

Recognizing and implementing of positive changes in the organizations with a focus on the healthcare activity

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Abstract

Nowadays the environment is characterized by dynamic forces that cause changes which contribute to the emergence of a need for introducing and implementing positive changes in the organization. The implementation of positive changes is a factor on which depends the survival and the development of an organization. Without the implementation of changes, the organization is almost on the path of self-destruction. Every organization, as well as healthcare institutions, continuously are exposed to changes that arise from both external and internal factors. Today, changes represent a style and a way of life almost for every organization. The main task of managers in the organizations is recognizing the needs for change, and, accordingly to that, applying such a strategy that will help to create an effective and efficient model for successful management of changes which will contribute to the realization of the organization’s vision and achievement of the set goals. In this paper, theoretical and empirical research and data processing are made, and the results are displayed graphically, in tables and in computational-comparing manner.

Key words: *changes, organization, management, factors, goals*

1. Introduction

Changes occurring in the environment have a strong impact on the organization and they require adaptation of the environmental developments, while changes within the organization minimally affect the environmental changes.

Without changes, the organization can’t survive and can’t function effectively in the present time and in the future.

Managers should be prepared to manage the changes continuously, because that is the only way to ensure the existence of the organization and its further development, as well. This task is quite difficult for managers because it is well known that people, generally, are reserved toward a number of changes, especially for those whose purpose is unknown and brings uncertainty regarding the survival and existence of the organization.

The responsibility for implementing the changes is carried by the manager, who is the basic factor, the initiator and the creator of the vision and its realization with continuous help of the other organization’s members, directing his influence toward them in order to achieve efficient implementation of the change.

Until now, it has not been paid sufficient attention to the aspects that address the issues of changes and their implementation in the organizations. But, new economy conditions, both in our country and worldwide, require deepening, research, analysis and synthesis of the

acquired knowledge about the implementation of positive changes in organizations in order to enrich the knowledge related to the changes and their implementation in organizations.

The research of the implementation of positive changes relies on three relevant areas: theoretical elaborations, empirical findings and practical applicative benefits.

The ultimate goal is understanding the implementation of changes in organization, reducing the employees' resistance and achieving the vision and the goal through the implementation of positive changes.

2. Recognizing the need for change by managers

Today, in this turbulent time, there are various changes which affect the work in the organization.

But, the most important of all is to recognize the positive changes and to assess the need for such changes in the organization. This is a necessity, because, if the changes are not made in time, the organization will stagnate in its development, and the possibility for threatening its survival is greater.

The characteristics of modern work suggest the fact that the activity of management, although very successful, is not sufficient for the implementation of changes.

The ability of leaders within organizations is reflected in their power to transfer the positive energy to all structures of employees towards changes and to receive support by employees at the same time.

One of the indicators of the quality of management is the extent of the resistance towards changes in the organization. The less resistance means higher quality of the management and quick acceptance and implementation of the change which will lead to achieving the set goal.

The effective persuasion of leaders about the need for change in the organization can be achieved if the leader is a complete person who:

- Knows what he wants, what he is allowed and what he can
- Has respect towards collaborators
- Good communication
- Motivational abilities
- Creates trust among employees, users and stakeholders.

Quality management has character of a good process management and resource orientation towards achieving goals. A good result is only a product of a good management [1].

In this regard, the Nobel Prize Winner of Literature, George Bernard Shaw will point out: *While other people observe the world as I is and wonder "why", I observe the world as it could be and I wonder "why not" [2].*

This quotation indicates the need for continuous activities aimed to change, because only that way the development and the progress of the organization will be achieved.

3. The need for changes and their management in the organization - healthcare institution

The development of science and technology, as well as the numerous changes, impose the necessity of change in the healthcare system and proper management of them. Change management represents a systematically planned and programmed effort in accepting new ideas, innovations and changes and global approach toward the implementation of changes in all working areas of the organization in order to improve the organization's effectiveness and efficiency [3].

Managing changes in organizations refers to the designing and implementing innovations, new policies, working climate, style and culture of the organization in order to adapt the organization systematically to the changed conditions or new organization's goals.

Change management includes the diagnosis of actual position of the organization and the design, realization and evaluation of the desired position.

It is about a complex process of diagnosis, planning, application and evaluation that refer to the organization, groups and individuals within the organization itself.

The sense of change management is to adjust the organization to the new circumstances, to maintain its position, but at the same time to improve it.

Managing the changes in the institution is of great importance for the following reasons [4]:

- Nothing is permanent and invariable.
- Changes in the environment pose a threat to the organization's survival.
- Changes in the environment are source of new possibilities.
- Organizational structure greatly reduces the flexibility of adaptation to the new conditions, so for these reasons it is necessary to maintain the organizational vitality for survival, consciously.
- Only when there are conditions of stability, the organizations can achieve appropriate level of efficient functioning and achievement of their goals.
- Organizations need changes and stability.

In order to adapt and to survive in the complex and changing environment and to work effectively, the organization must manage the changes. Without change management the organization will not be able to adapt to the changes and to continue to function effectively.

4. Implementing positive changes

The implementation of changes, i.e., positive changes, is a complex process because employees lack confidence in everything that is new, unknown and uncertain. For these reasons there is a need for clear communication of the vision and the goals which will be achieved through the introduction of positive changes.

The process of change evolution is unique to each organization, which means that there is no generally applicable way of change implementation. This means that every organization has its own characteristics that distinguish it from the other organizations, so within its specificities it should fit the change, i.e., the way of initiation, implementation and maintenance of the change.

Change implementation, although depends on employees themselves, also depends of the manager-leader and its team, their emotional intelligence, their communication with employees, as well as, the motivation of the employees within the organization.

The manager who implements the change should respond to the individual interests, needs, skills and motivations in order to implement the change successfully.

In the process of implementation the manager should possess the following skills in order to implement the change successfully [5]:

- Analytical skills
- Communication skills
- Skills for persuasion
- Promoting skills
- Skills for functioning within the system
- Business skills, etc.

The manager should focus his abilities towards efficient implementation of the change, i.e. positive change that will provide positive effect for both the employees and the whole organization.

5. Empirical research

In addition to the elaboration of theoretical aspects of the changes, empirical research was conducted by using a survey, interview and statistical analysis, as well as, calculations of the answers received from the respondents.

The basic research was carried out through surveys conducted in two healthcare institutions in Municipality of Stip in the period from September – November, 2017. The total number of employees in the institutions is 538, out of which 230 respondents (42,7%) were surveyed.

Table 1. Total employees and total surveyed

Total employees	538	100%
Total surveyed	230	42,7%

The obtained results graphically are shown in Chart 1.



Chart 1. Total employees and total surveyed

Of the total number of questionnaires given to the 230 employees, 196 respondents have returned filled in and answered questionnaires, which is 85,2% of the total number of respondents, and 34 or 14,8% did not return filled in questionnaires, out of which 3 were managers and 31 were employees from other positions in the healthcare institutions.

Table 2. Filled in and missing questionnaire

Total surveyed	230	100%
Filled in questionnaires	196	85,2%
Missing questionnaires	34	14,8%

The obtained results graphically are shown in Chart 2.

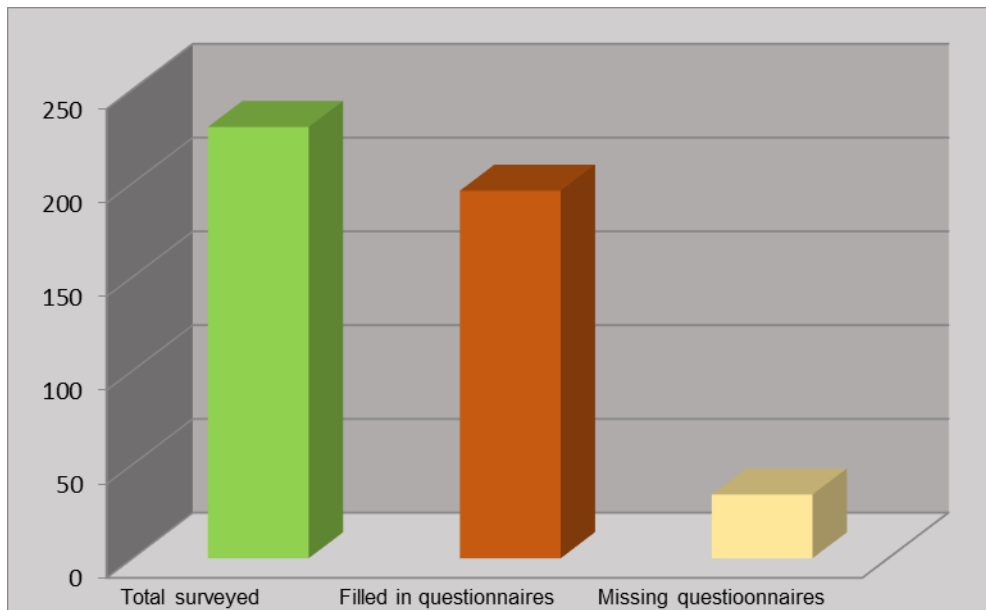


Chart 2. Filled in and missing questionnaires

After the survey was completed, the obtained results were processed and presented separately for every item.

General hypothesis A: There is a relationship between management practices applied by managers and the acceptance of changes by employees in the organization.

Hypothesis A1: There is a relationship between practices of active support and the acceptance of changes.

Hypothesis A2: There is a relationship between practices of communication and the acceptance of changes.

Hypothesis A3: There is a relationship between practices of motivation and acceptance of the changes.

Hypothesis A4: There is a relationship between presentation of positive effects of change and the acceptance of changes.

Results from the empirical research

Empirical research was conducted on both groups of respondents: employees and managers, with the same questions, but in terms of the way of acting of the managers regarding the implementation of change, on one hand, and the employees' perception of the same thing, on the other hand.

The X^2 test is calculated using the percentage representation of the responses in order to maintain the ratio of responses received by managers and employees.

The answers to the first questions, which is related to hypothesis A1 "There is a relationship between practices of active support and the acceptance of changes", formulated on the basis of the question from the questionnaire, which states: "Do you need an active support from the top management (from employees) in order to accept the change", as well as the percentage representation of managers and employees, are shown in Table 3.

According to the statistical analysis, the value of X^2 test is 0,798 which is less than the theoretical tabular value that corresponds to 2 degrees of freedom, at a confidence level of 95%, which is 5,991.

The coefficient of contingency (C) used in order to understand the intensity of the relationship between the statements of the surveyed managers and employees, is $C = 0,063$, so it can be concluded that the intensity of the relationship of the answers of two groups is very weak, i.e. there is no relationship.

This means that the answers of managers and employees correspond with each other and hence the hypothesis can be accepted.

Table 3. Employees and managers answers to the question of the impact of active support and percentage representation

Question	Answer	Employees		Managers	
		n	%	n	%
Do you need an active support from the top management (from employees) in order to accept the change?	Yes	131	78	24	83
	No	30	18	4	14
	No answer	6	4	1	3
	Total	167	100	29	100

$X^2 = 0,798$
C = 0,063

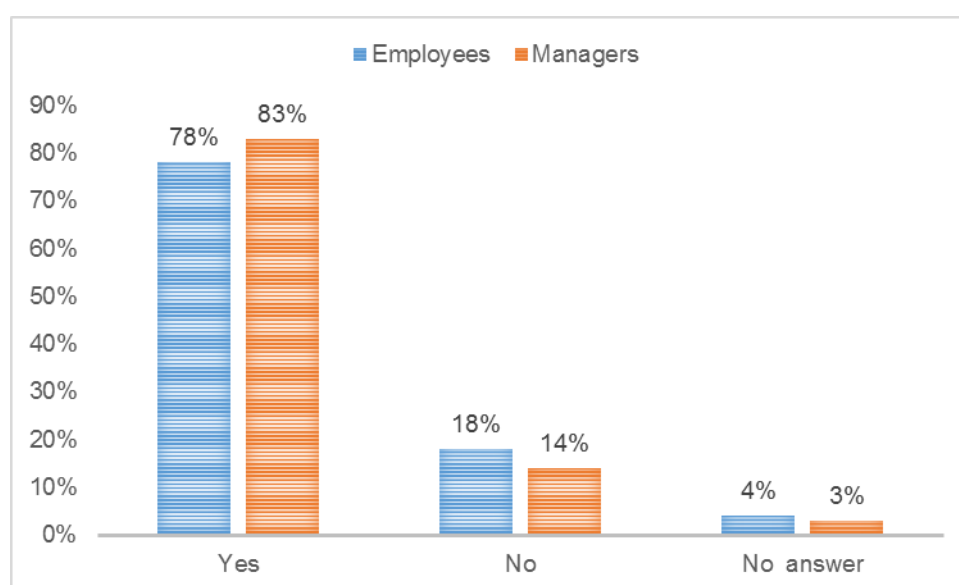


Chart 3. Employees and managers answers to the question of the impact of active changes support

After the first question, the majority of employees and managers, responded with “Yes”, which means that they agree that active support should be used in order to achieve a change. So, the employees think that they need active support by the managers in order to implement the change. 78% of employees said that they need active support by managers, and 83% of managers said they also need active support by the employees if they want to implement the change in the institution.

The second question “Do you need an open and consistent communication with managers (employees) to accept the changes” is related with A2 hypothesis, which, in concordance with the question, was formulated in this way: There is a relationship between the practices of communication and accepting the change.

The obtained results are shown in Table 4.

According to the statistical analysis, the value of X^2 test is 4,320 which is less than the theoretical tabular value, corresponding to 2 degrees of freedom, at a confidence level of 95%, which is 5,991. This result of X^2 test means that A2 hypothesis can be accepted.

Table 4. Do you need an open and consistent communication with managers (with employees)

Question	Answer	Employees		Managers	
		n	%	n	%
Do you need an open and consistent communication with managers (employees) to accept the changes?	Yes	126	75,4	18	62
	No	35	21	9	31
	Without answer	6	3,6	2	7
	Total	167	100	29	100

$\chi^2 = 4,320$
C = 0,145

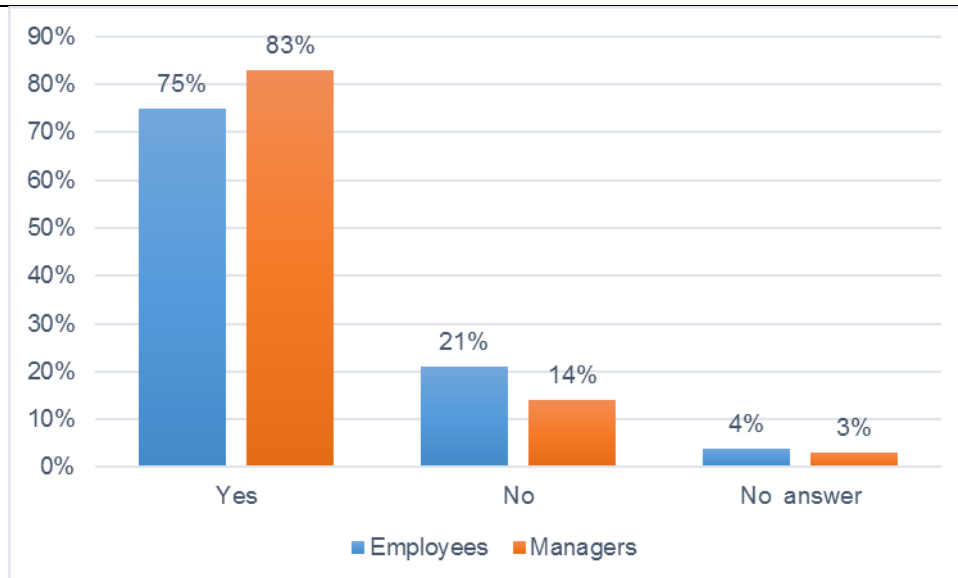


Chart 4. Graphic representation of the employees and the managers responses regarding the positive influence of the mutual communication in order to effectively accept the changes

The second question is mostly answered with “Yes”, both by managers and by employees, namely, 75% of employees and 62% of managers gave positive answer to this question. This means that they agree that in order to implement the change mutual communication is needed. Considering the managers’ answers, the percentage of answered question with “Yes” is lower compared to that of employees and the percentage of answered question with “No” is 31% for managers and 21% for employees, which means that higher percentage of managers think that communication is not important for the implementation of change in comparison with employees. However, it is obvious that positive answers with “Yes” are prevailing, which means that communication does have positive impact on accepting the change in the institution. The coefficient of contingency (C) is C = 0,145, hence it can be concluded that the intensity of the relationship between the answers of both groups is very weak.

The third question “Are you motivated enough to accept the change (whether managers motivate their employees to accept the change)” is related to the A3 hypothesis testing which

assumes that there is a relationship between motivation practices and the acceptance of changes. The answers to this question are shown in the table below (Table 5).

Table 5. Relationship between the organization's motivation practices and acceptance of the change

Question	Answer	Employees		Managers	
		n	%	n	%
Are you motivated enough to accept the change (whether managers motivate their employees to accept the change)?	Yes	58	35	24	83
	No	92	55	2	7
	No answer	17	10	3	10
	Total	167	100	29	100

$X^2 = 56,687$
C = 0,470

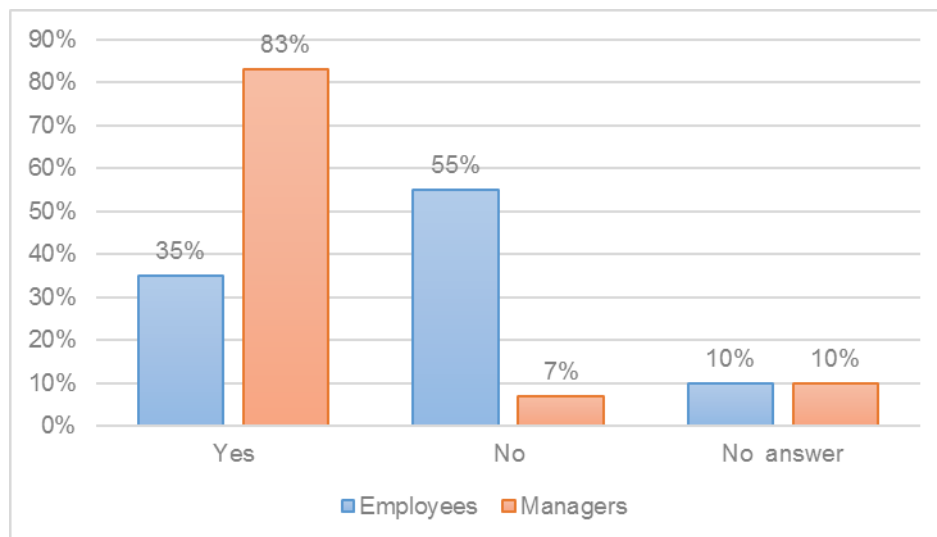


Chart 5. Graphic representation of the responses of employees and managers in terms of motivation in the organization and acceptance of the change.

The value of X^2 test is 56,687 and it is higher than the expected value, i.e. theoretical tabular value that correspond to 2 degrees of freedom, at a confidence level of 95%, which is 5,991 and in this case H_0 hypothesis is not accepted. This means that there is no relationship between practices of motivation in the organization and the acceptance of change.

This is also indicated by the coefficient of contingency (C), which is $C = 0,470$, so it can be concluded that the intensity of the relationship between the answers of the two groups is moderate.

As we can see on Chart 5 there is a difference in the answers given by employees and by managers. Namely, 55% of the employees in healthcare institutions answered that they are not motivated enough to accept the changes, in contrast to the 83% of managers who answered that they motivate their employees enough. This difference stems from the different opinions and different perception of the motivation. So, considering this issue, the employees and managers have diametrically opposite answers. While the activities of

managers are directed towards the motivation, the employees does not accept them, and this suggest that there are different views between employees and managers considering the motivation.

The A4 hypothesis which assumes that: There is a relationship between presenting the positive effects of changes and the acceptance of change, is tested through the question posed to the employees: Does managers present the positive effects of changes? The results of this question are shown in the table below (Table 6).

Table 6. Relationship between presenting the positive effects of changes in order to initiate, implement and maintain a certain change

Question	Answer	Employees		Managers	
		n	%	n	%
Does managers present the positive effects of changes in order to initiate, implement and maintain a certain change?	Yes	32	19	24	83
	No	128	77	5	17
	No answer	7	4	0	0
	Total	167	100	29	100
$X^2 = 46$ $C = 0,882$					

The X^2 test is 46 and it is higher than the theoretical value which is 5,991. This means that answers of the employees and managers does not correspond with each other. The A4 hypothesis is rejected.

It is interesting that the coefficient of contingency (C) is $C = 0,082$, so it can be concluded that the intensity of the relationship between the two groups is very strong.

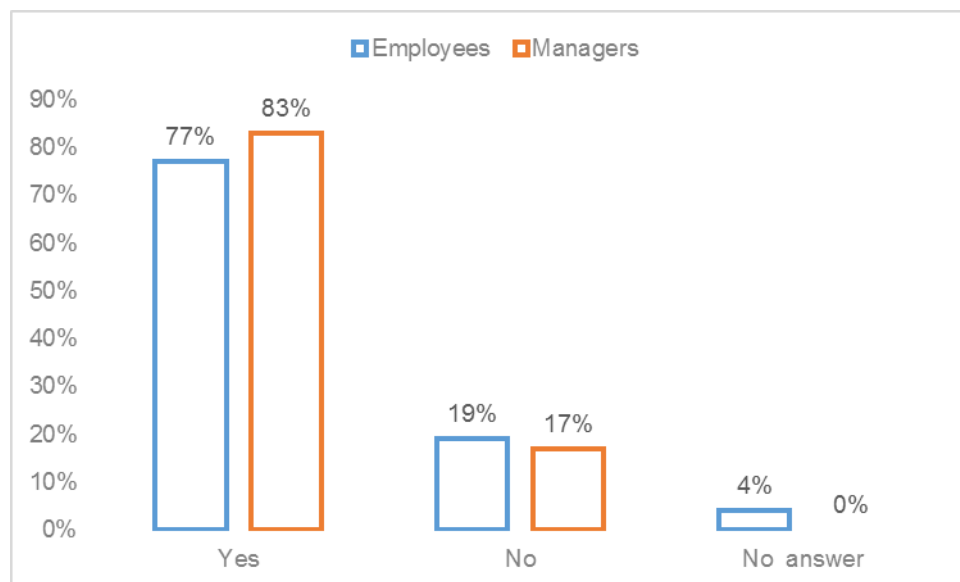


Chart 6. Graphic representation of the responses of employees and managers regarding the presentation of the positive effects of changes in the organization

The graphic representation of the responses of employees and managers regarding the presentation of the positive effects of changes in the organization clearly shows the differences in the given answers. Namely, 77% of employees reported that their managers does not present the positive effects of the changes, i.e. 83% of managers reported that they

present the effects of changes. This shows that there are opposing views between employees and managers regarding the issue of presenting the effects, which means that there is a difference in the values given to the communication. Managers express what should be applied in the organization and not what is really applied, which is proved by the answers of the employees.

A general conclusion which can be drawn from the conducted research is that in the examined healthcare institutions there is no complete information and training of the employees about the implementation of positive changes.

5. Activity preference for implementation of positive changes in the organization's activity

The successful functioning of a healthcare institution, which involves introduction of changes, depends on the effectiveness of managers who, in addition to the accepted general management principles, must have a specific human approach, understanding of the employees' behavior, as well as, a number of skills and abilities which are necessary during the implementation of changes.

Managers in the healthcare institutions allow change implementation by using the factors of motivation which contribute to the achieving the goals through the implementation of changes [6]. Each manager in order to ensure the success of the organization must be inclined to the initiation of changes in the organization and continuous improvement of the management activities for the implementation of changes. The basic dimension of the management process is the creation of vision which is vital to the successful implementation of the organizational changes.

Management activities for implementing the positive changes should create an inspiring force and to become driving mechanism which is indispensable for engaging and high commitment of the organizational members towards the organizational changes. The manager directs and inspires the majority of employees deployed in different positions.

Another activity that should be continuously maintained and improved by the manager is communication. The manager should not allow a one-way communication that leads to inappropriate effect. Good communication contributes to the acceptance of changes by the employees and their engagement in the realization of such changes. All this reduces the resistance forces, minimizes them, thus creating a positive atmosphere in the organization for implementing and maintaining the initiated change [7].

An old Chinese proverb says: "When the winds of change blow, some people build walls and other build windmills" [8].

Hence, our managers will have to build windmills and to see the changes as challenges and collaborators, and not as their opponents. In order to implement and maintain the change, the manager should improve his abilities as a driving force for team work in the process of change. The management is an integrated mechanism which connects the individual efforts towards a mutually defined goal, and mutual goal represents not only survival of the organization, but also its development in which the priority is given to the positive effects and effectuation by the managers from all organizational levels.

6. Conclusion

An important characteristic of the all society segments is the dynamic and turbulent movement, which causes numerous and rapid changes. The initiation and implementation of the changes, aided by the effective managers, will enable sustainability, development and stability of the organizations. Qualitative and positive changes are needed to be directed towards the achieving the goals of the organization. The success of organization will depend on the success of change management, which means that there is a need of the change management through which the certain change will be initiated and implemented.

The implementation of the change does not mean that the activities will end, namely, there is a need of its continuous monitoring in order to correct the shortcomings in time. The monitoring of the situation in the organization is a managerial function which implemented

through: rewarding, evaluation, measuring and improving various activities in the organization.

Management activities should be continually improved in order to implement effectively the positive changes in the organization, which in turn will contribute to the survival and development of the organization itself.

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