

Chapter 47

Reflections on the Effect of Organizational Restructuring: Evidence From Albania

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ABSTRACT

This chapter presents a new perspective on processes of change and adaptation to changes in Albanian telecommunications companies in order to maintain their position on the market. The objective of organizational changes, as a continuous process of experimentation and adaptation, is to correlate the capacities of an adaptation company to the business environment. The results of the study have shown that successful management of change is important for the survival and success of any company in the current environment in Albania. To take advantage of the benefits of organizational change stimulated mainly through innovation, companies need to think, act holistically, and make multi-level changes.

INTRODUCTION

The management of organizational change is a continuous process of experimentation and adaptation that has as its main target the correlation of capabilities of an organization to adapt to an environment business (Rojon et al., 2015; Pieper et al., 2017).

At the same time, contemporary society launches industrial and organizational challenges that trigger a new rhythm of change with many faces (Ericksen & Dyer, 2005; Lee et al., 2016; Pattnaik & Sahoo, 2018). The ensemble of forces as components of the external environment is extremely difficult in the existence and survival of prosperity (Podsakoff & Organ, 1986; Pettigrew et al., 2001; Meuer, 2017).

DOI: 10.4018/978-1-7998-7297-9.ch047

Moreover, the main concern of the telecommunications system is the efficient management of initiatives of strategic change, and the fundamental difference between the success of an organization's success and the failure of others is merely the ability to adapt to any change (Schulz, 2004; Wu et al., 2011; Briggs et al., 2012). Thus, telecommunications organizations need to permanently study and monitor the external environment to anticipate changes and adapt quickly.

The management of change underlines the problematic of managing change, being in itself a phase that has at least two meanings (Sementelli, 2016). The first one refers to adopting changes in a structural way, planned and organized in order to efficiently implement some methods and systems within an organization in activity, as changes that have to be managed are found within an organization and are controlled by it. The second meaning of management of change refers to the reaction and the answer to changes that the organization does not control them in a small measure (legislative changes, the change of social or political climate, competitiveness, and the changes of economic boundaries).

This article takes a fresh look at empirical studies that have tried to demonstrate the connection between change management and organizational development in telecommunications system and it has three main contributions.

First, in support of the theory, we derive two different testable hypotheses that allow us to formulate a strategy of change within the telecommunications companies in Albania. A better understanding of change was supported by empirical proofs from various authors, including Renn et al. (2014), Weiss (2001), Bloodgood and Morrow (2000), Bolman and Deal (1999), and Chahal et al. (2016), who proposed a model of the stages of change relatively similar to the reaction of employees.

Second, in the investigative approach to new change management challenges in the contemporary economy, we used a complex strategy of research, combining quantitative and qualitative methods of investigation. All the scientific process involved taking into account all the parameters/variables considered useful in identifying the answer to the central research question. The entire research process involved completing specific rules, collection, analysis, and the selection of information that can be proven objectivity with a lot of rigor over a predetermined length of time. The results obtained are valid and reproducible because they are based on a methodology of well-chosen research that lends credibility to the conclusions we have reached at the end of the research period.

Third, using a qualitative model design, we demonstrate that no matter how well the strategies of change are formulated, the implementation of change is a decisive step in its successful realization. Managerial practice has shown that strategy implementation failure is the basic reason why people are anxious about organizational change (Song et al., 2015). More specifically, the diversity of views expressed in the literature specifically referring to change and management helped us determine the best approach for positioning our scientific research on the new change management challenges in the contemporary economy (Guo et al., 2017).

The results of this study show that successful management of change is very important for the success of the organization and its survival in the current business environment (Kemper et al., 2017), also in the private telecommunications environment. In the light of the apparent logical hole, the theories and approaches of management of change that are available for theoreticians and practitioners often argue between themselves, and many of them lack the empirical evidence supported by incontestable hypothesis regarding the nature of contemporary organizational management of change (Munro, 2014).

Finally, our findings have revealed that the transition from passive status to the active status of personnel in an organization is possible when change occurs and is implemented.

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