

CHANGE ORGANIZATION MANAGEMENT IN THE TRANSPORT ORGANIZATIONS

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Abstract: *The model of change organization management will be presented by this work whose application the answers would give on the question: why the changes are coming, what is changing by changes and how the changes are conducting. Answers to these questions will be presented over the three parcial models: model of the organizational change cause, model of the organizational contents and process model of the organization change realization.*

Key words: *transport organization, organizational changes, change management*

1. INTRODUCTION

Organizational changes represent accepting of the new ideas in structuring or organization behaviour. Some of the most recent changes they face with and are happening in the transport organizations include introduction of the transport services, new methods and process of work, changes of the organizational structure, technological changes, demand changes of service users etc. All these changes suppose very complex activities and must be based on applied researches, so on the developed theoretical supposition of the organizational sciences.

The aim of theories, concepts and programmes, respectively, models of organizational changes is to provide the necessary level of knowledge about how the process is working in the organization and how to manage it. The model of organizational changes is developed for the realization of this aim sistemating all the most important experiences and knowledge which the well-known experts from this area found, primary academic researchers, but also the pragmaticians of the organizational changes (managers and consultants).

On the basis of the literature oversee can be concluded that there a lot of similarities and common elements and characteristics in the all concepts of the organizational changes. Gathering and sistemating of the common elements of all theories and changes the organizational model is possible to define and develop unique flow model of the organizational changes.

2. ORGANIZATIONAL CHANGE MANAGEMENT MODEL IN THE TRANSPORT ORGANIZATIONS

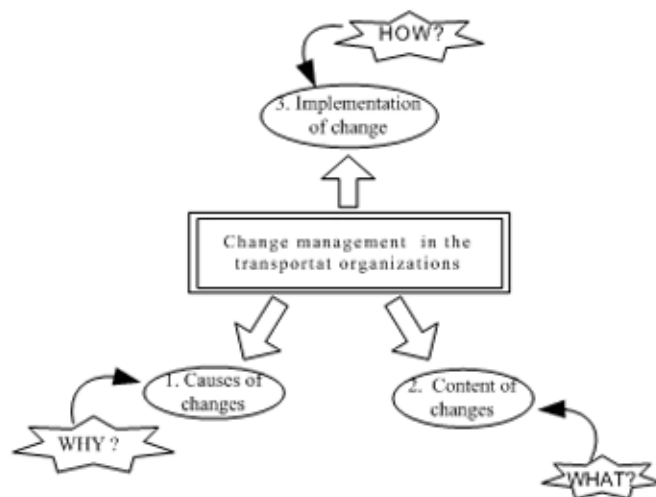
For the complete explanation of the organizational changes there is a need to answer on the three main questions:

- **Why** is coming to the organizational changes?
- **What** is changing by the organizational changes?
- **How** the organizational changes occur?

The answer on the first question demands insight of the cause of the organizational changes in the transport organizations. For the answer on the second question is necessary to find the

contents of the organizational changes. At the end, on the answer to the third question it's necessary to explain the essence of the organizational change process. The causes, contents and the organizational change process are the three basic components of the unique organizational changes model, picture number

one (1). There are completely accordance with this opinion, both, in theory and practice of the organizational changes. If the causes are known, contents, that is the object, and the flow process of the organizational changes, they can completely understand and can manage it successfully.



Picture 1. Organizational change management model in the transport organizations

3. THE CAUSES OF THE ORGANIZATIONAL CHANGES

If we could understand the causes of the organizational changes, we must go through the three basic suppositions:

- The organization is an open system which, in the aim of existence and development, have to provide the exchange of material, energy and information through the environment.

The effective exchange of material, energy and information between the organization means that there is a certain balance and consistence among the characteristics of the organization and demand of the environment.

- The organization means complex system that his subsystems are in a stain of balance or intern balance. The material, human, technical, informational, managerial subsystems of the organization must be in a mutual balance and order. The effectiveness of the organization functioning demands the existence of a certain order or consistence between the all subsystems of the organization.
- The balance of the organization means condition for the realization of its aims and

the determinantes of its performances. The disbalance of the organization with the environment or the disbalance within the organization leads to the fall of their performances. This supposition includes, that is, existence of a certain competition on the market, even partial and imperfect. Described suppositions are deeply inserted into all theories of management and organization. The main hypothese about the causes of the organizational changes is set by these suppositions. The cause of the organizational change means disbalance or the disturbance of balance between:

- organization and environment and
- with the same organization, that is between their subsystems.

Extern or intern disbalance causes real or anticipated fall of performances and the crysis of the organization. Organizational changes mean way the transport organization avoids anticipated or declines the disbalance already arised, that is crisis.

All causes of the organizational changes, on the basis of the previous given definition, can divide into two groups: extern or intern.

The extern causes of the organizational changes are composed if changes in the

environment that performance bring or can bring certain extern disbalance of the organization, to unorder of the organization with the demands of the environment.

Extern causes of the organizational changes include:

- development of the information, technology.
- globalization of the world's economy,
- a role change of the state in the economy and transport,
- demographic changes, and
- growth of the competition intensity in the area of transport..

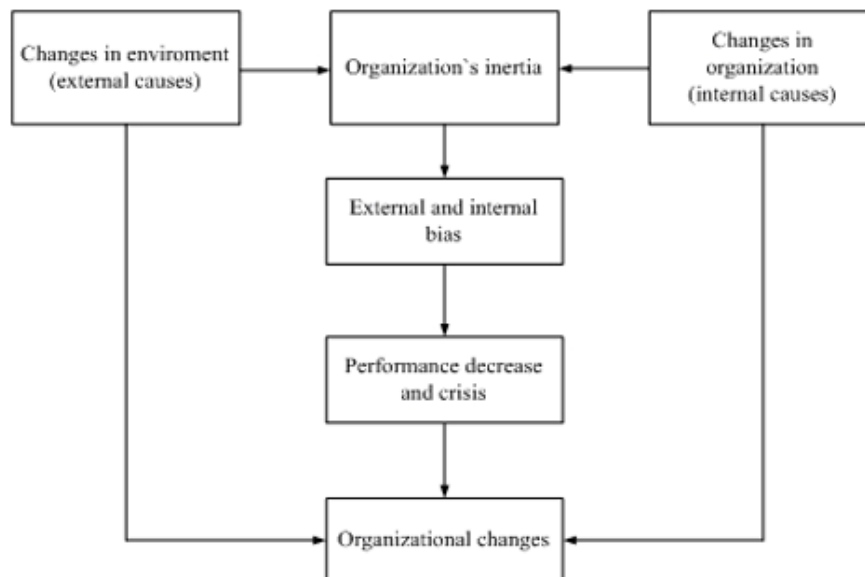
Intern causes of the organizational changes include changes in the organization that their performance bring to the disbalance within the same organization. It's the situation when because of the presence of the changes in the one, and changes that are not realized in other components of the organization, emerges intern inconsistency between given components. In that sort of cases the organization experiences important and numerous disorders and loses the efficacy of functioning, that demands organizational changes, in purpose to faster realization of the intern balance that is repeated between the components of organization. Intern cause of the organizational changes include:

- changing the leader of the organization,
- changing the size and age of the organization, that is, organization development through the phases of life cycle,
- changing the owner's structure, merger and take over the organization,
- changing the developed and business strategy,
- changing of the technology.

The cause model of the organizational changes is shown on the picture number two (2).

Analyzing the cause of the organizational changes demands answer on three questions [1]:

- What are the external causes of the organizational changes, that is, which changes demand organization adjustment to the firm in the environment?
- What are the internal causes of the organizational changes, that is, what changes provocate need for adjustment their organization within the same organization?
- Why is coming to the inertion of organization and is it necessary that crisis precedes changes?



Picture 2. Model of causes of organizational change in the transport organizations

4. CONTENTS OF THE ORGANIZATIONAL CHANGES

Another, essential question of the organizational changes is related to their contents: What is changing in the organizational changes? Organization, as answer, it's an wide

idea. The great number of different views and conceptions by the contents of the organizational changes is presented because of wide of that idea and different organization view by the different authors. **Levitt** gave one of the first model contents of organizational change, where a large

number of organizational changes are unsuccessful, because of the sized range. His opinion considers changes which should not realize partially, only in the technology or, just, in interhuman processes, like it was until then [1].

He gave the model of contents of the organizational changes to show the entire necessary access to the organizational changes, by which the process of organizational changes contains the changes inside and in technology, of people, in organizational structure and tasks of employees. The model contents of organizational changes often depends on model on which the same firm is organized. The basic components of contents of organizational changes are formed instead of that on which way the joining elements are grouped and interrelated. The basic elements of the organizational change contents are consisted of [1]:

- organizational structure,
- organizational culture,
- systems,
- power and
- business process.

The organizational structure is, often, defines like totality of connections and relations that are established among the components of the organization. Their four basic dimensions, parameters that are defining the character: division of labour, appointment of the authority, grouping of units and coordination. Their profile forms on the basys of four parameters of the organizational structure that implicates a certain behaviour. The organizational culture of organization considers the system of assumptions, believes, values and patterns which the members of society developed through the common work and very important defines their opinion and behaviour [2].

The organizational culture has own cognitive and symbolic component. The cognitive component of culture is related to opinions, believes and patterns that employees share among them in the organization, while the symbolic component of culture is related to all of that expresses those opinions, values and patterns. There are three types of the symbol in the organization: semantical (language, sleng, stories, myths and legends), bibehavioristic (rituals and ceremonies, patterns of behaviour), material (physical objects, logotype, dressing, colours). The organization structure has a large influence on the functioning of organization.

The among the most important systems that often build the contents of the organizational changes are: the information system, system of planning and controlling of business and system management of human resources.

Adequate information system considers one of the most important conditions for normally and efficially functioning of organization, because it has to provide all decision makers have the information they need. According to that, those informations must be complete and suitable (enough for the quality decision making), correct, update and reliable. It's need to have on a mind that the information system exists in every organization, in spite of that how the system is developed. The system of planning and controlling of business considers extremely important component of organization and management, because on a certain way forces the management and employees, systematically and seriously think about the future, the employees access fully, rationally and objective to the decision making process.

The system of human resources management includes: planning need for the human resources, constante training and teaching of employees, motivation and prising, promoting and transfer of employees between work places.

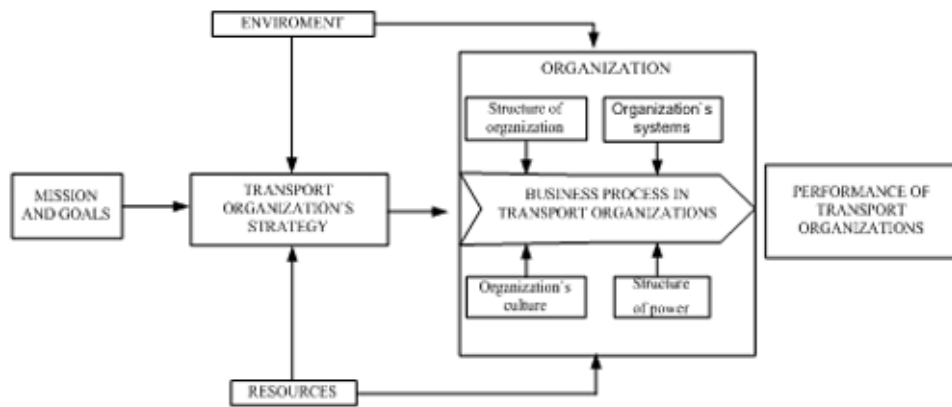
The system management of human resources has a large influence on the same organization and their's functioning, because implicates on the structure and behaviour of employees.

Power can be defined as capability of a persone or group to impose their will to others, in confusion to resistance.

The process of business are in the focus of interest from the moment of showing the concept of reengineering and often are apostrophated like the composing element of the change organization contents.

The entire organization is defined like a process network through the resources are using in purpose to achieve goals. In every organization over time is stabilizing a certain manner of realization of process, which they become routine. The routine actually means repeated, stabilized way of process realization in the organization.

The contents model of organizational change in the transport organizations is shown on the picture number three (3).



Picture 3. Model of content of organizational change in the transport organizations

5. THE ORGANIZATIONAL CHANGE PROCESS

The process of the organizational changes consists the last component of the flow model of organizational changes. This component should give the answer on the question, tied for changes, that most interest the management of the organization: how the process of organizational changes occurs and on which way can manage it? The process model of organizational changes, practically, should to demonstrate the sequence of events of the organizational changes and divides and selects that process by the certain phases. To develop the unique process model of the organizational changes is a very complex assignment, on account of the variegated organizational changes. In the literature is presented a great number of the process model change organization. All of them are different according to purpose and character of the changes they treat. According to purpose, models can divide on prescriptive and descriptive model of the process changes.

Descriptive models are trying to explain how the changes really occur, that is to show them as they really are. In their focus are the spontaneous organizational changes. This models are academically oriented and often they have a large theoretical, but less practical value. The prescriptive models are trying to show how the changes really are, that is what managers must do to provide the change process. In their focus are planned organizational changes. These models are oriented to managers and they have eminent practical value.

Kurt Lewin developed the model in 1957 which is used in all other models of the organizational change and it can be found in the professional literature. According to this model, the change process is providing on the three

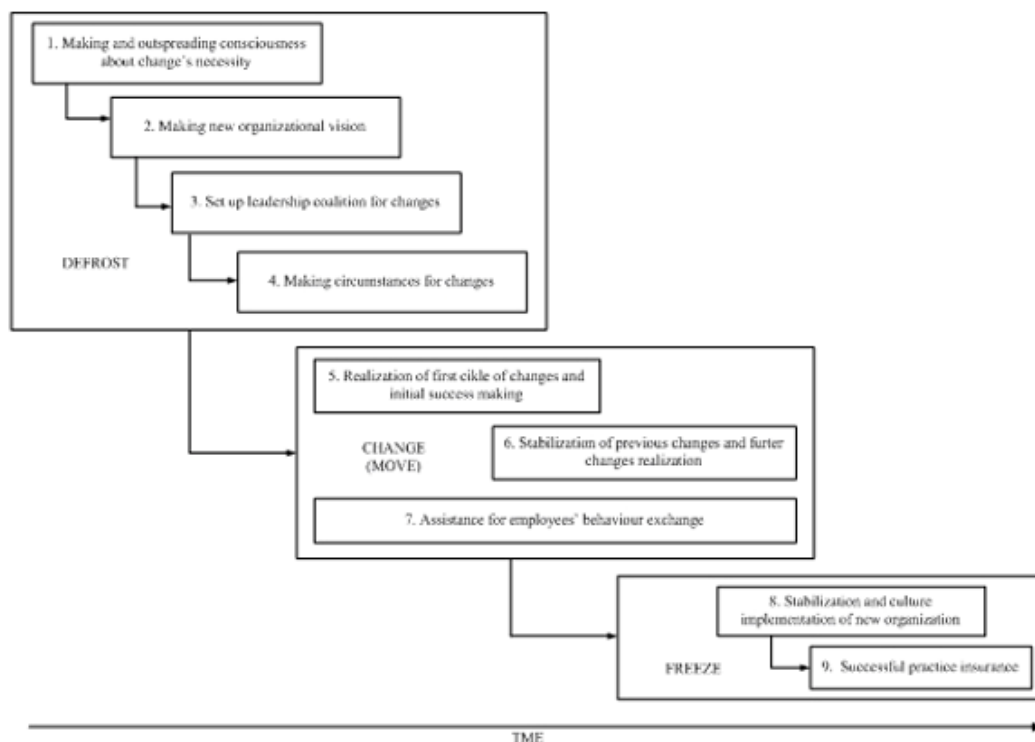
phases: *unfreezing, move and refreezing*, picture number four (4).

The Lewin's main idea of the change model is that every social system, if it wants to change, have to unfreeze first then prepared for the changes, then change, at the end the system would be stabilized again "frozen" in the new condition. If we want to realize the changes, the model articulation demands that each of the three phases of changes concretize through activities what should to attempt. Those activities can group on the nine steps. In the all aforementioned steps certain changes occur, which they would have spontaneous or planned character. The change process can occur independently and in that case have spontaneous and chaotic character. On the other hand, the top management of the organization, in the role of the main movement and change causal, can in a certain way (greater or less) to initiate and lead the changes in the all aforementioned steps.

In that case the organizational changes get suitable character of plan so their's management is realized from the top.

6. CONCLUSION

The defined model of the organizational changes in transport organizations provides the possibility of using the modern views of the organizational science and organizational changes in the transport organization. The defined model is suitable for changes and constant improvement to achieve better organizational effects. Using the defined model should on the basis of defined cause for change, could provide the process of change according perceived business process in the transport organization. The special effects of using this model are:



Picture 4. Model of organizational change in the transport organizations

- defining the new strategy of the transport organization development.,
- choice of the most suitable transformation model,
- choice of the most suitable organization structure,
- creating of climate for the employees change,
- displace in the employee education for the need of transport organization etc.

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7. LITERATURE

ПРОМЯНА НА ОРГАНИЗАЦИЯТА НА УПРАВЛЕНИЕ В ТРАНСПОРТНИТЕ ОРГАНИЗАЦИИ

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Резюме: Докладът разглежда модела на промяната на организацията на управление, чието приложение би дало отговор на въпроса: защо идват промените, какво се променя с промените и как се провеждат те. Отговорите на тези въпроси ще бъдат представени чрез три практически модела: модел на причината за организационна промяна, модел на съдържанието на организацията и модел на процеса на реализирането на организационната промяна.

Ключови думи: организация на транспорта, промени на организацията, управление на промените.