Systematic literature review for strategic change management

Bayan Mousa Ali Alzubi
National Electric Power company, Amman, Jordan
bayan.zubi@yahoo.com

Abstract. This study aimed to identify and comprehensive review of studies related to strategic change management by databases published between 2000 and 2022, where the systematic review included twenty articles based on predefined criteria for selection. The reason why we need strategic change in the first place must be taken into consideration before we can discuss or manage this change. Is this because the business believes it has fallen behind its rivals or because they are forced to alter by new, innovative products? Who will recognize this need and be in charge of leading and carrying out this shift as it happens? Board of directors or CEOs? That being said, we sought to explore these concerns, expound on them, and also talk about other facts in this paper that might make it simpler and faster for organizations to implement strategic changes, like organizational structures, which are far more complex than they used to be.

1. Introduction

The strategic importance of organizations is highlighted through their ability to set goals and objectives and to define long-term directions to reach the goals in an appropriate period of time and in an environment characterized by speed and uncertainty and in order to meet the challenges facing the organizations (Rabetino, Kohtamäki & Federico, 2021). The increase in the speed of change occurring in the surrounding environment in the organization, both quantitatively and qualitatively, contributes to creating a state of environmental uncertainty (Salleh et al., 2020). Moreover, strengthening its competitive position by contributing to increasing its ability to face intense local and international competitive conditions and benefiting from its material, financial and technical resources to ensure its competitive advantage (Chofreh et al., 2021). ln addition, allocating resources and capabilities in an effective manner, by setting long-term plans to obtain raw materials from their sources, using the available resources in a way that suits the needs of the organization, and confronting the decrease in natural resources (Zamanan et al., 2020). Strategy operations contribute also to supporting the strategic thinking of managers and developing future thinking habits and provide opportunities to participate in all levels of planning and implementation of the organization's goals (Rabetino, Kohtamäki & Federico, 2021). Finally, contribute to the interest in knowledge as a strategic force and a competitive advantage in creating new products and developing work methods (Chofreh et al., 2021).

One of the most important pillars that have major implications for the organization's structure, activities, investments, relations with the market, and performance is the strategy (Cheng & Huizingh, 2014). Having a strategy helps organizations find solutions to problems, create new capabilities, and improve business performance by allowing organizations and managers to pool specific resources, identify opportunities to provide valuable products and services, and embrace these products and services to obtain the highest profits (Avci, Madanoglu & Okumus, 2011). Organizations are required to adopt the best strategy based on coordinating their approaches in creating specific jobs by relying on their resources, competencies, and capabilities in an attempt to achieve compatibility with their internal and external environments and thus achieve sustainable competitive advantage and improve work efficiency in order to achieve these goals (Ferraresi, Quandt, Santos & Frega, 2012).

House et al. (2013) argue that strategic change is reflected in the corporate culture and acts as a supporter and catalyst for organizational practices and decisions associated with allocating available resources and exploiting opportunities to search for alternative resources. In general, strategic change is seen as a principle that directs and influences the activities of the organization and generates behaviors aimed at ensuring the proper functioning of the organization and directing its activities (Chatzoglou et al., 2011). The idea of strategic management was one of the concerns of Morrill (2010) as he asserted that strategic management is never isolated from any aspect of the organization. Therefore, this study aimed to identify and comprehensive review of studies related to strategic change management by databases published between 2000 and 2022, where the systematic review included twenty articles based on predefined criteria for selection.

2. Literature review

There are many strategies that organizations follow, whether to deal with resistance to change or to make actual change. Participation and persuasion may be one of the best and most important methods that lead to reducing resistance to change on the one hand and contributing to change efforts on the other hand (Levy & Connors, 2021). Change strategies are generally related to the process of change (Zhang, Langari & Cao, 2019). The diagnosis that organizations usually carry out to identify strengths, weaknesses, opportunities, and risks, and it is difficult to implement change without an accurate diagnosis of the organization's situation because it is the diagnosis that provides the management of these organizations with important basic dimensions; Either to start implementing the change or postpone to address the strengths and weaknesses or overcome them (Raza & Anjum, 2019).

Change is to bring about modifications in the policies and objectives of any element of organizational work to reach consistency and compatibility between the organization and environmental conditions and to create new organizational conditions for the organization (Dzwigol et al., 2019). Change leads to renewal and continuous improvement and development in the organization and enables it to better achieve its goals in the future (Guerra-López & El Dallal, 2021). Change is described as a dynamic movement through the adoption of new methods or methods resulting from a material innovation or an intellectual innovation to carry with it the hopes of some and the frustration of others according to human preparedness (Kipesha & Koech, 2020).

Change needs an effort to deal with it, whether negatively dealing with resistance and rejection or positive dealing with adapting to change, and both types need to find innovative ways and methods and work on developing the capabilities to innovate in form, content, and methods (Ashari, Sukarno & Rini, 2021). Moreover, change stimulates motives and desires for advancement and development, as well as improving work, as it takes place through several aspects such as processes of confronting and fixing problems and addressing them, the processes of developing and renewing the productive forces capable of producing better work, and integrated and comprehensive development, which is based on the application of modern production methods through the introduction of advanced and new technology (Akingbola, Rogers & Baluch, 2019). Change works to renew vitality within organizations. Change leads to a revival of hopes, instills a spirit of optimism, and changes the principles in organizations that help members of the organization to show initiatives, whether individual or collective and increases the sense of the importance of positive participation and helps to dispel the spirit of indifference, conflicts and pessimism resulting from the stability of the organization for a period A long time period (Schmutz, 2022).

The change process, upon its entry into force, is based on taking into consideration the values in the organization, the behaviors, and the roles according to four basic axes as follows: (1) Structural changes: include changing the activity practiced by the organization and the nature of the relationships between the administrative units and the different departments, including changing the roles played by units and individuals, the decision-making, and the location of these decisions (Stavros, 2021). (2) Technical changes: These relate to the new knowledge that the organization's members need to keep pace with the development in the technological fields and the changes that occur as a result of new innovations related to the product, in addition to the change in the methods of practicing and applying management (Stavros, 2021). (3) Behavioral changes: These include the behavior of the organization's members, whether related to them during work, their roles to be performed, or the social conditions of work related to how they deal with each other and with external parties (Stavros, 2021). (4) Career changes: take place through the distribution of jobs and roles that the occupants of those jobs are required to perform, in addition to the job relationships that link employees through their units and other job levels (Stavros, 2021).

According to Aladwani (2001), there are eight steps to change, as follows:

1. Knowing the sources of change: The source of change can be the external environment of the organization, such as the change that occurs in the market structure, and political, technological, and legal changes. The source of change may be the structure of the organization and its relationship with authority and communication, including also changing the organizational climate.

2. Estimating the need for change: by defining the gap between where the organization is now and what it wants to be after the change.

3. Diagnosing the organization's problems: the problems here are related to work methods, technology methods used, work turnover, absenteeism rates, and other problems.

4. Overcoming resistance to change: resistance has several causes, namely fear of material and moral loss, misunderstanding of the impact of change, requirements for developing new relationships and behavioral patterns, in addition to the workers' feeling that they have been exploited or forced to change, getting used to doing work in a certain way, and the desire to stability.

5. Planning the necessary efforts for change: This is done by clarifying the goals of change in an accurate and measurable manner.

6. Develop strategies for change: by taking into consideration the elements that may be affected by the parts of the organization, namely the organizational structure through re-description of work, job design, organizational change, changing responsibilities and powers, as well as introducing automation to the organization through advanced and modern technological methods, and development work teams.

7. Implementation of the plan within a certain period, and not leaving the field open, in the sense of setting the time limit for making the required change.

8. Follow up on the implementation of the plan and know its strengths and weaknesses: in order to conduct the necessary evaluation and to know the extent of the success achieved in implementing that plan.

Regarding the strategy, the word strategy comes from the Greek term that was used during the war that broke out between the Greeks and the Persiansto express the art of commanding armies (Davies, 2000). Strategy is the organization's identification of its long-term goals and objectives and the allocation of resources to achieve the goals and objectives of the organization (Wang et al., 2019). Voronenko et al. (2021) defined strategy as the interactive, comprehensive and unified plan that links the company's advantages to the challenges of the environment, and is designed to ensure the achievement of the basic objectives of the

organization through the appropriate implementation of the organization. Tsamenyi, Sahadev, and Qiao (2011) emphasized that strategy is a continuous process of organizing and implementing current decisions, providing the necessary information, organizing the resources and efforts to implement the decisions and evaluating the results through integrated and effective information.

Aburumman, Salleh, Omar, and Abadi (2020) sees strategy is more than calls or plans for companies to act and it is, that is, it is the model in the course of important decisions. Bingham, Eisenhardt, and Furr (2015) defined strategy as the plan and the center of the market and saw that the competitive strategy represents the means that enable the organization to reach the goals that it aspires to, and that the competitive strategy of the organization means the deliberate selection of a group of different activities aimed at providing a variety of products or services of distinctive value. to its customers compared to competitors. Choudhry (2011) believes that strategy is only a means by which long-term goals can be achieved and represents potential actions that require decisions by senior management and a wide range of organization resources.

Hitt et al, (2017) suggested many dimensions for strategy namely, description and statement of the ends, purpose, and intent of the organization's strategy; a high-level plan to identify the means by which the purpose of the organization can be achieved; a way to beat competitors; an element of leadership and part of the leader's responsibilities; test the status of the organization in the future; related to the strategic building of the organization's capabilities; alignment between the organization's capabilities and environmental opportunities; as a result of being deeply absorbed in business; and a pattern of behavior arises from the culture of the organization.

Strategic change is concerned with the main long-term issues, which is a step for the future and is called the strategic vision and includes the organization's goal, mission, and philosophy around development, quality, innovation, values that belong to employees, the needs of society and the technologies used (Kirtley & O'Mahony, 2020). Strategic change takes place within the framework of several factors, namely the external competitive, social and economic environment, the internal resources of the organization, the available human and material capabilities, culture, organizational structure and systems" (Richard, 2019).

There are many strategies that the organization can follow to make a change, and these strategies vary based on the size and strength of the change, as the change can be gradual or quickly, and there are two types of change in the organization's strategy are gradual change strategy and rapid change strategy (Moreno-Sánchez et al., 2010). The gradual change strategy is affected by several factors, including employees' skills and abilities, their desire to participate, the culture of the organization, and continuous encouragement to it. This strategy is followed by sub-strategic methods, including; (1) Broad strategy: used if resistance to change is low, and its success depends on the broad participation of all individuals involved in change and knowing its details. (2) Focused engagement: It is used when the degree of urgency for change is high, the degree of resistance is low and there is not enough time for the manager to engage employees in the change effort. (3) Persuasion method: used when the degree of resistance is high and the degree of urgency is low, the method of persuasion is used and the best solutions are reached through the participation of workers. (4) Coercive method: This method is used when there is an urgent need for change and there is high resistance to it, and when the persuasive method is not useful or takes a long time, then resort

to the coercive method with continuous contact with workers to clarify the goals and the importance of change (Moreno-Sánchez et al., 2010).

Rapid Change Strategy adopts a deep change in the organization and may pose a threat to some employees. Therefore, leadership strategies must be followed when not resorting to this strategy including (1) Leadership ingenuity strategy: It is used when the degree of resistance is low and the organization does not live in a crisis, but the leadership spirit is not sufficient if it is not accompanied by a great deal of planning and guidance to reach the desired goal. (2) Persuasion strategy: It is used when the crisis is perceived by everyone and when resistance to change is low and depends on instilling confidence and hope in the employees for a better future. (3) Compulsory strategy: used when resistance to change is high but there is no indication of a crisis. (5) Dictatorship or coercive strategy: used when resistance to change is strong and the organization is about to fall into disaster, knowing that this strategy is collateral damage related to the morale of workers (Moreno-Sánchez et al., 2010).

On the other hand, technological changes and rapid developments have a clear impact on organizations, so it has become necessary for senior management to follow up on technological changes and their development in the external environment that are related to the work of the organization (Anbalagan, 2017). To provide new and modern products to confirm the competitive advantage in the market, despite the high costs associated with it, which may expose it to risk due to the failure of some new products or the continuation and survival of presenting the current products, which may expose the organization to failure and consequently to its exit from the market (Aburumman, Omar & Barhem, 2022; Griffith & Rubera, 2014). Cáceres and Gras (2020) believe that most successful organizations are those that rely on their use of modern technologies and provide new products and new services not only to confirm their ability to competitive advantage for the quality of the product or service but the product and service give the organization a competitive marketing advantage, which leads, in the long run, To reduce per unit costs and increase the profits of the organization.

Technological change is the use of innovation or creativity outputs for the purpose of bringing about a simple or radical change in the production process or product that aims to support competitiveness and continuous adjustment in it to achieve continuity and national economic growth" (Fernández-López et al., 2021). The strategy has a great position in the organization to ensure its survival and continuity taken by its management about technology variables and through technological change, organizations help to consider their goals and methods of production processes, and the importance of technological change is due to several reasons, including improving the services provided to customers and the commitment to time to deliver the required products; reducing production costs by replacing manpower and introducing technology in its place; and distinguishing the organization's product from competitors' products in the market through flexibility in performing work in a way that achieves maximum levels of customer satisfaction, in addition to the diversity of products (Elavarasan & Pugazhendhi, 2020).

Technological change is a necessary process for the continued progress and development of work, and this process needs time, expertise, competencies, and skills in managing change (Anbalagan, 2017). According to Fernández-López et al. (2021), there are six stages to carrying out the process of technological change in the organization which are: (1) assess the current state of the organization's technological coordination and identify the problem; (2) identifying the source of resistance to technological change and overcoming it; (3) planning the necessary efforts to bring about the process of technological change; (4) adopting a clear

strategy for change; (5) changing machines, equipment and work procedures; and (6) following up on the change process and presenting it to know its strengths and weaknesses.

Behavioral change is one of the most important strategic changes. It is intended to change the behavior of employees within the organization, and this change is considered the most complex and difficult because much of this behavior is invisible and differs from one individual to another, and a distinction must be made between the goals of behavioral change and the issues or areas that require change (Baum & Gross, 2017). The behavioral change aims to achieve high morale and satisfaction, paying attention to the work motives of individuals and the quality of work life that the organization provides to its employees. Moreover, it aims to spread the spirit of commitment among the employees, and loyalty to the organization and the goals of change, as loyalty to the goals of change is a necessary condition for the success of any change process (Andrews & Johnson, 2016).

There are many strategies that can be relied upon in changing human behavior. Osendarp and Roche (2016) mentioned three types of change strategies. First: Experimental Mind Strategy: This strategy assumes that it is possible to change a person through rationality and is used in education, training of workers, systems analysis, and applied research. This strategy relies on cognitive psychology, which theoretically assumes that the individual is an active element that regulates his behavior (Osendarp & Roche, 2016). Second: Standard education strategy through the group: This strategy assumes that it is possible to change human behavior through collective values, and is used in group training and training laboratories with sensitivity, communication, and group and social therapy (Osendarp & Roche, 2016). Third: Coercive force strategy: This strategy assumes changing human behavior through the use of force and the use of power in a large and focused way for the purposes of change (Osendarp & Roche, 2016).

Smith et al., (2019) indicated that there are many dimensions and areas for behavioral change that include psychological, emotional, value, and social dimensions namely: (1) Patterns of vulnerability and power, shifting from the traditional organization to any of the new organizational forms requires changing the distribution of power within the organization, reducing the power of senior management members and strengthening workers. (2)The organization's view of the individual and outstanding performance, the organization can change its interest from focusing on the precise specialization of individuals and from performing specific tasks to giving priority to contributing to solving problems, initiatives, and creativity. (3) Priority to the needs of the group: the traditional organization gives priority to the needs of the organization and the needs of the various departments at the expense of the needs of the individual. As for the new models, they focus on the importance of creativity and uniqueness as a source of creativity, and therefore modern models value uniqueness and give it first place on the needs of the organization and the group.

(4) Attention to trust in individuals, openness in relationships, and conservative behavior. Paying attention to these issues and strengthening them in new organizational forms is extremely important; Because it is a powerful task dimension to the response and enables it to take initiative and take risky decisions. (5) Measures of satisfaction and effectiveness. Leave and absence rates are important measures to know the satisfaction of workers in the traditional organization. The rates of implementation of the tasks assigned to the individual or department are important measures of success and effectiveness. As for the new organizational forms, the important indicators are the loyalty of the individual and active participation in determining the organization's strategies and objectives. (6) Emotional

relations between managers and subordinates, in the traditional model in general, the relations between managers and subordinates are characterized by dependency and fear.

3. Discussion and Conclusion

This study aimed to identify and comprehensive review of studies related to strategic change management by databases published between 2000 and 2022, where the systematic review included twenty articles based on predefined criteria for selection. The strategic importance of organizations is highlighted through their ability to set goals and objectives and to define long-term directions to reach the goals in an appropriate period of time and in an environment characterized by speed and uncertainty in order to meet the challenges facing the organizations. The increase in the speed of change occurring in the surrounding environment in the organization, both quantitatively and qualitatively, contributes to creating a state of environmental uncertainty. Moreover, strengthening its competitive position by contributing to increasing its ability to face intense local and international competitive conditions and benefiting from its material, financial and technical resources to ensure its competitive advantage. ln addition, allocating resources and capabilities in an effective manner, by setting long-term plans to obtain raw materials from their sources, using the available resources in a way that suits the needs of the organization, and confronting the decrease in natural resources. Strategy operations contribute also to supporting the strategic thinking of managers and developing future thinking habits and provide opportunities to participate in all levels of planning and implementation of the organization's goals.

Companies will experience many changes over the course of their existence. Sometimes there are internal issues that need to be resolved; alternatively, technological developments and entering a new era may also be factors. But when we discuss strategic changes, we mean something that will have a considerably bigger impact. Most of the time, these changes will have an impact on all levels of the business. Simply said, a strategic change is a technique for a business to alter its goals and mission in order to achieve greater success. In addition to not always working, there is no specific secret to getting the job done. Many businesses fail to correctly and fully implement the strategy, while others fail to inform the workforce and the organization of the change. No matter how brilliant your theory is or how beneficial your change may be for the organization, it is useless if you can't get people to understand it.

Managers who are in charge of strategic transformation need to be aware of a few things. They must first take into account employee culture and behavior. It goes without saying that it is difficult to change something that people have been accustomed to for a long time. Another aspect is that when discussing a strategic change, context compatibility between the change and organization must be carefully taken into account. It is a common error in this situation to try to apply successful solutions from other contexts, which will not work. The final concern is to remember that transformation involves people changing. Management and employee attitudes on how they do business will transform the organization.

Depending on the circumstance and issue that each business is now dealing with, a variety of changes can be implemented. It's also crucial to control the change's pace; if the change is implemented slowly, it may not be as effective as it could have been. Change can happen quickly all at once or gradually over time. Organizational culture must be changed as part of the transformation. To go even further, there has been a fundamental change within the organization that cannot be controlled using the current system for performance management. The flip side of the coin is realignment, which doesn't call for a significant shift in people's perceptions.

Before making the change, a variety of aspects should be taken into account, including timing, scope, and urgency. Managers of businesses must comprehend and feel these factors. This is necessary in order to recognize the organization's need for change in an effective manner.

Time: knowing when a change should be made or, more importantly, knowing when a corporation needs to make a change. Organizations must react more quickly during critical times (crises) than during occasionally occurring lengthier strategic developments.
Scope: Managers must decide how much change they wish to implement inside their organization in this area. It's crucial to make it clear whether the change is organizational or merely affects a small portion of the business.

Capability: This primarily takes into account the three categories of managerial, organizational, and individual capacities. capacity: the amount of time, money, and people that are available to make the change. Before making any adjustments, these facts need to be taken into account. Naturally, managers must then go on to the following stage, which is devising the remedy for their issue.

The extent and speed of the change are two critical considerations that must be made when choosing a change path for the organization. Where and when the change should be developed will be referred to as the change start point. Change style is the implementation strategy that the management selects. There is no set method for doing that. The strategy could be top-down or bottom-up. The mechanism to be used is interventions on the technical, political, and cultural levels. Spreading out tasks in order to accomplish the aim as efficiently as feasible should be taken into consideration when performing a change. Before the change, the team, the leader, and even consulting should be in agreement.

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