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ORGANIZATIONAL CHANGE AS “PUSH FACTOR” OF EMPLOYEES’ TURNOVER INTENTION: STATISTICAL ANALYSIS OF THE EMPLOYEES IN THE REPUBLIC OF NORTH MACEDONIA

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Abstract

The process of globalization and intensive technological development imposes the need to constantly introduce different types of organizational changes. Human resource managers in organizations are becoming increasingly aware that hiring and retaining talents are the most important determinants of success in the complex global world and that they must work more intensively on modernizing the process of change management to help employees, not only for acceptance, but also for their involvement in the change implementation process.

This paper analyzes the impact of four different types of organizational change on employee turnover intention, according to the Cummings and Worley (2014) organizational change classification.

The statistical method of simple linear regression was applied to predict and evaluate the turnover intention of the employees in the Republic of North Macedonia (as a dependent variable “Y”) based on the value of each of the types of organizational changes (as independent variables “X”). A multiple regression method was also applied in order to analyze the associations between the independent variables and the dependent variable and identify the type of organizational changes that most significantly affects the employee turnover intention. The analysis was conducted based on the findings obtained from the respondents who completely answered the survey questionnaire (282 employees in the Republic of North Macedonia, different according to their demographic characteristics).

The correlation analysis shows there are positive correlation as well as causal relationship between all four types of organizational changes and the employee turnover intention, where techno-structural interventions have the most significant impact.

Key words: organizational changes, human process changes, techno-structural changes, human resource management changes, strategic changes, turnover intention.

JEL Codes: M12, M50, J63, O33.

Introduction

Change is an integral and inevitable part of organizations as well, because their sustainability and development is strongly influenced by the process of change and transformation (Rothwell et.al.; 2016; p.4). The degree of acceptance of the organizational change or the development of greater or lesser resistance, which is manifested in the behavior of the employee, also depends on the manner of implementation of the organizational change.

Organizational change occurs when the process of transition from the current status quo to another desired future state begins. This process is actually based on planning and implementing change, in a way that it will achieve the lowest level of resistance by employees, as well as the lowest costs for the organization, but at the same time, realizing the maximum level of effectiveness of efforts to implement change. In today's business environment, in order to remain competitive in the market, organizations must constantly make changes, because today, change and its impact is one of the most widely discussed issues in the field of management (Sikdar; Payyazhi; 2014).

Regardless of whether it is a change of small or large scale, it needs to be properly managed and implemented, which in turn has a strong impact on improving the level of costs, quality, decision-making process, and the entire management process in general (Van Hoek et al .; 2010). It creates a domino effect in all other aspects of the organization and their complete improvement. On the other hand, improper organizational change management creates negative effects, which often lead to the loss of significant resources, both in terms of time and finances, as well as people and their effort and energy (Morrell, Wilkinson; 2004). Hence, it not only leads to unsuccessful implementation of the change, but also restores the organization to its previous state, from which it will be very difficult to recover again (Simoes; Esposito; 2014).

One of the most critical barriers that seriously impedes the introduction of organizational change is employee resistance. Most often, employees face fear of new changes, which makes it difficult to implement it, as organizations find it very difficult to obtain the necessary support and commitment from employees (Rusly, Corner, Sun; 2012). In this regard, the ability to effectively manage change is a much-needed skill that managers need to possess, because organizations need people who will have a strong and significant positive contribution to change efforts. Employee resistance often occurs as a result of fear of losing their job or their status in the organization, and this happens precisely because of the lack of understanding of the purpose and need for change, which is actually a result of lack of the ability to effectively manage change, or it happens simply because people have different views and perspectives on change than those of management. The high level of awareness and ability to look through the prism of other employees, their involvement in the process of planning change and continuous knowledge sharing and utilization, increases the likelihood and possibility of successful implementation of organizational change (Babalola, Stouten, Euwema; 2014).

The global team of change fanatics and advocates of Prosci, Inc., define change management as “the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome¹”. Effective change management means starting the process at the initial stage of change planning and accurately defining and determining the desired and required result. Cummings and Worley (2014), in their book "Organizational Development and Change", identify four key types of organizational change, or as they call it, interventions:

¹ <https://www.prosci.com/resources/articles/definition-of-change-management>

1. Human process changes
2. Techno-structural changes
3. Human resource management changes
4. Strategic changes

The essence of this paper is reflected in determining the impact of different types of organizational change identified by Cummings and Worley (2014) on the employee turnover intention. Hence, the subject of this paper will cover a broad theoretical and practical knowledge related to the issue of organizational change, as part of organizational development, and the issue of employees' turnover intention, linking them by determining the extent to which turnover intention is directly driven by different types of organizational change, as well as determining the group of organizational change that has the most significant direct impact.

The purpose of this paper is to apply and assess through simple linear regression whether and to what extent organizational changes (human process changes, techno-structural changes, human resource management changes and strategic changes) affect the turnover intention of the employees in the Republic of North Macedonia, as well as through the application of multiple regression to investigate the interdependencies and interactions of different types of organizational changes (as independent variables "X") on the employees' turnover intention (as a dependent variable "Y") to identify the type of changes (interventions) that has the most significant impact.

First, we will make a literature review and define certain key terms i.e organizational change, employee turnover, as well as turnover intention and its impact on organizational performance, the impact of organizational change on employee behavior, and the role of human resources management in the implementation of functional change management.

Second, we will describe the research methodology or more specifically, the methods used in the research, target group of respondents, research process in steps, statistical data analysis, as well as the subject, purpose and hypotheses of the paper.

Then, the research findings will be graphically presented, as well as their detailed descriptive explanation. Finally, in the conclusion and discussion, we will summarize the research findings, linking them to prior research findings by other authors in this field.

Literature Review

In the literature, changes are often identified with the term "interventions". The term "intervention" refers to a system consisting of a series of planned actions or events designed to facilitate the process of increasing the effectiveness of the organization. Interventions tend to disrupt the status quo of the organization; they are intentional attempts to direct an organization to a different and more effective situation.

Organizations that are focused on a strategy of continuous improvement, must focus on building the ability and capacity of employees to deal with the uncertainty that comes as a result of these processes. Otherwise, the unsuccessful management of this process encourages employees to consider leaving the organization (Nguyen et al; 2012).

The impact of employee turnover negatively affects organizational performance, financial costs and the perception of employees who remain (Rekha & Kamalanabhan, 2010). According to Steel and Lounsbury (2009), voluntary turnover is a widely studied topic. Numerous studies on this topic have revealed a huge number of different factors that determine the decision of employees to leave the organization (Porter, Steers; 1973). The turnover intention, on the other hand, has been researched in the last 50 years through different research methods and within different industries, in order to achieve a generalization of the factors and characteristics related to the employee intention to leave the organization (Steel &

Lounsbury, 2009). The analysis of relevant research on this issue will help identify the factors that cause the employee turnover in organizations, as well as the factors that stimulate the intention to leave the current job (Mobley, Griffeth, Hand, Meglino; 1979). The findings of modern research increasingly emphasize the effect of organizational change on employee behavior and their sense of staying within the organization in which they work (Allen, Mueller; 2013).

The essence of this paper is reflected in determining the impact of different types of organizational change identified by Cummings and Worley (2014) on the employee turnover intention.

It often happens that employees do not understand the reasons for implementing this type of change. This creates stress and encourages their intention to leave (Tsai and Tien 2011; Carlström 2012). Therefore, it is of particular importance to ensure not only adequate communication, but also a detailed and objective justification and clarification of the reasons for the introduction of change processes (Cotton, Tuttle; 1986).

The structure of the organization plays a very important role in the functioning of the organization. Due to the different types of organizational structure, organizations often need to change it. If they feel that it is necessary to improve and change the existing organizational structure, and that their structure does not meet the set goals and requirements, they must go through the process of techno-structural interventions, ie, changes (Rahman; Nas; 2013). However, the process of introducing techno-structural changes is by no means a simple process (Davenport et al.; 2004). One of the main effects of these changes is the redistribution of resources and authority (Wang; 2014; Chen et.al .; 2014). This type of change can often create a sense of loss of power or resources for certain groups of employees and as a result, they will resist these interventions (Dysvik; Kuvaas; 2010). Techno-structural changes are also a source of change in the level of employee engagement in the organization (Stensaker et al.; 2014; Xiong, Wen; 2020). Nyström et.al. (2013) identify the importance of techno-structural changes and their impact on the level of employee empowerment. Employees feel overwhelmed if they are unable or unwilling to understand all the details of the change process. As a result, employees try to remove all doubts and ambiguities by justifying the need for change, or by leaving the organization (Aladwan et al.; 2014). Transformation leadership is also a part of techno-structural changes and it is a crucial element for organizations who are willing to anticipate fundamental transitions and changes before they can encourage willingness of the workers and departments to recognize and implement those changes effectively in order to have an adequate environment for positive or adaptive changes through processes (for example, inspiration, motivation, alignment, and setting direction through vision) (Yücel, 2021).

Employees, through their own professional experience in the workplace, adapt to established human resource policies in the organization (Li; Zhou; 2013). Therefore, whenever certain policy-related changes are planned, employees have a different perception from the one that is essential and realistic, and as a result, experience a sense of unnecessary stress (Enshassi et al.; 2015). If employees believe that changes related to human resource management will have a negative impact on them, this perception will continue throughout the change process (Björklund; 2010).

Finally, strategy is defined as a pillar of an organization, as a bridge between the present and the future desired state (Szabla, Stefanchin, Warner; 2014). From all aspects in each organization, it is the strategies that are most strongly established and embedded in the perception and acceptance of employees (Tuzun; Kalemci; 2012), because they define and determine the way they work. Thus, strategic changes create transformational changes that affect the overall operation of organizations (Bhatnagar et al.; 2010).

Human resource management must work more intensively to modernize the change management process and continuously implement strategies to help employees, not only for acceptance, but also for their involvement in the creative and practical process of implementing organizational change (McEvoy, Cascio; 1985). However, in developing countries, where labor market opportunities are scarce and where the application of modern tools to monitor employees and their turnover intention is emerging, there is an increase in employees' tolerance for organizational changes that occur in the workplace (Abrell-Vogel, Rowold; 2014).

The following hypotheses are proposed in order to investigate the set subject and problem in this paper:

H0: Human process changes, techno-structural changes, human resource management changes and strategic changes do not have a significant impact on encouraging the turnover intention among employees in the Republic of North Macedonia.

H1: Human process changes, techno-structural changes, human resource management changes and strategic changes have a significant impact on encouraging the turnover intention among employees in the Republic of North Macedonia.

H0: The application of multiple regression shows that each of the four types of organizational change (human process changes, techno-structural changes, human resource management changes and strategic changes) equally affect the turnover intention of the employees in the Republic North Macedonia.

H1: The application of multiple regression shows that each of the four types of organizational change (human process changes, techno-structural changes, human resource management changes and strategic changes) unequally affect the turnover intention of the employees in the Republic North Macedonia.

Methodology

During the research conducted in the period November-December 2020, a survey questionnaire was used, which is in fact an adapted combination of three published international questionnaires, namely PIAAC (Programme for the International Assessment of Adult Competencies), Questionnaire for determining Employee Resistance to Change (Oreg; 2003) and Questionnaire for determining Employee Turnover Intention (Van Dam; 2008).

The target group of respondents included in the survey was employees from different sectors (public sector, private sector, non-profit organization) in the Republic of North Macedonia, namely, a random sample of 500 respondents with different demographic characteristics of which 282 respondents completely answered the survey questionnaire.

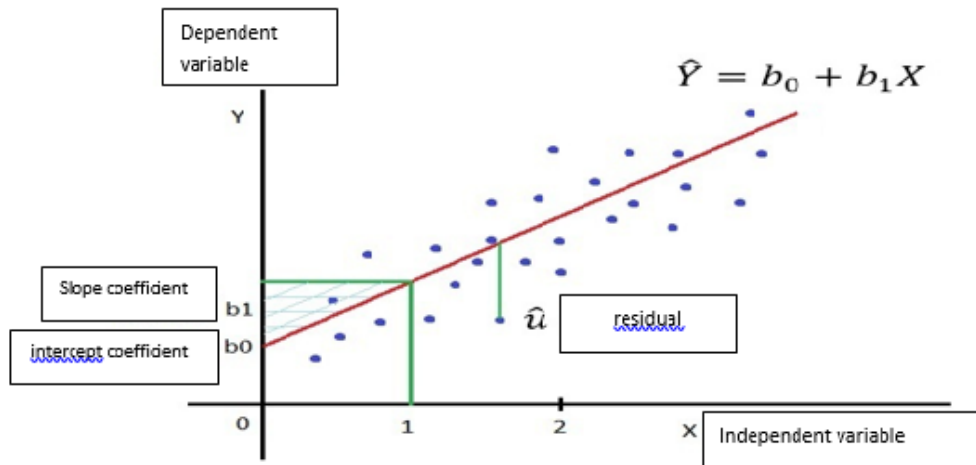
The questionnaire was designed and implemented through the electronic service for collection and analysis of research data Kwik Surveys, as well distributed electronically (via e-mail and social networks) to the respondents.

For the purposes of this paper, this questionnaire will help determine the impact of different types of organizational change, the so-called interventions in the organization, as part of organizational development, as follows: human process changes; techno-structural changes; human resource management changes and strategic changes on employee turnover intention as one of the most serious challenges facing human resource management, as well as identifying the type of organizational change that shows the most significant impact.

The quantitative and statistical method were applied in determining the attitudes of employees in the Republic of North Macedonia (using the methodical statistical procedure of the sample method) regarding the impact of different types of organizational change on their turnover intention, as well as determining the type of organizational changes that have the most significant impact. This analysis was performed by applying the methodological statistical procedure of simple linear regression, which provided possibilities for predicting and evaluating one phenomenon (the turnover intention as a dependent variable "Y") based on the value of another phenomenon or group of phenomena (in case, each of the types of organizational changes represents a separate independent variable "X"); as well as by applying multiple regression, which enabled simultaneous exploration of the interdependencies and interactions of multiple phenomena (the influence of different types of organizational changes as independent variables "X" and the employee

turnover intention as a dependent variable "Y"). In the regression analysis, the Ordinary Least Squares method (OLS) was used as a statistical data processing technique. This method determines the line of best fit for a particular model, with the aim of minimizing the values of the residuals per square (Figure 1).

Figure 1: Ordinary Least Squares Method



Source: Author's illustration

The OLS method is used to calculate the parameters in the model (slope coefficients) based on the available data sample. This method is used for a model that represents a linear function of one dependent and one or more independent variables. By applying it, the line of best fit is selected i.e. assessment of the model for which the value of the squares of the residuals is the smallest is obtained. The OLS method is mathematically defined by the following equation:

$$y = \beta_0 + \beta_1 X_1 + u_t, \text{ for simple regression}$$

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + u_t, \text{ for multiple regression}$$

It is of particular importance to distinguish between regression and correlation. Correlation between two variables represents their interrelationship linearly. The correlation coefficient has a value from -1 to 1. On the other hand, the regression function shows the causal relationship between two or more variables i.e. the influence of the independent variables on the dependent one. The slope coefficient, in this sense, shows how much the dependent variable will change on average if the independent variable increases by 1 and "ceteris paribus". Consequently, the slope coefficient shows the level of the dependent variable when the independent ones are equal to zero (illustrated in Figure 1).

The statistical analysis of the research results and the graphical presentation of the results are presented in SPSS (Statistical Package for the Social Sciences).

Results and Findings

This section explains the results based on the findings of the questions for determining the impact of different types of organizational change (human process changes, techno-structural changes, human resource management changes and strategic changes) on the employee turnover intention.

The findings from the applied simple linear regressions are summarized and presented in the following table (Table 1):

Table 1: Simple Linear Regression – Organizational Changes and Turnover Intention

	Slope Coefficient b_1	Pearson Correlation Coefficient (r)	Coefficient of Determination (r^2)	P - Value
Human Process Changes	0.124	0.254	0.064	0.000
Techno-structural Changes	0.138	0.255	0.065	0.000
HRM Changes	0.090	0.184	0.034	0.002
Strategic Changes	0.105	0.228	0.052	0.000

Source: SPSS Analysis, November-December, 2020

Based on Table 1 it can be concluded that between all four types of organizational change and the turnover intention of employees in the Republic of North Macedonia, *there is a positive correlation*². Pearson Correlation Coefficient ranges from 0.184 for HRM changes to 0.255 for techno-structural changes.

The Coefficient of Determination (r-squared) measures the strength of the relationship between the set model and the dependent variable on a scale of 0-1. In this case, the determination coefficient ranges from 0.034 to 0.065. Usually, the higher the value of r^2 , the better the regression model matches the observations made. But the models with low value of r^2 (as in the analyzed example) are also well-placed models and this is so for several important reasons. Certain scientific fields show inherently higher unexplained variation where the value of r^2 is generally lower. For example, deterministic analysis in which the focus is on people and their behavior shows values that are lower than 0.5. This is because human resources are more complex to predict than other types of resources. Also, if the model shows a low value of r^2 , and at the same time the independent variables are statistically significant, significant conclusions can still be drawn about the relationship between the analyzed variables. Statistically significant coefficients continue to represent the average change in the dependent variable as a result of the changes that occur in the independent variables. The low value of the coefficient of determination does not negate or diminish the importance of any significant variables, as statistically significant p-values continue to identify relationships, and hence, coefficients have the same interpretation.

The Variable b_1 represents the Slope Coefficient for each independent variable and expresses the absolute influence on the intention to leave. In this analysis, the Slope Coefficient ranges from 0.090 for HRM changes to 0.138 for techno-structural changes. In other words, it means that if changes in human resource management increase by 1 unit, the turnover intention will increase by 0.090 units i.e. if techno-structural changes increase by one unit, the turnover intention will increase by 0.138 units.

The P-Value is defined as the lowest level of significance at which the null hypothesis can be rejected. If $p < \alpha$, H_0 is discarded. In all types of organizational change, the p value is less than the level of significance " α ", which means that the alternative hypothesis is accepted i.e. *all of the types of organizational change have a significant impact on the employees' turnover intention*.

In terms of multiple regression, four independent variables (regressors) and one dependent variable (regressand) are included. The independent variables are the four types of organizational changes (human process changes, techno-structural changes, human resource management changes and strategic changes) while the dependent variable refers to the employee turnover intention in the country. After, by means of simple linear regression, the appropriate model was evaluated and the significance of

² *Positive correlation describes the relationship between two variables that change in the same direction.

the relevant parameters was determined, we continue to the identification of the independent variable (type of organizational change) that has the most significant impact on the dependent variable (employee turnover intention). Multiple linear regression consists of several iterations of the procedure, so that in each iteration, the least significant parameter is eliminated from the model and the evaluation phase takes place again, in order to arrive at the most efficient evaluation of the model and the most significant parameter.

The Pearson coefficient findings summarized in Table 2 showed that there is a positive correlation between all types of organizational change and the turnover intention.

The correlation of all independent variables with each other is also calculated. Based on the obtained results we can conclude the highest positive correlation between the human process changes and techno-structural changes, and the lowest positive correlation between the human process changes and hrm changes.

The correlation coefficient between all independent variables and the dependent variable remains the same as in simple regression.

Table 2: Pearson Correlation Coefficient in Multiple Regression

	Turnover Intention	Human Process Changes	Techno-structural Changes	HRM Changes	Strategic Changes
Turnover Intention	1.000	0.254	0.255	0.184	0,228
Human Process Changes	0.254	1.000	0.85	0.674	0.754
Techno-structural Changes	0.255	0.85	1.000	0.728	0.729
HRM Changes	0.184	0.674	0.728	1.000	0.832
Strategic Changes	0.228	0.754	0.729	0.832	1.000

Source: SPSS Analysis, November-December, 2020

The following table (Table 3) presents the Slope Coefficient (b1) and the P-Value. In multiple regression, there is a change in the values of the b1 coefficient of each of the types of organizational changes, as well as in the value of p, because this statistical methodological procedure measures the impact of interdependencies and interactions of multiple phenomena at once. The Slope Coefficient ranges from 0.045 for human process changes to 0.084 for techno-structural changes. Based on the obtained results, it can be concluded that the *techno-structural changes have the greatest impact*, but still we will have to move on to additional analyzes. Additional analysis will consist of eliminating the least significant variables (human process changes and HRM changes) in order to analyze changes in the Model as a result of the two most significant independent variables. It is essential to note that the Coefficient of Multiple Determination r² has a relatively low value again and is 0.074.

Table 3: Multiple Regression – Organizational Changes and Turnover Intention

	Slope Coefficient b_1	P Value
Human Process Changes	0.045	0.442
Techno-structural Changes	0.084	0.194
HRM Changes	0.046	0.399
Strategic Changes	0.057	0.3

Source: SPSS Analysis, November-December 2020

The following (Table 4) is a multiple regression where the least significant changes are discarded.

Table 4 Pearson Correlation Coefficient in Multiple Regression

	Turnover Intention	Techno-structural Changes	Strategic Changes
Turnover Intention	1.000	0.255	0.228
Techno-structural Changes	0.255	1.000	0.729
Strategic Changes	0.228	0.729	1.000

Source: SPSS Analysis, November-December, 2020

The correlation coefficient remains unchanged in relation to the performed regression where all four types of organizational changes were included.

The Coefficient of Multiple Determination is 0.069 and it does not reduce the importance of any significant variables because the statistically significant P-Value indicates a statistically significant independent variable and therefore the model is rated as good.

The following table (Table 5) presents the Slope Coefficients and P - Value. As can be seen, techno-structural changes have a greater impact than strategic changes and we get a p value that is less than the level of significance " α ", according to which we conclude that techno-structural changes have the greatest impact on the employee turnover intention among the employees in the Republic of North Macedonia.

Table 5 Multiple Regression – Organizational Changes and Turnover Intention

	Slope Coefficient <i>b</i> 1	P Value
Techno-structural Changes	0.103	0.025
Strategic Changes	0.041	0.293

Source: SPSS Analysis, November-December 2020

Discussion and Conclusion

Change is an inevitable part of an organization's existence. The organization's ability to adapt to changes in its organizational context is essential to its survival.

Change management can be defined as the process of transition of interventions to organizational, group and individual level. This process can be described as a structured approach to managing the transformation of organizations from the current to the desired future state, by applying the basic structures and tools. The goal of change management is to maximize the benefits to the organization while minimizing the impact of change on employees in order to avoid adverse reactions.

In this context, one of the most common challenges faced by managers today, especially human resource managers as the most important agents of change, is the employee resistance to the newly introduced conditions. This concept is the subject of numerous scientific researches and studies in the field of management. According to Lines (2004), resistance can be defined as the behavior of stakeholders in the change process, in order to slow down or interrupt the anticipated organizational change. If the management is not focused on anticipating, understanding and accepting the resistance of the employees, it will contribute to the unsuccessful implementation of the planned changes, or it will contribute to the encouragement of the employee turnover intention. This occurs as a result of the employees' fear of the new unknown situation, as well as their dissatisfaction with it. Therefore, it is crucial to recognize the needs of employees and implement strategies to retain them, in order to increase their value in the organization, as well as encourage their commitment.

The analysis of relevant modern research in management shows that the focus is increasingly on researching the effect of the introduction of organizational change on employee behavior and their sense to stay within the organization in which they work. This paper analyzes the impact of different types of organizational change according to the classification of Cummings and Worley (2014) on the employee turnover intention, namely human process changes, techno-structural changes, HRM changes and strategic changes.

Applying the methodological statistical procedure of simple linear regression enabled to predict and evaluate the employee turnover intention, based on the value of each of the types of organizational change, according to which it was determined that *there is a positive correlation between all four types of organizational changes and the turnover intention of the employees in the Republic of North Macedonia*. Although the coefficient of determination is relatively low, ranging from 0.034 to 0.065, it does not negate or diminish the importance of the impact of organizational change, as the human factor at the heart of this study is more complex for analyzing and usually researches that evaluate this factor always result in a lower value of 0.5 for the coefficient of determination. At the same time, statistically significant coefficients continue to represent the average change in the dependent variable as a result of the changes that occur in the independent variables. The value P (as the lowest level of significance at which the null hypothesis can be rejected) in the conducted analysis is less than the level of significance " α " which means that the alternative hypothesis is accepted, i.e. *all types of organizational changes have a significant impact on the employee turnover intention*.

The application of multiple regression which enabled simultaneous exploration of the interdependencies and interactions of different types of organizational changes as independent variables "X" and the employee turnover intention as a dependent variable "Y" led to the conclusion that the greatest positive correlation exists between human process changes and techno-structural changes, and the lowest positive correlation between human process changes and HRM changes. Multiple regression consisted of several iterations of the procedure, so that in each iteration the least significant parameter was eliminated from the model and the evaluation phase took place again, in order to arrive at the most efficient evaluation of the model and the most significant parameter. Namely, in the last repetition, the human process changes and the HRM changes were discarded as the least important variables, so we moved on to the analysis of the most important variables, namely techno-structural changes and strategic changes. The Correlation Coefficient remains the same as in simple regression. The Coefficient of Multiple Determination is 0.069 and it does not reduce the importance of any significant variables, because the statistically significant p-value indicates a statistically significant independent variable and therefore the model is rated as good. Based on the findings of the statistical analysis, it was found that techno-structural changes have a greater impact than strategic changes and we get a p-value that is less than the level of significance " α ", according to which we conclude that *techno-structural changes have the greatest impact on the employee turnover intention*. This accepts the second alternative hypothesis, according to which *each of the four types of organizational change (human process changes, techno-structural changes, human resource management changes and strategic changes) **unequally** affect the turnover intention of the employees in the Republic of North Macedonia*.

Similar results have been reported in studies (Li; Zhou, 2013; Willcock, 2011). Techno structural interventions also create fears and doubts in mind of employees. Hierarchy plays a very important and influential role on how employees operate. When interventions are brought that change the chain of command and span of control, employees' intention to switch organization increases. Worch et al. (2012) found similar results and said that involving employees in the techno-structural interventions can reduce employee turnover intention.

It is the responsibility of change agents and management implementing change to make sure that employees are assured that organizational changes will not affect them negatively. If an organization does this successfully, it can reduce employee turnover intention. The ability of an organization to reap the benefits of organizational change depends on the effectiveness of the way it creates and maintains support from employees and reduces their resistance to change. Human resource managers should be encouraged to develop their analytical problem solving skills in a constructive way, by anticipating, understanding and involving their employees in the change process, in order to successfully implement change initiatives and benefit from this process. As a result, organizations through their human resources departments need to modernize the ways of keeping overall records of their employees, that is, to take advantage of the development of information technology and numerous software that offer an infinite number of opportunities to use the past data on their human resources, in order to predict future possible actions, which will greatly facilitate, but also improve the process of planning and decision making.

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