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MANAGEMENT

A Model for Change Management in Business Organizations

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Abstract. Business organizations search for solutions to adapt the internal and external environment to changing market relations and constant competition. Success in the market directly or indirectly depends on the conditions and factors of business development.The quality of employee performance plays a crucial role in the success of a business organization in the economic market.Any development and implementation of any change has a direct impact on the staff of the organization.. Therefore, the article discusses the theoretical and practical problems of impact on staff on the application of changes in business organizations and the model of change management.
Keywords: *business, changes, management, market, personnel, effective, model, change management, enterprise reorganization, innovation.*

In the modern economy, particularly within leading enterprises and business organizations, the pace of change has increased to such an extent that it has become necessary to regularly review existing management systems.

The implementation of any changes in the activities of an enterprise or business often triggers resistance among employees. This resistance can manifest as discredit, delays, or actions aimed at hindering the change. To increase the efficiency of management changes in business organizations, a specific model for introducing changes has been developed as a methodological tool.

Business organizations must seek solutions to adapt to the changing conditions of market relations and constant competition in both internal and external environments. Success in the market is directly or indirectly related to the conditions and factors of business development.

The development and implementation of any change directly affect the organization's staff. The quality of employee performance plays a decisive role in the success of a business organization in the economic market. Therefore, the

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theoretical and practical problems of influencing personnel during the implementation of organizational changes have come to the forefront today.

The sociological aspects of these problems are of particular importance: the study of the needs, interests, motives, and incentives of the staff. How effectively changes are implemented—while maintaining or even increasing employee engagement and satisfaction—ultimately determines how efficient the company's performance will be as a whole.

Low labor productivity leads directly to losses in the wage fund, resulting in low business effectiveness indicators. Furthermore, the relevance of this topic is defined by the need to review theoretical provisions to formulate a model of the impact of changes in the management system and develop practical recommendations. This, in turn, will allow for the optimization of the enterprise's performance results.

Each change is accompanied by measures related to preventing and overcoming resistance, based on adequate causes, character, and the means available within the enterprise. The measurement of resistance levels and other characteristics is carried out through employee surveys and the processing of their results. Personnel resistance is subject to management influence throughout the entire process of implementing changes. [2]

Phase 1: Preparation for Change The first stage of the proposed model is the preparation of changes. Here, the goal of managing personnel resistance is to form a "launch pad" for the planned changes. The preparation stage begins with an analysis of the internal and external environment of the enterprise. The analysis of the internal environment is carried out to identify the gap between the actual state and the desired state of the enterprise.

In this regard, the problem of developing change management methods in scientific research becomes urgent. Its most important objects include:

- **Organizational Management:** Structure, culture, management style, etc.
- **Processes and Organizational Objects:** Marketing, finance, personnel, innovation, production, etc.

The external environment includes consumers, competitors, government organizations, suppliers, financial institutions, labor resource sources, etc. The result of the conducted research should be the formulation of the enterprise's

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problems.

Formulating Development Problems: Obstacles and contradictions exist within the organization—problems that prevent its effective operation and development. A clear understanding and formulation of these problems allow for finding adequate solutions, which in turn helps in defining change objectives.

Developing a Change Strategy: The change strategy indicates the main directions the enterprise should choose for organizational development. It is built on factual material regarding internal and external parameters and existing problems within the enterprise.

Creating a Management Team: For the successful implementation of the change strategy, a team of managers must be created who can quickly solve all problems and tasks arising during the process. It is advisable to include managers from linear and functional departments where the management changes are being implemented.

Determining Expected Results: The main results of the planned changes are shifts in the quantitative and qualitative indicators of the organization and its departments. These can be of several types: economic, material, informational, labor-related, social, psychological, etc.

Developing a Change Implementation Program: To implement the strategy, a program is developed that reflects a list of measures with specific deadlines and executors. To ensure complexity, sub-programs should be developed for all key areas of the business organization, after which a set of tools (material, financial, labor, information, technological, and other resources) is selected.

At the preparation stage, it is necessary to develop measures to prevent and overcome resistance. Possible measures include: informing the staff about the changes, training and development, involving employees in the implementation process, providing management support, as well as mandatory measures including sanctions, reprimands, and dismissal. .[4]

Phase 2: Implementation of Changes The main task here is the consistent implementation of prevention measures and the elimination of resistance to change. Implementation is carried out according to the adopted program. Prevention of resistance should be conducted before a negative reaction from the staff emerges.

Prevention is based on identifying possible causes of

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resistance within the capabilities of the change initiators. The assessment of personnel attitudes toward changes is carried out based on the proposed methodology and serves as the basis for selecting mobilization measures. The results of these measures include a decrease in resistance levels and an improvement in the psychological climate of the collective.

Achieving Results: At this stage, the indicators selected during the planning phase are evaluated. The obtained results are then compared with the expected results to identify discrepancies or deviations. [6]

Final Phase: Monitoring Results The final stage of the model consists of monitoring the results of the changes. It includes:

•**Analysis of implementation errors:** It is necessary to monitor the stage of fixing results to identify errors or information about emerging dissatisfaction.

•**Rewarding participants:** This is a mandatory element of the model. Payment for qualifications and additional skills, percentages from funds saved through innovation, training, conferences, and boards of honor—a combination of these methods can result in a significant effect. [5]

The implementation of changes leads to a cultural shift that must be consolidated in the minds and daily activities of employees.

•**Regulation of the Change Process:** The need to regulate the process may arise from changed external conditions and internal characteristics of the business, as well as from problems identified during implementation (e.g., an ineffective strategy or lack of allocated funds). Using this developed model for implementing changes allows a business enterprise to create a permanent strategic management potential for adaptation.

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