The main purpose of this article is to elaborate and bring to light the core concept of the organization change, how it works, different factors which moves organization to change, steps for change, resistance for change, change forces, change management approaches and last an example of General Motor (GM) has given that how change was taken place in the organization and what was the strategies for change management. Recommendations and conclusion forms the last part of the paper.

Key words: Organization change, factors, resistance, GM.

ORGANIZATIONAL CHANGE: A BRIEF INTRODUCTION

The business world today are going very fast and new technology new method of product and new taste of customer and new market trend as well as new strategies for best control of the organization and motivation of employees are emerging and taking place from old to new methods, because the customer are the kings of market and most of the company now spending billions of amount on research and development in the organization, by keeping in view all these things the manager and expert of the today business now compel to decide about the change management in the organization, because business activities now become are globalize, and every organization strive to sustained the loyal customer, trained the employees, introduce and adopt new method of productions and best control the activities of the organization, so from here the concept of change management or organization change start. When the company feel that the activities which they are doing, the management, the way of administration, the use of technology, the human resource policies, the culture of the organization, the liking and disliking the contents and context of the organization by the employees, organization structure, group concept ,the product quality are continuously destroying the image and reputation of the organization the question arises that how will change the organization present scenario, so when the expert specialist decides about all the situation and preparing for changing the organization it leads to the concept of organizational change or change management (David decenzo, 2005). In the word of Coetsee, “it is the ability of the management to get maximum benefits and support change which reduces resistant from the side of employees and encourage acceptance and support. The process of changing the activities of the organization as well as the implementation of the procedures and technologies to achieve the desire objective of the organization, in simple words to change the environment of the business organization and to achieve a high profit from that change, usually change management includes different aspects such as control change, adaptation change and effecting change. The final goal of the change management is the long term sustainability of the organization. Organizational change simply means to change the activities of the organization concern it may includes to change the culture of the organization, technology, business process, change of employees, rules and procedures, recruitment and selection, design of jobs, method of appraisal, and human resource techniques, physical environment of the organization, methods of training and development, job skill and knowledge etc. when the change of the concern organization is fundamental it is called organization transformations. Change management means when all the needed actions are taken to improve the present situation for future to implement the change strategies to get the maximum advantage, and also see that the objectives of the
Factors behind the organization change

As earlier said that organization change occur due to some factors that factors may be external or internal, such factors may also bring change in the activities of the organization and may also create problems to harder the change process, as everyone know that change creates resistance, and this resistance may create huge problem, resistance to change is also from the old employees or middle level manager or people as they always maybe oppose to the change strategies due to their own way of thing and perception regarding the change concept, this may be due to lack of knowledge about the situation or due to the self interest of the old employees but what ever may be the reasons but it is the fact that change always bring resistance, now it is up to manager to decide on how they reduce the intensity of the resistance and implement the whole change strategies business model in the organization (Bechard, 1969).

Change forces

The following are the main forces which bring change in the organization. These are but may depend on the organization environment and the context of the organization. Change in new government policies and legislation, Change and development in new materials, Social and culture value change, Change in national and global economic condition and trade policies and regulation, Technology development, Change in customer taste and requirements, Development and innovation in manufacturing process, New product and service design innovation, New ideas about the products that how to deliver customer value and satisfaction, Office and factory relocation closer to customer, supplier, and market, nature of the workforce, technology, economic shocks, completion, social trends, and world politics (Robbins, 2005).

Resistance to change

Change creates resistance to change in every organization. It is the response from the side of the old employees. When change strategies have implemented in the organization the employees quickly respond by voicing complaints, engaging in work slowdown, threatening to go on strike, etc. but care should be taken by the change management expect to overcome the resistance

Major force for resistance to change: Resistance to change forces categorize into two main heading.

a) Individual sources

Individual source resistance to change includes the following: Habit, security, selective information processing, economic factors, fear of the unknown.

Organizational sources for resistance to change include the following: Limited focus on change, organization structural inertia, threat to expertise, threat to established power relationship, group inertia, threat to established resource allocation.

Overcoming to resistance to change

Overcoming to resistance to change means to use the tactics to reduce the intensity of the resistance to change. The change agents have the ability to use these tactics. These are under the following as:

a) Implementing change fairly.
b) Selection people who accept change
c) Education and communication
d) Participation
e) Building support and commitment
f) Manipulation and cooptation

Organizational change managing approaches

When change management taken place in the organization, the question is how best one can manage change. There are four approaches to change management. Lewins classify three step models of change process, kotters eight step plan, action research, and organizational development.

According to the lewins model (Figure 1) the organization must follow three steps for successful change management, that is.

Unfreezing the status quo, helps in changing to overcome the pressure of both individual resistance and group conformity. Movement desire end state is a change process that transforms the organization from the status quo to a desired end state. And refreezing the new change to make it permanent, stabilizing a change intervention by balancing driving and restraining forces (Robbins, 2005)

Kotters eight step plan

To more elaborate the Lewins model Kotters have develop eight steps which can be adopted to implement change. According to Stephen (2005), these are:

1) Establish a sense of urgency that why a change is needed.
2) Form enough power to lead the change
3) Create a new vision to direct the change and strategies for achieving the vision
4) Vision communication in organization
5) Empower others to act on vision by removing barriers
6) Plan for, create short term reward to move the organization toward the new vision
7) Continues improvement and make necessary adjustment in new programs.
8) Reinforce the change by demonstrating the relationship between new behaviors.

Action research

Action research is also a change management approach in which systematically data to collected and than change is taken according to indicated data.

Organizational development

Organizational development plays an important role in the change management no change be best implemented without organizational development, it can be define as a collection of planned change interventions, built on humanistic democratic values, that seek to improve the organizational effectiveness and employees work performance and well being (Robbins).

Organizational development techniques

The change agent considers the following technique to bring organizational development. Sensitivity training, team building, process consultation, survey feed back, appreciative inquiry and inter group development. These are the important technique which should adopt by change specialist to bring effective development in the organization, because organizational development is vital for organizational change (French and Bell, 1995; Stephen, 2005).

CHANGE MANAGEMENT AT GENERAL MOTORS (GM)

General motors were established in 1908 at that time the company was the sole car maker dealer in the region, e.g. Michigan, first it was a holding Buick company, till 1920 it was becoming the world largest motor manufacturing company, the company got a tremendous success in time of Alfred Salon, due to his leadership the company were producing new style and design car every year, and he has given the such concept to the company. The other brand of the company is Chevrolet, Pontiac, Buick, Cadillac. These were the different brand cars which were producing by company that time, and this way there was no other competitor to compete in the company different cars. But with emerge of the japans automakers the company felt threaten, specially the emerging of Toyota Japan, who was with great extent disturb the profitability of the GM, specially in the north American market. In 2001 the sale graph of the GM was in decline trend, because the Toyota have captured the market, this way the GM received loan form American government and Canadian government to support the company in that crises period. During 2009 the company had file a bankruptcy and has to close several brand and sold out to china base company. Now the company is continuing business in the core brands in America such as Chevrolet, GMC, Buick, and Cadillac (Muoio, 2007)

Reason and forces for change of GM

The reason and forces behind the change in general motors were discussed subsequently.

Forces for change

The main forces which affect the general motors include the following:

External forces: In external forces the GM which was greatly affect by the Japans bases company, Toyota was the emerge competitors in time, the north America is still the biggest market place for GM where the company sold out in recent year round about 2.9 million and the nearest competitor is Toyota and china base companies, these competitors with great extent disturbed the total profitability of the general motors, and the second external forces which the company faced a huge problem was financial crises which with great extent collapse the cash flow of the company.

Internal forces: The another forces for change to GM was the high wages cost to employees as the company was paying $74 per hour as compared to Toyota $44 per hour, because GM was an agreement with trade union. And the GM has to run the plant with minimum 80% capacity whether it need or not, these things play an important role in the bankruptcy of the company.
Types of changes

By keeping in view the aforementioned discussed the company ultimate decide to bring or make change in the company, so the company decide to bring change on some area of the business, these were included, structural change, cost change, process change and cultural change.

Steps in the change management process of General Motors

While going on change management the GM, the company took some steps to adopt change these are the most recent change which the company have taken.

Cost cutting: The first steps which was taken by the GM is about cost cutting, the company have reduce its cost of some brands to maintain the profit level, such as the Saturn and hammer, by keeping the other company cost. Similarly the company also cut pay of employees which was the major problem to company. The company has achieved the target of cost cutting up to 15 billion in recent year.

Cultural change: The general motor also change the culture of the company, the company changed, the GM remove it automotive product board, and automotive strategy up to 8 man board decision making team which was responsible to report directly to CEO. The main objective of such change is to speed up the day to day decision making process. The GM also changes the culture to improve the efficiency of the employees and make accountable and responsible one.

Problems to change process

In change management process, the GM faced a variety of problems such as:

Problems in cultural change

The cultural plan was based on top down approach, which ignored totally the involvement of the employees as compared to other companies, some suggest the company have not down top approach, in which employees feel satisfaction, so this regard the company empowered the employees by introducing in couture the down top approach. Rather than merely telling to employees what they do.

Problem with cost cutting

As the cost cutting have an important place in the change management but it was faces great problem form the agreement of trade union, as the company was an agreement with not lowering the pay of the employees and maintain the capacity level.

Results of the change process

As earlier discuss GM have adopted changed previously also but these changes are recent changes which was adopt by the company in the year 2009. The results of the changes were under the following:

Result of cost cutting

The result of cost cutting of GM seems from its employment figure of 1998 to 2009, it was reduce from 226000 to 101000 workers, and now the company is concentrating on sale rather than to further cut off, and also the company is deciding to reduce the worked force of the factory from 60000 to 40000. And it will certainly lead to cost saving to the company. (Driving change at General Motor, 2005; General Motor taking swift cost cutting action 2008).

Result of cultural change

The general motors have also achieved good result from cultural change, and the employees now becoming aware about the responsibility and accountability, as well as the company also empowered the employees to give better productivity.

Effectiveness of the change strategies

As earlier discussed, the general motors have adopted two main strategies for change management, recently one is cost cutting strategy for change management and other is cultural change management strategy, the company adopted two other change strategies but these are the most recent, by developing such strategies the company have achieve its market shares in north America again, as the company was threatened by the emerging of competitors in the automakers industry but the company decide to bring change and now the company again in better position and again has maintain the brand of core products, beside of these the company also achieve the cost benefits by implementing these change strategies in the company (Driving change at General Motor, 2005)

RECOMMENDATIONS

How the GM’s have made change in the company for
smooth running the company and increased in sale volume and maintains market shares around the world have been seen but it is not enough changes which was brought by the general motors, the company need more attention and adopt several others changes to cope with the situation and to maintain the position of the business and compete in the international market. The following are some suggested recommendation for the general motor that it can pursue to reach the turn arounds goal and increase in sale and market shares.

**Production of the right and fuel efficient automobiles/poor product lineup**

As it was the criticism in the brand of the GM product or cars that these are not fuel inefficient automobiles. The company was in top sale in 1990 when the oil was at cheap price but when the price raised in the international market the company brand have lost it reputation in the general market, the company must produce such automobiles which have fuel efficient, the company must also focus on the battery volt cars and hybrid one. So it will maintain the company sale increasing as well as the loyalty of the customer and market shares.

**Public perception improving**

The general motor must improve the product quality and customer services. Because the public perception is most important thing, if the company improve the public perception than the public certainly believe that the money of theirs not going in the wrong way, and they will great full in the eyes of the general public

**CONCLUSION**

After facing the intense competition and bankruptcy the general motor now improve again the company activities, and still the world largest car manufacturer company, the company have got changes recently which have also improved the working condition of the company, but the company must see the weakness and public perception to increase the sale and market shares.

**REFERENCES**


