



LITERATURE REVIEW ON ROLE OF CHANGE MANAGEMENT FOR ORGANIZATIONAL SUSTAINABILITY IN SMALL AND MEDIUM SIZED ENTERPRISES

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Abstract

SMEs play an important role in Indian Economy. SMEs act as a stabilizer for Indian economy by providing employment for semiskilled and unskilled employees of rural areas. Rural areas are less developed as compared to urban areas due to less development of industries. There are economic disparities between rural and urban areas. SMEs help to remove this economic disparity between rural and urban areas. SMEs face many difficulties to survive and grow in the global market. Globalization gives high competition which forces Organizations to improve performance on a continuous basis. SMEs also required to improve performance to grow and survive in the global market.

New advanced technology and global competition are major forces of change. All sectors of economy adopted change to increase speed of the growth. Many employees resist to change. This resistance of change results in failure of performance improvement. This resistance to change can be reduced or removed by using change management. Change management is an important strategy which is used by many large organizations as well as SMEs for performance improvement. Many large organizations used change management as a major strategy to achieve performance improvement. Sustainability becomes important for every organization. It is used by organization as a main strategy to achieve competitive advantage in this stiff global competition. Organizational sustainability consists of three important aspects which are environmental, financial and social performance and sustainability in that all three areas. Sustainability gives additional competencies which help organization to improve performance through cost reduction and environmental protection and social sustainability to the employees and all stakeholders. Many organizations use organizational sustainability as a tool for branding in the global market. Investors and skilled employees are more interested in sustainable organizations. SMEs also grow and survive in the global market by using organizational sustainability by using effective change management practices.

Key word- Organizational Sustainability(OS), Change Management(CM), Small and medium sized enterprises(SMES)

I. Introduction:

Organizations have made changes in their processes and procedures to survive in today's time-based competition. Organizations required to make changes in the processes and procedures so they can produce the product of enhanced quality which is accepted by all customers from all over the world. Many organizations used change as their distinct competitiveness to sustain in global market. Companies used change in their processes and procedures due to many reasons such as new advanced technology, objective and goal change, various changes in economy, economic slowdown etc. Organizations have to change their traditional policies and procedures, technology, organizational culture and quality of the product. These changes give improvement in performance of organization. Many employees resist because they perceive that new change results negative to the organization. Change management is a very important task for the management of the company. Company should implement it properly to get support from the employees to achieve the success in implementation of change. Small and medium sized enterprises (SMEs) play a very important role in Indian economy. Many SMEs situated in rural areas help to give employment to the rural unskilled and semiskilled people and this helps to reduce economic disparities in rural and urban areas of India. SMEs give equal economic development of India. SMEs provide a part to the large organizations so large organization can speed up their production. SMEs can achieve success in enhanced quality and cost reduction by using successful change management. Organizational sustainability (OS) means running organization operations without hampering to environment, society and economy of

country. Organizational sustainability is very crucial concept for every company now. OS is now used by many companies to create brand in the market. OS provide special identity to that company in the market. People are more interested to purchase products which are sustainable. Organizations are now used social sustainability equally with environmental sustainability and economic sustainability. SMEs can achieve improved performance by using change management. SMEs always consider the that new technology should not hamper organization sustainability. OS can be used by SMEs for enhancement in the financial and non-financial performance. Change management can be used for proper implementation of OS. Customers are now more focus on use of sustainable products hence SMEs should produce sustainable product.

II. Need for the Study

In developing countries SMEs act as the backbone of the economy. A small and medium-sized enterprise helps to achieve a high growth rate and also create huge employment opportunities. Small scale industries act as a major contributor for economic and overall inclusive growth of the various countries. This sector helps social development of the developing nations. Small and medium-sized enterprises help to reduce economic disparities in the rural and urban area of the developing countries. This sector helps to improve the export of the country. This sector helps for inclusive growth of the country. SMEs help to remove poverty of the country. SMEs required producing the product of global standards due to the globalization of the market. To survive in global competition SMEs should require adopting improvement in technology, skills, and technical knowledge.

Many large organizations to survive or grow in this globalized competition use change management as major strategy. SMEs produced the product with traditional methods which having the inferior quality that large organization. They find difficult to survive in stiff competition. Hence SMEs should change their production processes and procedures also technology. Change management helps SMEs to change structure, design of the processes which improve performance of SMEs.

Organizational sustainability is used by many large organization as tool to improve competitive advantage in the global market. All stakeholders, customers, employees, government, partners are pressurized to organization for organizational sustainability. SMEs can also achieve improved performance and better brand image in the market through organizational sustainability. This organizational sustainability can be achieved by SMEs by using change management practices to achieve organizational sustainability.

Very limited research carried out on change management practices used for organizational sustainability but that is subjected to large scale organization. The existing literature on change management and organizational sustainability, which is oriented to the applicability of various change management and sustainability elements in large firms, may not serve the needs of small and medium sized firms. Hence it is necessary to study change management practices and its impact on organizational sustainability in SMEs.

III. Objective of study

- 1) To study role of change management used in SMEs for organizational sustainability
- 2) To study benefits of organizational sustainability used by SMEs.

IV. Review of Literature

(Kiesnere & R. Baumgartner, 2018) This Research paper explained about how small and medium sized organization implement change for improving sustainability. Sustainability can be improved by using certain change agent which are dedicated to implement change in employee's daily work for achieving organizational sustainability. These change agents are different from the management people of the organization. Change agents are responsible for making change in the organization for improvement in sustainability practices used by organization. Experts are the one type of change agent which gives their special expertise to the organization for organizational sustainability development. Facilitators are another change agent which gives more skills set to the employees and improve their knowledge about sustainability. Catalyst are the change agent who motivate organization leaders for organizational sustainability. Activists are another type of change agents who improve the life of other stakeholders of the organization from the society.

(C. Wodobo & Zeb-obipi I., 2021) This paper explained that change management is used as important tool to achieve Organization sustainability. Globalization create pressure on organization to survive in the market. Many organizations fail to adjust with global market and can't survive or grow in the market. Organization require changes in processes, policies and procedures according to situation. Many political, social, economic and technological changes create pressure on the organization for change if organization can't change according to this changes then they become outdated. Organization should use change management for achieving organizational sustainability. Nowadays due to global competition and

advanced technology organization face stiff competition. Organization leaders should always ready for change management to achieve organizational sustainability.

(Robert G.,2015) Organizational sustainability have major impact on organizational performance and processes. Organization which uses more sustainability practices in processes are called as high sustainable organization and organization which uses less sustainable practices are called as less sustainable organization. High sustainable organization have very unique production processes than low sustainability organization which helps organization to achieve higher sustainable performance. high sustainable organization top management is responsible for sustainable efforts. Top management take responsibility of adoption of sustainable practices. Organization gives additional financial benefits to the top management for effective implementation of more sustainable practices. High sustainability organization have well defined processes than low sustainability organization.

(Conway,2014) This research paper studied impact of sustainability support on SMEs sustainable performance. SMEs are very important for economic development of the India. Many SMEs fail to survive and grow in the market due to lack of knowledge about sustainability support because they have lack of sources which gives information about sustainability support and many SMEs are busy in planning and production of products to survive in the market. Support programme helps SMEs to sustain in the global market for long run. These support programs give many benefits to the SMEs. This study collect qualitative data related with support programme held for SMEs. This study found that support programs not helps SMEs by giving quantitative benefits but also gives qualitative benefits. Organizational sustainability has more importance in present global market this organizational sustainability consists triple bottom line concept this triple bottom line consist social, economic and environmental sustainability of company.

(Das M. et al., 2019) This study explained present stage of corporate sustainability in SMEs. SMEs corporate sustainability implementation is not same as large organization because SMEs have many problems than large organizations. Corporate sustainability practices which are used by many large organizations can't use by SMEs because SMEs have lack of financial fund which is necessary for initial implementation of sustainability initiatives. This study suggests one model for successful implementation sustainability practices in SMEs. Researcher used secondary data for this study. Corporate sustainability is not developed well in SMEs as compared to large organizations. SMEs only focus on economic sustainability. Social and environmental sustainability is ignored by SMEs. SMEs can improve their corporate sustainability through collaboration with other organization. Government policies plays important role implementation of sustainability practices hence if government policies provide support to the SMEs for implementation of sustainability practices then SMEs can implement sustainability practices successfully. Government policies should provide financial support to the SMEs for implementation of sustainability practices. SMEs have main problem of financial fund hence government should provide support in this area. Government policies provide support through providing proper training to the employees of SMEs which are unskilled or semiskilled. Government policies should support training programs for SMEs regarding sustainability practices implementation. Government provides various facilities to SMEs for active participation in sustainability practices implementation.

(Moneva J. & Pajares J.,2015) This study explained that corporate sustainability important for SMEs same as large organizations. SMEs can create social and environmental value through various sustainability efforts. Sustainability reporting is also important for SMEs to create brand value and reputation in stakeholder's mind. Corporate sustainability can't implement as it is implemented in large organizations. SMEs have many problems such as lack of knowledge and also awareness about sustainability, lack of fund, lack of skilled workers etc. this study found that corporate sustainability is obligation of organization towards the society. SME should provide proper motivation, reward and training to the employees for successful implementation of sustainability initiatives. Many times sustainability efforts get failed due to lack of training about sustainability.

(Batch J. et al.,2014) Organization required to use organizational sustainability as main strategy to survive long term in the global competition. Organizational sustainability improve organizational performance and also create reputation in the market. Organizational sustainability creates brand of the organization. Customers become more loyal with such organization due to more consciousness of customers about environment and society. Organization can use this organizational sustainability to improve their competitive advantage in the market. Many organizations use this organizational sustainability concept within organization only this is called as inside sustainability. Globalization impact on the businesses worldwide hence organization always think about outside sustainability. Organization leaders should think about inside and outside sustainability. Organizational culture is major factor which decide success of sustainability efforts. Organization employees resist to change in strategies, policies and processes due to organizational culture hence organization leaders should modify organizational culture according to

requirement of organizational sustainability. This study found that success of organizational sustainability efforts depends upon leadership, organizational culture and change management.

(Garba A.,2019) This paper explained that there is positive relationship between innovation management and sustainability. Manufacturing companies when increase innovation through proper change management gives enhanced sustainability. Information technology helps for change management which reduces the cost and also gives increased efficiency. This study also found that resource management also positively associated with sustainability of the organization. This study found that successful change management required sufficient amount of resources hence proper resource management is necessary for change management for sustainability. Efficient resource management plays crucial role in sustainability of organization. Training is very important aspect for change management which gives organizational sustainability. Training is very important due to global competition. this study recommends that organization should give proper training for effective change management for sustainable development. This study shows that resource management helps for sustainable development of the organization. Innovation management plays very important role in sustainability of the organization which achieved through proper change management.

(Darcy C.2014) Organizations all over the world now understand the importance of organizational sustainability. Organization can't focus only on economical and organizational performance. Organization if want to sustain in the market required to give attention on organizational sustainability this organizational sustainability gives equal focus on social, economic and environmental performance and sustainability in this three areas. Organization focus on environmental sustainability due to legal compliance which is pressurized by government. Many models of sustainability which are used by large organization to achieve organizational sustainability are not useful for SMEs because SMEs have other issues than large organizations. SMEs have may problems such as lack of capital, lack of skilled employees etc. Also SMEs have other characteristics than large organizations. This study tries to find out model which is useful for SME sector. This study found that SMEs have very different organizational culture than large organization hence to achieve organizational sustainability in SMEs required to create certain organizational culture this study recommend that researcher required to do research in this area.

(Lopez, M. et al., 2007) This study carried to find relation between business performance of the company and sustainability performance of the company. Revenue trends of the company is positively correlated with sustainability performance of the company. Profit ability of the company is depending on sustainability performance of the company. Company can improve profitability by implementing sustainability efforts which equally focus on environmental, social and economic performance. Corporate sustainability gives positive enhancement in margins. Sustainability also gives enhanced return on investment on asset. Sustainability efforts required additional investment hence these sustainability efforts give negative results on short term but in long term sustainability efforts gives enhanced performance of company. Corporate sustainability gives long term value creation for the company. This study suggest that company should make provision for sustainability activities in their budget.

V. Conclusion

Organizational sustainability helps companies to use resources in such way that environmental, economic and social resources used with balance. Excessive use of these three resources can create problems and shortage to the future generations. SMEs can use organizational sustainability to grow and sustain in the market. All peoples now more interested in sustainable products hence SMEs should use organizational sustainability concept in their operations. Effective implementation of organizational sustainability required change in available traditional processes. Change always resisted by employees hence SMEs should use proper change management strategies to implement change successfully. Change management helps SMEs to implement organizational sustainability. Organizational sustainability widely used in large companies. SMEs also implement organizational sustainability but it requires proper change management strategies because many employees from SMEs resist also SMEs have many financial problems hence effective change management is significant for successful implementation of organizational sustainability. Change management and organizational sustainability these two strategies can improve competitive advantage of SMEs.

Change management is widely used by many large organizations for performance improvement. Globalization open global market for all organizations. Globalizations increases the competition in the market hence organizations need to improve performance to grow and sustain in global market. SMEs also required to improve performance to survive in global market. SMEs are considering change management as major strategy to sustain in the market. Organizational sustainability is very important for organization for long term survival and growth in the market. Organizational sustainability consists Environmental, financial and social sustainability. This three sustainability are helpful for organization to improve

performance of organization. SMEs are also considering organizational sustainability as major tool for growth and sustain in global market. Sustainability implementation requires major change in the present processes, procedures and structures of the organization. Many employees resist these changes. Effective change management plays important role in organizational sustainability.

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