

# Managing and leading change: organizational change in the public sector

[Business](#)



INTRODUCTION: The matter is yet to answer despite of several written articles by many of the re-known like Larson, Lau, Osborne and many others. The argument of each writer differs greatly and made his own judgment about the change and how organizational change in the public sector gives success to the society. Some suggest that the change in public sector requires great time with lots of external pressures; while other suggests that the change should be deeper and sustained in order to achieve the efficiency but the attempts made to the change some time results in much more worse situation. The objective of the assignment is to clearly define the theories and concepts that can act as a remedy to the problem of the organizational change. The analysts have consensus over the Organizational Transformation: An Initiative having large scale, well planned, strategic and administrative change that will be the consideration for leaders of change initiative in public sector. There are variety of theories that summarizes the nature of organizational change like (Hannan and Free man 1984 and Scott 2003). LITERATURE REVIEW: The primary objective of the assignment is to discuss the theories applicable to the above mentioned article and as a critic it is better to highlight the positive as well as negative aspects of the article published on the subject topic. Larson & Coe (1999) worked on the organizational change and compare the challenges / forces faced by the public sector as well as the private sector like the changes in communication medium and technology, the study gives a new direction for the change but does not cover the other aspects which need to be addresses like human resources. Scott (2003) provides insight view of the nature of organizational change, cause of change and the role of the leader in the change but the

theory limits the down play of the human agency as a source of organizational change in the public sector. Balazs (1999) indicated on the fact that it is easy to convince individuals for change when the leader is crafted a vision that offers a relief from stress or discomfort an individual feels which is the positive aspect of the study but the study is focusing the staff only not the leader. Rossotti (2005) highlighted the importance of determining the need which is for change and convincingly communicating it through a continuing process of change all the stake holders and participants which involves in the change regardless of direct or indirect involvement. Article also noted public leader's effort to take an advantage of political window of opportunity and impact of external influences to validate and communicate the reason for change. The study is very much applicable to bring the change in public sector but few limitations are still undressed like how much time is required to gather data from all the participants and what will be the mechanism of continuing the process. OWN JUDGEMENT: Based on the literature available and the article which is given as an assignment I agree with the opinion of Griffith (2002) that the change cannot be taken place in absence of management competence, with the fact that in all studies all the variables are not thoroughly judged which leads the change into something which is not acceptable in the society. The change can only be taken place if all the stake holders are deeply interrogated with the best available medium of exchanging the views which leads public sector from mental agonies to comfort that one can aim for. ACTUAL CASE: CASE 1: Chekerian & Mavima(2000) discovered during their analysis about the social reforms in Florida, resource munificence becomes complex when multiple

organizational changes are implemented considering as a part of the reform, they concluded that the multiple organizational change creates a synergies and trade-offs. The pursuit of several changes that requires large amount of same resources can lead to the trade-off. CASE 2: Shareef(1994) found that an effort was made to implement a responsive culture in the U. S postal service failed just because of the lack of managements capabilities to modify organizational sub systems for the desired cultural change. CONCLUSION: The literature reviewed clearly provides an evidence of the importance of determining the need of organizational change in the public sector and the assignment does not lead to the road map but work as a compass for practitioners willing to find their way amid the long lasting, persistent and challenging pressures for organizational change they confront. Noting that whether an intended change occurs in real situation or not and about the best fit strategy for effecting organizational change in public sector, an extreme research were carried out and few were discussed above that contains several models and frameworks but many of them based on steps or phases of change. Research must be carried out in a way that refines the general proposition and researcher must analyze the relationship between the contents and the process for change including the entire variables which have direct as well as in direct impact on the change and the result outcomes as performance. REFERENCES: 1: Hannan Michael T and John free man. 1984. Structural Inertia and Organizational Change. American Sociological Review. 49 (2) 149-64. 2: Barzeley Michael 2001. The New Public Management: Improving Research and Public Dialogue. University of California. 3: Chackerian, Richard and Mavima. 2000 Comprehensive

Administrative Reform Implementation. *Journal of Public Administration Research and Theory* 11(3) 353-77. 4: Shareef, Reginald 1994: A Strategic Change Model for Public Organization 25(4) 489-517. 5: Scott W. Richard 2003: *Rational, Natural and Open System*, 5th Edition: Prentice Hall.

APPENDICES: WORD COUNT: 849