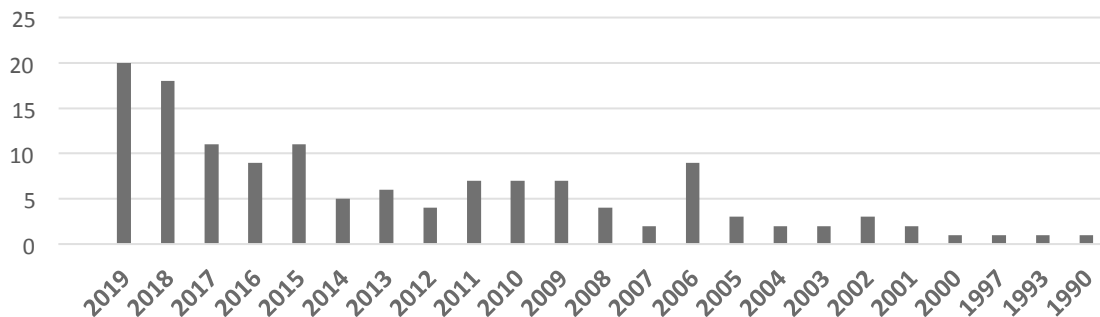


Fig. 4. Change Management Model Research by Year

The results obtained from the mapping show that research trends with key string search for "Change management models" in the last 4 years have increased. This means that research that discusses the change management model becomes an interesting subject to be studied at this time.

From the results of the researchers' mapping, there are 3 models most widely used in research in the International Journal of SCOPUS Database which specifically use the change model in the research that is made namely Kotter Model (20), ADKAR Model (14), Lewin Model (13) and will be discussed in this article.

4. CHANGE MANAGEMENT MODEL AS AN ALTERNATIVE SOLUTION

So far there have been many studies using one type of change management model, but to date, it is still not enough to provide a complete approach to be used in more complex problems at this time. This study chose the ADKAR model and the Kotter model as an alternative solution because it has been widely used in change management research. Previous research on Change Management using the ADKAR model conducted by

(Karambelkar, 2017) states that the ADKAR change model can bring aspects of change management and project management to make a systematic and proactive orientation. In addition, the ADKAR model is more oriented to the human side because it provides guidelines based on values that can be created in humans.

In addition, there are studies using Kotter's change model, as in the (Bell et al., 2009) research, that Kotter's change model has helped in the process of changes that occur in the research object under study. This model provides specific stages compared to the Lewins and ADKAR change models. Then this model focuses on shaping change itself. However, there have been some criticisms about Change Management with Kotter's change model which has also been criticized because it is not common enough for some types of change (Bell et al., 2009), then it is too planned, and does not represent the reality of organizational life (Hay et al. 2001 , hal.243). But, this criticism was responded by (Sidorko, 2008) which expresses that there is no single model that can give a one-size answer for all issues in organizational change.

Each model explains the basic concept of Change Management, which starts from identifying the current condition, then realizes the need for change, then enters the transition phase, after that implements the change, and then reaches the desired condition. The 8's Step Kotter model provides a detailed and substantial explanation of the initial conditions for initiating change, then managing the change, and implementing sustainable change. A detailed explanation of this model provides clarity and structure in the company.

Of the few models depicted before, there are a few models that attention more on the way toward executing the change itself, instead of concentrating on the measurements that identify with individuals. In this condition, the Kotter model has constraints on angles identified with individuals. But on the other side, the ADKAR model has the best spotlight on individual aspects as a part of the change but this model constrained when for change execution on a huge scope. For this reason, the researchers propose both to be used as a combination of change models with two different approaches to be a solution in one case problem.

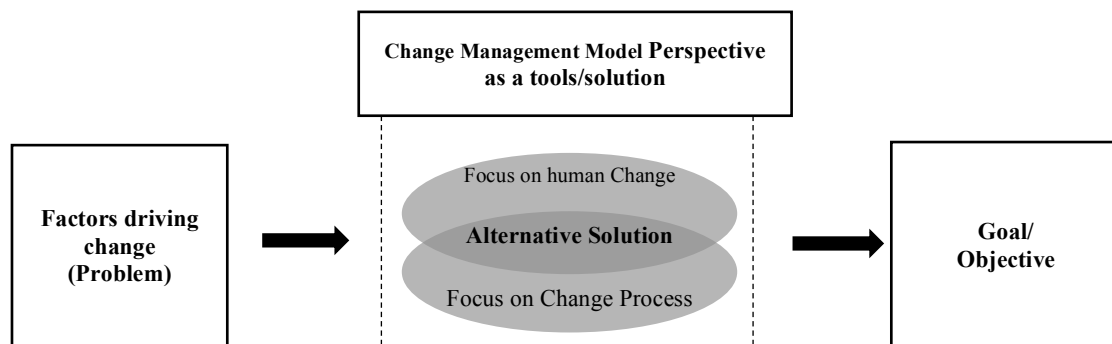


Fig. 5. Combination Change Model

The ADKAR model can be used as a tool to explore the human side as input to make changes. This effort can be done by the questionnaire method, focus group discussion, or the method of Analyzing each of the human factors and needs in realizing successful change. Then it is also used to create a training curriculum in an effort to communicate changes and form the competencies needed to make changes.

On the other hand, the Kotter model can be used in approaching the process of forming change itself. Provide stages and flow changes as a system for making changes. Be a guideline when changes are made when input is on important matters and the need for change. The combination of different change models can provide a more comprehensive picture of the use of the Change Management model as a solution to the problem being faced by involving two main factors namely the human side as the subject of change and the process of formation itself.

5. CONCLUSION

Observing the comparison of the three Change Management models described earlier, there is one thing that can be of concern to all of us: change will only succeed if it is conveyed and acknowledged by workers or individuals. Organizations must have the option to oversee Change Management effectively with the support of appropriate knowledge and resources. Change Management has many parts that are actively connected and moved, so management must understand all the strengths and endurance of everything related to the change plan. If not, failure to implement changes in the company can cause several problems such as reducing loyalty, reducing the possibility of achieving goals, wasting money, or wasting resources.

Efforts to make changes are not easy, there will always be rejection in making changes. But keep in mind that rejection also gives management information about the emotional intensity of employees towards a problem and knows the effort to provide the tools needed by employees to release the emotions felt by employees. Not all rejection of change is bad, because with the rejection indirectly forces management to help identify areas of the problem that occur and also create more comprehensive and effective strategies.

Therefore, it is necessary to have a change model that can facilitate complex change needs. Researchers propose alternative solutions to these conditions using a combination of change models. The approach is made into two focus, namely using a model that focuses on the human change in making changes, namely the ADKAR model and a model that focuses on the formation of change itself, namely and 8 'steps change Kotter. This effort can be based on the importance of the role of humans as the subject of change and also the system that supports the changes made. So that the approach taken will be more comprehensive and can facilitate all the important aspects needed to make changes.

This method can be an alternative solution to achieve effective change and also as a solution to deal with changes with fairly high complexity. This study has limitation, the effectiveness of using this method depends on the level of complexity of the problem being faced. Of course, there are many other shortcomings that exist in this study which are expected to be able to mobilize other researchers to conduct further research. So as to be able to provide diversity and broader views in the Change Management scientific realm.

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