INTRODUCTION

Every business, or business organization, regardless of the size of its income, invested capital and number of employees, belongs to a larger system that surrounds it. This larger system refers to the market, social, economic, political, legal, legislative and other environment, which is the source of constant change and turmoil. In order to keep the organization in the business in the long run, it is forced to constantly align with the environment. Initially organization made minor modifications to the peripheral parts of the organizational system, which makes sense if the environment is marked by low intensity changes. However, due to larger turmoil, stubborn insistence on small changes in the existing system can only result in weakening performance and crisis. In this case, more radical, drastic changes will be required, which will result in a completely new organizational system, new structure, processes, strategy, and even new organizational identity that will fit into the new environment.

Obviously, the modern challenge that management faces is creating an organizational ability to implement organizational changes. Any organizational change, whether reengineering business processes, improving quality, introducing new technologies, changing strategies or organizational culture, implies individual change. Namely, the human factor is the basic and key resource of each organization, so it is impossible to expect the realization of changes at the organization level unless there is a change in those who make them. Organizational change must begin and end with the change of man, his ways, attitude, values, and way of thinking. However, people love the routines and habits they feel safe, but changes that are something new and unknown. Therefore, people tend to provide resistance to change because they feel anxiety about how these changes will affect them, their effectiveness at work, their relationship with other employees, and a number of other factors related to the job they perform. If employees are allowed to participate in the creation and implementation of organizational changes as tiny improvements, then individual changes will take place without major controversy. This is because employees feel control over the process of change and their own responsibility for the success of the process. Such situations often occur in those organizations where the democratic management style prevails, giving employees’ great autonomy in decision-making. However, when radical organizational changes are being carried out, where it is important to act
urgently and meaningfully (e.g. re-engineering business processes, downsizing, etc.), and
decision-making roles in the planning and implementation process of change are dedicated
to managers. Then at the start they encounter one significant problem that hinders the
successful realization of the changes. It is a flurry of resistance to employees who are
involved in the change process at a minimum, if at all. They provide resistance because they
experience great insecurity and distrust. As they have no control over the process of change,
they feel endangered. To accept the organizational change initiated by management their
attitude needs to be influenced, as it depends on whether the person will provide resistance
to change or will accept. Employee attitudes can best affect organizational culture as it
represents a set of common values, beliefs and assumptions that shape the behavior and
attitude of organizational members.

Organizational change as a term can be most simply defined, starting from the fact
that it is a result of any change in the difference that occurs over time in one or more
dimensions of the subject. Therefore, the broad definition of organizational change is "a
difference in the state of the organization between two successive time periods, while the
process of organizational change is the process in which this difference arises." From the
above definition, it is evident that by changing organization, the relationship relies from the
initial to the desired state. This is actually the process of modifying an existing organization
or its transformation into something new. Modification often involves changing the line of
authority, responsibility, and communication in the organization, while transformation
involves choosing a completely new direction of the organization and building a completely
new system. Whether it’s just a modification or a complete transformation, their
implementation requires an enviable amount of time, effort, cost, and knowledge. Given that
these resources are limited, for the sake of their better utilization, it is important to
determine the factors that cause change, the goal of change, and the part of the organization
that needs to be changed. Organizational changes are being implemented in order to align
the organization with environmental requirements, which makes the latter a major factor in
organizational change. The cause of change may be also the great creativity or the need for
people to attain. The conclusion is that the causes of change can generally be divided into
two categories, which are external and internal sources. Given that the organization can
usually be managed, it is important to pay attention to the analysis of the external factors
that the organization has limited influence. Namely, managers who manage business
organizations face the many challenges they face in the day-to-day business environment. Globalization, internationalization, social responsibility, ecological awareness, technology development, standardization, quality management and so on – are just some of the emerging trends that have created opportunities and threats to their survival and development. The smooth functioning and long-term survival of an organization in such an environment requires the ability to harmonize organizational elements (identity, culture, strategy, structure, processes, systems, people, technology) with each other and with trends in the development of the environment. This alignment is carried out through organizational changes, and their implementation is essential because it enables the creation and/or retention of already created competitive advantages. The fast changing companies are more flexible to the environment, able to adapt faster and more cautiously to changes in its competitive environment, are able to adapt more rapidly to changing market conditions than its competitors and thereby achieve competitive advantage. Organizational change and management would not matter if the environments in which organizations work were stable. In that case, the organization would once and for all achieve consistent compliance with sustained tiny adjustments that would lead to permanent improvement in performance.

However, the environment in which today's organizations work is not only unstable but is extremely dynamic and sometimes even turbulent. In such an environment the only way of organizational survival becomes a change. Because organizations have to respond to changes if they want to survive and prosper, change becomes inevitable and the key to success lies in adaptability. Changes and management are one of the basic prerequisites for survival and prosperity of the enterprise. The importance of change for contemporary companies is seen in their need to grow and survive in the long run, to create a sustainable competitive advantage, while others perish and disappear. The companies should be able to respond timely to requests for constant adaptations of the environment to create and maintain its competitive advantage and achieve longevity.

The fundamental aim of organizational changes is to ensure the survival, growth and development of the organization. Taking into account that organization is a complex system, the stated goal cannot be achieved without the precise definition of what needs to be changed. There are three organizational levels or layers over which the process of change can be carried out: operational, strategic and the identity-forming part. The operational layer includes changes in organizational structure and processes, strategically encompasses
changes in strategy, mission and vision, while the last mentioned encompasses changes in identity and culture. The organization usually begins with changes in the operating part, more precisely the process and organizational structure. The importance of organizational structure and its reorganization arises from the necessity of achieving high profitability in conditions of challenge and uncertainty, in which the traditional organizational structure is no longer effective in today’s dynamic environment. If the changes in the operating part are not enough, it is necessary to change central parts such as strategy and identity. The moment when the organization defines the cause of the change, its goal and part of the organization that needs to be changed, it can be said that it defined the type of organizational change to be managed.

REFERENCES