CREATING A MODEL CULTURE OF MANAGEMENT CHANGE

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Abstract: The role of the study is to quantify the influence of the organization culture presented as models of success in a new economical market and new orientation of job market. Also the study identifies the factors of influence upon the next generation in how to choose a new product and type of activities in global market. The question that arises is whether such culture model can be adapted in different countries. The propose model using the ADKAR and RACI models as management change tools, it is created to answer to Who, Why, What, When and How it is possible to change the organization culture. The questioners were structure, taking in consideration the traditional behavior, culture and customers identity in a global market demand. Albanian organization culture and models applied for diferent services were presented and the original ideas for services to adapt them to other cultures show the new model of entreprenurs and their creativity. For a business the multicultural elements provide general indicators of the national beliefs, norms and values, which foreign organizations may compare to their own cultural profile when interacting with professionals in other countries.

Keywords: ADKAR, quality, management change, culture, leadership, RACI, 5W

JEL classification: M11, M13, M14

1. Why use the ADKAR model of change?

The model present a business dimension of change taking in consideration the stages of implementation and adaptation of business using ADKAR model for management change. Including also the opportunities, the scope and objectives of business and the solutions for implementation of new business, the study is trying to sustain the importance of   standard elements of a business change that managers feel most comfortable managing Figure 1.
Boca (2013) proposes in her research regarding the ADKAR model versus Quality management, a model of application for organization which shows that problems with the people dimension of change are the most common cited reasons for organization management failure.
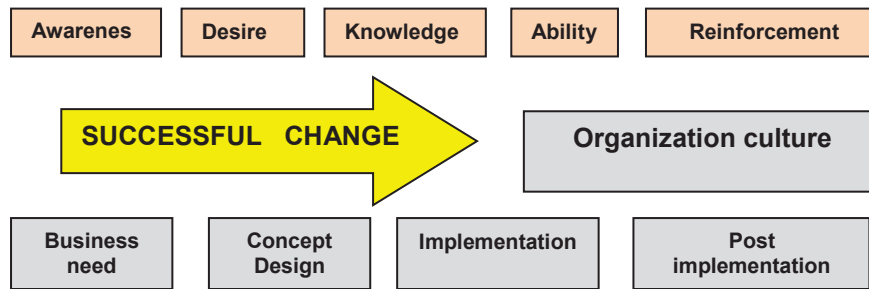
Figure 1. A culture model for business management change of organization
Source: By authors

1.1. What use the ADKAR model of change?

Effective management of the people dimension of change requires managing five key goals that form the basis of the ADKAR model and aslo of RACI model which present the stages of future project of management change in organization like in Table 1.

Table 1. A benefits of ADKAR and RACI model

Model		Benefits
ADKAR	• Awareness of the need for change • Desire to support and participate in the change • Knowledge of how to change • Ability to implement the change • Reinforcement to sustain the change	Sumarises the process steps of change Effective management checklist Provides an under
RACI	• Responsible of the activity • Accountable • Consulted an important stakeholder • Informed who needs to know	Help people to structure the information Present people their role in organization Improve the communication

Source: By authors

1.2. How we can use ADKAR model ?

A model for culture evolution in organization it is presented in Figure 2., and will be applied in different small business discover in Durres and Tirana cities from Albania. It is very clear that the concept will help the new small business to adapt their business to a new culture generation and customer's behavior. The researcher in this study reviewed the literature to locate the most relevant multicultural theories, factors, and instruments in order to measure Albania's national culture. The paper aims to discuss these issues.
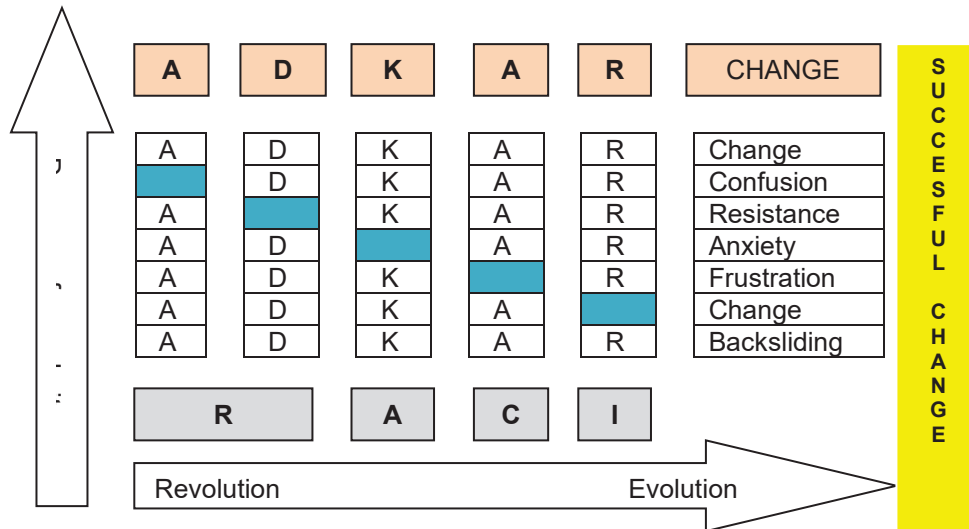
A	D	K	A	R	CHANGE
A	D	K	A	R	Change
	D	K	A	R	Confusion
A		K	A	R	Resistance
A	D		A	R	Anxiety
A	D	K		R	Frustration
A	D	K	A		Change
A	D	K	A	R	Backsliding

R	A	C	I

Revolution   Evolution

SUCCESFUL CHANGE

Figure 2. A model for culture evolution in organization
Source: By authors

2. Methodology

An innovative combination of exploratory and confirmatory survey and Gemba analysis (D.G.Boca, 2015), was used to fit the multicultural construct to the sample data and then estimate the national culture.

The multicultural impact were identified for some services generally accepted as national culture factors to compare with the benchmarks from actual market. Adapting the organizational culture questionnaire porposed by Vele (2013) we will be able to identify the cultural particularities present inside the company (manager) and outside the organization (market environment), the degree in which the culture supports a strategy orientated view.

From a strategy perspective, we will evaluate the strategic efforts undertaken by the manager organziations in their quest for competitive advantages

3. Case study

The article explores the economic cycles influence between innovation and creativity in Albania economy.

The target of survey were 115 organizations involved in economic activities in Durres and Tirana cities from Albania.

A model that explains organizations ups and downs of cycles of explotation of different opportunities is proposed.

We investiagate and briefly describe the personal manager changes trying to identify the influence of qualities characteristics and their attitude upon standardization and his importance, associated with the needs of management

changes:

Awareness. the reasons that the respondent believe the changes are necessary;

Desire. the factors (good and bad) that create a desire for this change, motivating factors, including the person's conviction in these factors and the innovative importance, rate his/her desire to change (Boca and Mukaj 2013);

Knowledge. the skills and knowledge needed to support the change, rate this person's knowledge or level of training in these areas (Sabou, 2013);

Ability. the skills and knowledge identified in the previous question, evaluate the person's ability to perform these skills or act on this knowledge, knowledge and behaviors to support the change;

Reinforcement. the reinforcements that will help to retain the change, helping support the change.

Investigating the nature, ideas and activities of organizations in a global market a systematic documentation and an empirical base of evidence it was necessary to understand the motivation of some managers to reoriented their activities and organization culture.

Therefore a questionnaire was designed, and structure to address type activity, to innovation and quality management and to identify the flexibility of organization management regarding the new trends on market and the openness to management change.

Another part of questionnaires identifies the level of specialization and the manager opinion upon global market, if they have participated to international events, asking them to describe their profile, activities and priorities.

The Albanian's organizations have a young face, half of theme were set up in the field of small and medium services including here backery, cosmetics, bar and restaurants and only few of them in the field of construction or manufacture production.

Following the Pianta (2005) research arguments of a relationship between specific innovative strategies and their employment outcomes we identify in our study similar influence, taking into account that changes in demand and wages, are radically different, when new products may open up new markets and offer new jobs, and in downswings, when new processes may come to dominate technological change, leading to restructuring and job losses.

4. Results

4.1. ADKAR assessment for a business change

In these study the focus is on the ability of the organization using techno-economic paradigm to support a new business, to growth a business or to adapt a business over several decades through the opportunities offered by new market trends, leading to a broad range of radically new products with a large potential demand offering also a large opportunity for job creation.

The respondents are managers of small and medium services 61 % are male and only 39 % are female.

These categories characterize the main orientation of sectors in terms of the nature of innovative efforts and can be used in order to appreciate the impact of innovation on value added, employment and productivity.In Bogliacino and Pianta (2010), the differences in technological change are studied through the introduction of a Pavitt's (1987) taxonomy extended to services.

Majority of the respondents are involved like Pavitts suggest in small and medium activities oriented in services 43 % (caffee bar, restaurants, small shops, cosmetics, tailoring, turism agency, jewerlly), 20% in equal procent the retailer and wholesaler activities and a procent of 17% in production activities (construction, fishery, tailoring, backery, turkish deligts, small activities as manufacture own products as production activity) (Figure 3).
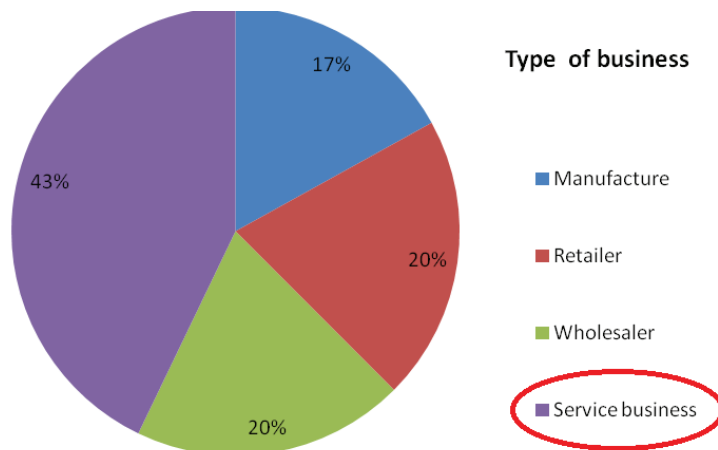

Figure 3. Type of business
Source: By authors

Starting from the distinction between product and process innovation in Schumpeter (1934) theory Pianta (2001) identifies two different types of strategies, technological and cost competitiveness.

The results present the association with the search for product innovation for a better quality of products and a general orientation towards new markets. The feed -back of new orientation of organization culture is tied to the search for labor - saving process innovation, price competitiveness and flexibility in production.

Although Lucchese and Pianta (2011) recall the Schumpeterian idea of clustering of innovations, manager's techno-economic paradigms require the presence of favorable social and institutional conditions, including the presence of human and social capital.

The ADKAR model helps to measure the effectiveness of the change process. Progress can be measured down to the individual level, gaps diagnosed, and corrective action is directed. An instrument to provide a diagnostic of corrective actions was applied to identify the gaps of organizations presented in Table 2.

In conclusion the respondents present

- that people are in a continuing process of change, not organisations in a direct interaction and under the market and global influence,
- the successful change occurs when individual change (managers and staff) are matches the stages of organisational change.

The analysis of survey data are:

- 58% from respondents participate to different courses or specialization in their field as a motivation of organization management changes, and only 42%

didn't participate to any kind of specialization in their field activities;

- 78% managers agree with the necessity of adaptation of their organization and products with European standards and quality characteristics, only 22% are not agree;
- a 88 % from respondents agree with the necessity of tarining and participation for improvement of their knowledges in specific activities, only 12% believe that they don't need any information about new orientation of their organization culture.

Table 2. Developing corrective actions with ADKAR

GAP ADKAR	CORRECTIVE ACTIONS	
AWARNESS	**Why?** Need to change	Management communication Customer input Market changes about the business reasons for change Face to face communication Impact change Ready access information
DESIRE	**Who?** Participate and support change	Look resistance Identify the root cause Change desire Fear of job Career advantages Trust and respect of leadership
KNOWLEDGE	**How**? to change	Training and education Information across Examples of role models how to change the skills needs after the change
ABILITY	**What?** Implementation of skills and behaviours	Job training Job aides to support new behaviours Coaching and troubleshooting Mentoring Removal of barriers Practice applying new skills
REINFORCEMENT	Sustain the change	Compensation changes Individual coaching sessions to identify gaps\personal recognition Celebrations Change support by leaders

Source: Adapted by authors

About manager vision for innovation and adaptation of organization culture the

results are presented in Figure 4, where **S**-reprezent the manager participation to different courses or specialization in their activities, **C**- courses the necessity significance the specialization training, **Q**uality importance for organizatin culture.
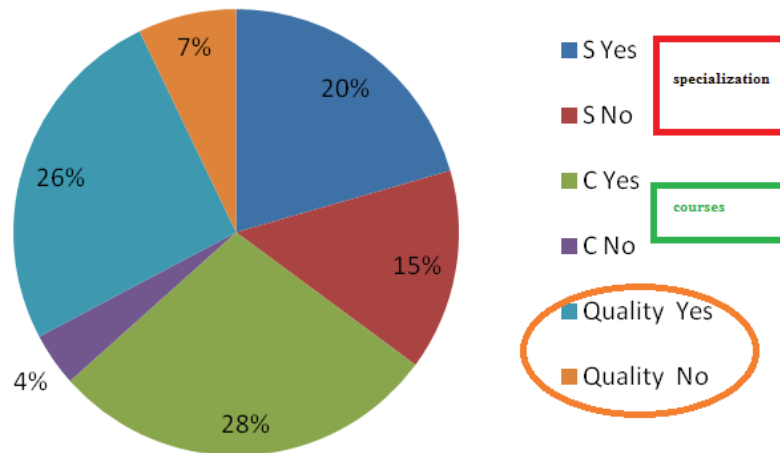

Figure 4. SME's Albanian Culture upon Quality
Source. By authors

In Figure 5. we present an adaptation of organization culture to the needs of customers from Albanian market.

Figure 5. Albanian organization culture adaptation of services
Source: By authors

The multicultural generally accepted national culture present an asymmetric culture which were created for a positive critical comparison of Albania with other theoretically selected countries, found to be most similar to its Balkan and Turkish neighbours, as compared with Western cultures and of the USA.

Figure 6. Albanian fast food under customer's culture
Source: By authors

In Figure 6. it is easy to recognize the fast food culture, and the adaptation process of organization in function of new culture.

This process leads to changes in production systems throughout the young Albanian economy, with the adoption of superior technologies contributing new inputs, sources of energy, and modes of advertising, of design and under the standardization policy.

The research identifies some solutions on global market, suggested by the bar and pub's manager's which adapt their services using the innovation and creativity with traditional culture and maintaining the characteristics of culture level.

Figure 7. Albanian solution for traditional culture coffee pub's
Source: By authors

ADKAR model can be used to:
- Diagnose employee resistance to change;
- Help employee transition through the change process;

- Create successful action plan for personal and professional advantage;
- Develop a change management plan for your employee;
- Help to identify why changes are not working;
- Understand where the change is failing and address that impact point.

5. Conclusion

Albanian organization culture and models applyed for diferent services were presented and the original ideas for services to adapt them to other cultures show the new model of entreprenurs and their creativity.

Also the managers skills to involve organization in new projects taking in consideration the global market present also an alternative to evolution.

From a business standpoint, the multicultural elements for Albania provide general indicators of the national beliefs, norms and values, which foreign organizations may compare to their own cultural profile when interacting with professionals in this country.

The best use for such indexes is for benchmarking and comparison. Foreign government, private corporations, or nonprofit organizations may compare their own culture profile with that of Albania to be aware of the similarities and differences Figure 8. .

Figure 8. A provocation for organization culture
Sourse: https://www.google.ro/imghp

Made in Romania program ''Made in your country'' was launched in 2000 amid an apparent decline continue domestic production and the loss of important landmarks of the national economy.

The new campain strategy is implemented to influence the customers mentality, to educate and to create a culture for customers behavior.

It is a big challange also for Romanan's organizations, a campaign that put the spotlight products made in the country and work of the people that make them.

The aim is to print on products made in the country , a barcode custom that has become the trademark of all goods manufactured in Romania, Figure 8 with the shape of our country.

We have so many products and quality stuff made in Romania that is a shame not to make them known in the country but also worldwide.

They are already products from different counties apprecciated by many of us, and

also who try them or test them at least once, why not find out even more about them?

We hope organizations will find this study useful for continuing and improving their work, and prepare researcher and policy makers to listen now closer the voice of customers.

Research limitations/implications

The researchers discussed the implications of knowing Albania's national culture profile with reference to how other countries might collaborate and transact with this emerging transition economy.

The future research will apply the model in other countries, East countries, to identify the managers solutions using the same models.

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