Technology, Innovation, Finance and CRM: Repercussions on Competitiveness

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Chapter 2

Adaptation and Anticipation to the Future by the Small and Medium Enterprises at the Metropolitan Zone of Guadalajara

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INTRODUCTION

Change is a constant in the world. Since the dawn of humankind and the civilization the change has been present and nowadays there are many factors that require for companies to react faster in order to continue operating in the markets. Changes involve persons, and can call up sentiments, uncertainties and contradictions. Change is constantly present and is one of the essential aspects of good administration, as it is becoming more recurrent and complex, with greater impact. The competition between companies is getting more difficult. The importance of the study of organizational change lies in the widespread hypothesis that organizations must be in constant transformation, so it is very important to comprehend the way firms change, as well as the reasons they have to make these changes or not. The adaptability is fundamental to face the environment´s uncertainty in a successful way. So firms need to be adapted and to adequate themselves to those changes that are happening in the worldwide. Also the remaining companies in the markets have to plan the actions for the future and be more competitive day by day. In addition, it´s extremely important to know what factors are involved in organizational change, such as the uncertainty in the environment, as well as the resistance to change that exists in employees when the company has an organizational change.

1. CHANGE IN ORGANIZATIONS.

The unpredictability and uncertainty of change is an aspect mentioned by several authors who study organizational change, including Kim, Eugene and Seongsoo (2013). Xu, Payne, Horner and Alexander (2016), Mintzberg (1990), Chih, Yang and Chang (2012), Maldonado, Sanchez, Mejia and Gaytan (2013), Rafferty, Jimmieson and Armenakis (2013), Bordia, Kiazad, Restubog, DiFonzo, Stenson and Tang, (2014), Hirsh, Mar and Peterson (2012), Van den Heuvel, Schalk and Van Assen (2016), Van der Voet (2015), Hirsh and Kang (2016), and Siegel (2016).

The actual aspect of the environment in the markets is described by being more and more competitive and persistently changing, so companies require to adapt to those changes, and even to anticipate them (Zaleznik, 1992; Nohria & Berkley, 1994; Bordia et al., 2004; Charbonnier-Voirin & El Akremi, 2011; Smollan, 2015; Mintzberg, 1990; Rafferty, Jimmieson & Armenakis, 2013; MacKay & Chia, 2013; Lord & Dinh, 2015; Xu, Payne, Horner & Alexander, 2016).

The incessant changes in the world become into uncertainty in the social order, unceasing fears about change in this era. The technological advances reduce the useful lives of employees' assets and abilities in a labor market in which peer competitiveness becomes progressively more severe. An immediate effect of organizational change is this rise of uncertainty, which is one of the most common psychological conditions that people suffer in an organizational change process (Bordia et al., 2004). For Liu, Caldwell, Fedor & Herold (2012), the cultural change in organizations generates uncertainty, having notorious impact in employee's attitudes, such as the incapacity of a person to precisely predict something. And also it refers to a mental state during which individuals cannot adequately predict what will happen in the immediate future (Milliken, 1987). Uncertainty sometimes results in employee's resistance to change (Xu, Payne, Horner & Alexander, 2016), and a resistance to share information. (Clampitt & Williams, 2005).

There are an increasing number of texts about the uncertainties nature and effects, in an organizational change (Hirsh, Mar & Peterson, 2012; Hirsh & Kang, 2016; Siegel, 2016; DiFonzo & Bordia 1998; Maurier & Northcott 2000; Nelson, Cooper & Jackson, 1995; Pollard, 2001; Rafferty et al., 2013; Schweiger & Denisi, 1991; Terry, Callan & Sartori, 1996; Bordia et al., 2014). Although these authors have pointed out the existence of uncertainty and its adverse consequences for the

psychological wellness of the staff, there is a limited research about the exact psychological mechanism that describes the negative consequences of uncertainty.

During an organizational change, the uncertainty of future and changes in jobs, can cause fear among the workforces, and influence their attitudes, so the greater the changes in the organization, this will cause uncertainty and negative reactions in the workers, which may influence their performance. So management needs to reduce that fear and uncertainty, so that employees support organizational change. (Chih, Yang & Chang, 2012).

Since neuropsychology´s perspective, anxiety, uncertainty and behavioral conflicts are indistinguishable (Hirsh et al., 2012). That is why people have to face personally the conflicts of behavior, such as anxiety and uncertainty, about a course of action that is appropriate caused by identification with numerous social groups, roles and experienced values (Hirsh & Kang, 2016).

Changes have intense repercussions for workers; they have to deal with uncertainty and stress that are connected with the changing work environment and bigger work demands (Bordia et al., 2011, Bordia et al., 2014; Bordia et al., 2006; Jimmieson, Terry, & Callan, 2004). An uncertain environment has many negative consequences, both for the wellness of people, as well as satisfaction in the organization. It is linked with stress (Ashford, 1988; Pollard, 2001; Schweiger & Denisi, 1991); and with intentions of rotation (Greenhalgh & Sutton, 1991; Johnson, Bernhagen, Miller & Allen, 1996). It is also related negatively with job satisfaction (Ashford, Lee & Bobko, 1989; Nelson, Cooper & Jackson, 1995), commitment (Ashford et al., 1989; Hui & Lee, 2000), and trust in the organization (Schweiger & Denisi, 1991; Bordia et al., 2014).

During organizational change the employees face uncertainty about the nature and consequences of change (Bordia & DiFonzo, 2013). The change in organizations is determined by uncertainty and ambiguity, and the relevant and accurate information doesn't exist regularly (Chaudhry & Jiwen, 2014). When there is not reliable information regarding organizational culture change, this causes rumors and uncertainty (Van

den Heuvel, Schalk & Van Assen, 2016); and these rumors serve to give employees meaning to change, and thus predict the nature of these changes (Bordia et al., 2014). The negative consequences of an unpredictable environment on psychological wellness are caused by the feelings of lack of control that the uncertainty itself generates (Bordia et al., 2004; DiFonzo & Bordia, 2002; Lazarus & Folkman, 1984). Therefore, communication contributes considerably serving as a guide in a process of change in organizations (Campbell, Carmichael & Naidoo, 2015). Good communication reduces uncertainty in relation to changes that are going to be implanted (Van der Voet, 2015).

The environment´s uncertainty, or the confusion about present or future events, impairs our aptitude to influence or control such events. This absence of control has negative effects, such as anxiety (DiFonzo & Bordia, 2002), psychological stress (Spector, 2002; Terry & Jimmieson, 1999), learned impotence (Martinko & Gardner, 1982), and lower yield (Bazerman, 1982; Orpen, 1994). Bigger uncertainty with one's job future and potential for professional progress subsequent to a change were also positively related with change recipients' rotations (Fried, et al. 1996; Johnson, et al. 1996). In the other hand, communication about the change was associated with several of other reactions like inferior levels of angst and uncertainty, improved trust in management, and some consequences like less rotations (Ashford, 1988; Bordia. et al. 2004; Gopinath & Becker, 2000; Johnson, Bernhagen, Miller, & Allen, 1996; Miller & Monge, 1985; Miller. et al. 1994; Paterson & Cary, 2002).

The complex characteristics existing in the modern working environment force the personnel capability to assimilate new abilities, and to adapt them to new circumstances motivated by the change process; these skills are critical to succeed in organizational competitiveness. These behaviors in the work environment, which are linked in an adaptive performance concept, are necessary to get the company´s objectives in an environment characterized by continuous change, convolution and uncertainty (Charbonnier-Voirin & El Akremi, 2011).

Today, world´s uncertainty is bigger, influenced by economic and international circumstances (Siegel, 2016). Taleb (2010), specifies that the world changes in an unpredictable way, reason why it's hard to anticipate these changes. Such unanticipated changes could be explicated as a result of a wild environment characterized by unstoppable changes (MacKay & Chia, 2013). Specialists in organizational studies have pointed

out that irregular changes cannot be anticipated certainly. (MacKay & Chia, 2013; Plowman et al., 2007). This has facilitated the emergence of new aptitudes such as adaptability, which previously didn't occurs (Lord & Dinh, 2015). In a different research, use of maladaptive defense mechanisms, such as refutation, disconnection, and isolation generated bigger resistance to an organizational change in contrast with the use of adaptive mechanisms, like humor and anticipation (Bovey & Hede, 2001; Oreg, Vakola, & Armenakis, 2011).

Opposing to another researches on support, in one research about numerous firms, management involvement was measured by aggregating change recipients' support evaluations to the organizational level. This aggregate evaluation of management involvement was found to be fundamental in inducing change recipients' adaptation in changing role demands (Caldwell et al., 2004).

Nohria and Berkley (1994) specify that pragmatic managers are sensitive to the organization´s context, and are open to the uncertainty surrounding change; and Mintzberg (1990) indicates that any firm can anticipate all contingencies that may arise in an uncertain environment.

By the other hand, Nohria & Berkley (1994) say that actions that are successful in the present can lead to ruin a company in the future. Nohria & Berkley (1994) argue that a prosperous change initiative in one situation, may fail in another, and this can be associated to the fact that many organizations fail when they take actions that were previously successful, but those actions in the current circumstances leads them to failure for not adapting to the changes that occur over the time in the market´s environment that surrounds the firm. One of the first goals of an effective action in a company is the capability to adapt to the environment (Bordia et al., 2014). That is why firms that value adaptability and improvement, admit changes better than stability-oriented organizations (Rafferty, Jimmieson & Armenakis, 2013).

Changes in markets are unpredictable and irregular. Taleb (2010), point out that we are in a new and unpredictable world; where the old techniques that gave results in a world with a slower pace are already useless; so that what is established and true formerly has no validity at present-day; this requires a new way of thinking, to adapt and anticipate changes, and the increasing competition (Chih, Yang & Chang, 2012).

A change in self-efficacy leads to less uncertainty in an organizational culture change process (Xu, Payne, Horner & Alexander, 2016). Hogg and

Terry (2000) propose that decreasing uncertainty may be more adaptive because it defines Who we are and What to do. Organizational change is a context in which the demanding situations have to face up to the anticipated results (Smollan, 2015). A company can be huge and intricate and at the same time be capable to adapt in an organized and successful manner to changes, which shows that these changes are faster and unexpected.

In short, today, uncertainty is an intrinsic part of the environment and markets, which is why companies need to adapt and anticipate the future and their changes to be better prepared to deal with the environment and the unpredictable changes. Today, prosperous organizations must have the ability to anticipate changes, and even to provoke these changes.

2. RESEARCH METHODOLOGY.

The methodology for this research consisted of two parts: first a stage of theoretic and academic nature that examined the state of the art of the studied subject; and a second phase, the experimental study. In order to carry out the fieldwork of this project, an instrument was elaborated that consisted of a questionnaire of closed questions, in which the different alternatives were included as possible answers to each question.

2.1 Unit of analysis.

To be part of the research, the companies must be: 1) micro, small and medium organization (1 to 250 employees); 2) commercial organizations; and, 3) placed in the Metropolitan Zone of Guadalajara (MZG), including Guadalajara, Zapopan, Tlaquepaque and Tonalá. These type of firms were studied, as part of this research project.

2.2. Sample.

For this research a non-probabilistic sampling was used and the questionnaire was applied to 78 individuals who belong to 78 micro, small and medium commercial firms situated in the MZG, whose organizations underwent a process of organizational change.

2.3. Operationalization of Variables.

To make this research study the variables were operationalized using Likert Scale enquiries into the questionnaire (McDaniel Jr. & Gates, 2015).

2.4. Problem Statement.

This research seeks to find the factors and effects related to Adaptation and anticipate the future and its changes that are involved in an Organizational Change process in commercial firms located in the MZG.

The Adaptation and anticipation of the future and its changes have an effect in an Organizational Change, having an influence in company's performance.

For the study project that was realized, the research questions were:

- What are the factors related to Adaptation and anticipate the future and its changes, which intervene by facilitating or hindering an organizational change in commercial firms located in the MZG?
- What are the effects of Adaptation and anticipate the future and its changes, in a process of organizational change in commercial firms located in the MZG?

2.5. Research objectives.

2.5.1. General objective.

Analyze the factors and effects related to Adaptation and anticipate the future and its changes, which are involved in a process of implementation of an Organizational Change in commercial firms located in the MZG.

2.5.2. Specific objectives.

Identify what factors related to Adaptation and anticipate the future and its changes are involved in a process of implementation of an Organizational Change in commercial firms located in the MZG, whether they facilitate or make it difficult.

2.6. Hypothesis.

Within this research project the hypotheses are as follows:

H1: Adaptation facilitates the implementation of a process of organizational culture change in commercial firms located in the MZG.

H2: Anticipating the future and its changes contribute to the implementation of a process of organizational culture change in commercial firms located in the MZG.

2.7. Collection and processing of information.

This study tries to find the influence of Adaptation and anticipate the future and its changes, in an organizational change. In addition, this investigation searched for the degree of significance in an ANOVA analysis, relating to the variables of Adaptation and Anticipating the future and its changes, and its effects on an organizational change. Also

this research seeks certain factors, which may favor or hinder the implantation of an organizational change.

The questions of the survey used as part of this research were designed based on the bibliographic review, which sought to identify the factors related to Adaptation and anticipate the future and its changes, which intervene in an organizational change process. So, a questionnaire with choice questions was developed to identify these factors. Once the information was collected, the data were analyzed and classified, to generate the results of this research project.

3. RESULTS OF FIELD RESEARCH AND DISCUSSION

As part of this research project, some questions were asked to determine in what way Adaptation and Anticipating the future and its changes were factors that favored organizational change, indicating how often they presented, and how these factors impact in an organizational change.

Table 1. Relationship of Adaptation with an Organizational Change Process
ANOVAS

	SIG.
Accept taking calculated risks	.000
Actions are taken to develop an attitude of openness to change	.019
Actions are taken to promote leadership	.036
Adequate information is available?	.000
After the change, do employees felt motivated?	.015
Anticipating the future and its changes	.022
Are the existing needs and pressures known, to achieve change?	.059
Benchmarking	.020
Competitively the company is working better after the change than before	.012
Coordination of activities	.031
Create planned and controlled crises and conflicts	.003
Employee´s education	.001
Feedback	.004
Management Involvement	.050
Positive attitude of Management	.001
The reaction of staff to change was favorable?	.011
Team Learning	.012
Shared Vision	.011
Uncertainty	.042
Was the staff willing to change?	.018

Source: Own elaboration based on the results achieved in the research project.

In addition, there were considered certain questions and hypotheses that address the effect of uncertainty in a process of organizational change.

This study found that adaptation favors organizational change in a significantly way. The data collected, reveals a substantial relationship between adaptation, with: Actions are taken to develop an attitude of openness to change, After the change, do employees felt motivated?, Are the existing needs and pressures known to achieve change?, Benchmarking, Coordination of activities, Feedback, Employee´s education, Were the staff willing to change?, The reaction of staff to change was favorable?, Team Learning, Shared vision, Accept taking calculated risks, Management Involvement, Positive attitude of Management and Competitively the company is working better after than before the change.

Similarly, there is a relationship between Uncertainty and Adaptation, as well as between Adaptation and Anticipating the future and its changes; these results means that in an uncertain environment, it´s essential that an organization has the ability to adapt to changes that come, and even anticipate them, this will help in an organizational change, to get it. These results correspond with that established by Lord and Dinh (2015), Taleb (2010), Nohria and Berkley (1994), Charbonnier-Voirin and El Akremi (2011), Bordia and others (2014), Rafferty, Jimmieson and Armenakis (2013), Xu, Payne, Horner and Alexander (2016), who said that we live in an unpredictable world, old methods are useless; a new vision is required to adapt and anticipate changes, in order to reduce uncertainty, and in that way, firms can get employees support to the organizational change process (Chih, Yang & Chang, 2012).

The table 2 shows the relation of anticipating the future and its changes with an Organizational Change process. As the results indicates, there is a significant relationship between anticipating the future and its changes, with several factors and questions such as: Actions are taken to develop an attitude of openness to change, Actions are taken to promote leadership, Adaptation, Create planned and controlled crises and conflicts, After the change there was order?, A measurement of the organizational culture change results is made, Employee´s education, Employees performance was recognized and rewarded, Was there a need to be able to handle continuous change, not just modest change projects ?, Adequate information is available, Coordination of activities, Shared

vision, As a result of change: staff developed new skills, and Positive Attitude and Management Involvement.

The results of the research coincide with Nohria & Berkley (1994), Taleb (2010), Chih, Yang & Chang (2012) and Smollan (2015); which say that the world is changing and it's uncertain, the procedures need to change; so firms must anticipate the changes that come in the future, to be more competitive.

Table 2. Anticipating the future and its changes and its relation with the Organizational Change. ANOVAS

	SIG.
A measurement of the organizational culture change results is made	.024
Actions are taken to develop an attitude of openness to change	.011
Actions are taken to promote leadership	.036
Adaptation	.002
Adequate information is available?	.015
After the change there was order?	.002
As a result of the change, staff developed new skills and abilities	.022
Coordination of activities	.048
Create planned and controlled crises and conflicts	.038
Employee´s education	.005
Employees performance was recognized and rewarded	.033
Management Involvement	.039
Positive attitude of Management	.000
Shared Vision	.025
Was there a need to be able to handle continuous change, not just modest change projects?	.007

Source: Own elaboration based on the results achieved in the research project

In conclusion, this research project reveals that anticipating the future and its changes significantly favors the process of culture change in organizations. The results of this research indicate that there is a relationship between Uncertainty with some factors like: Anticipating the future and its changes, Adaptation, Resistance to chance, as a result of the change, staff developed new skills and abilities and the competitors. Also, the research results show that management has a fundamental role in an organizational change process, since it was found that there is a close relationship between adaptation, as well as anticipate the future and its changes, with Management Involvement and Positive attitude of Management, which indicates that it´s a factor that favors in a very important way the process of organizational change. Other factors that also favorably influence a process of organizational change according to

the results of the research are: Create planned and controlled crises and conflicts, Actions are taken to develop an attitude of openness to change, Actions are taken to promote leadership, Adequate information is available, Employee´s education and Coordination of activities.

Table 3. Uncertainty and its relation with an Organizational Change Process.
ANOVAS

	SIG.
Adaptation	.031
Anticipate the future and its changes	.037
Resistance to chance	.001
As a result of the change, staff developed new skills and abilities	.007
Competitors	.057

Source: Own elaboration based on the results achieved in the research project

Uncertainty is defined as the incapacity to precisely predict results and consequences resulting from the absence of information (Milliken, 1987). Also, uncertainty is an aversive state that provokes plans designed to deal with it, and frequently reveals a deficiency of visualization and planned direction by the organizational change leaders (Kotter, 1996). An organizational change process causes uncertainty (Lawrence & Callan, 2010; Paulsen et al., 2005). So, in the course of change, another source of tension were uncertainty (Smollan, 2015). During an organizational change process workers are challenged with uncertainty about the nature and costs of the change (Bordia & DiFonzo, 2013). Management communication and involvement is effective to diminish uncertainty about planned aspects of the organizational change process (Bordia et al., 2004).

So, Hypotheses are accepted. Adaptation facilitates the implementation of a process of organizational culture change in commercial firms located in the MZG. Anticipating the future and its changes contribute to the implementation of a process of organizational culture change in commercial firms located in the MZG (Tables 1, 2, 3).

CONCLUSIONS

Changes are inevitable in companies, and there are persistent in our world. Competition is getting harder and consumers are stricter, so companies must meet as soon as possible the customer's needs and desires. The changes in the environment, means that firms must adapt to this new horizon of uncertainty that exists in the market and in the business. These firms must make changes in their organization, their

manufacturing processes and in their organizational philosophy. In order to be able to adapt and adjust to the new characteristics of this unforeseen business environment that exists in the world, and in this way to remain in the market, seeking to be more competitive and efficient.

The never-ending changes in the business environment are a clear sign of the unpredictable environment in markets. Changes are needed in the organizational structure of firms, in manufacturing and administration systems, in the use of new technologies, and to develop new goods and services that better satisfy the consumer's desires and necessities. The bigger speed of change in the world has produced greater complications for managers; they are fighting to help their firms' adaptation. So today's companies must have constant learning. They cannot remain static, because if they do, the competitors would outdo them. An important aspect in company's failure to adapt to changes in international markets is the deficiency of the change direction. Leaders, who can efficaciously complete changes, describe themselves as change leaders. Successful companies don't wait to react to changes in their environment, they anticipate and induce changes, in order to retain their leadership and force competition to be the one that have to react and adapt to those changes. Leaders define a future company's vision in intense expressions; they also define the principles that promote change and adaptability in their organizations. While making an organizational change can be expensive, the truth is that when it´s done accurately, the benefits are bigger, because systems and processes are better, helping to cut expenses; and the investment in this procedure contributes to the savings gained through the reduction of costs that the company has, and also being more competitive.

As part of this research project that discusses the effect of Adaptation and anticipate the future and its changes, in an Organizational Change; it was revealed that both factors favor change in organizations. This is noted in the results obtained in this study, since it illustrates that there is a relationship between Adaptation and Uncertainty, within a process of Organizational Change and because competitively the company works better after the change. Also, this research found that there are significant relationships between the Adaptation with: After the change, do employees felt motivated?, Are the existing needs and pressures known to achieve change?, Benchmarking, Feedback, Employee´s education, Were the staff willing to change?, The reaction of staff to

change was favorable?, Team Learning, Shared vision, Accept taking calculated risks. It was also found that there are very important relationships between Anticipating the future and its changes with: Actions are taken to promote leadership, Shared Vision, As a result of change, staff developed new skills and abilities, and after the change there was order; which ratifies that these factors help to the implementation of an organizational culture change.

The results of this research show that the executives have a main role in an organizational change process, since it was found that there is an important relation between adaptation, and anticipate the future and its changes with a Positive Attitude of Management and Management Involvement which indicates that it´s a factor that considerably favors an organizational culture change. Other factors that also favorably impact an organizational change process in firms, according to the research's results are: Actions are taken to develop an attitude of openness to change in the staff, Adequate information is available, Create planned and controlled crises and conflicts, and Coordination of activities.

It is not possible to predict what is going to happen in the future, but whether it´s possible, is to be prepared to what that future brings with it. Therefore, in an uncertain world, it´s fundamental that a firm be able to adapt to and even anticipate changes, since this will help to carry out the organizational culture change process. It´s necessary to help employees to deal with uncertainty, and get a better knowledge of its nature and reaction to uncertainty. It´s imperative an appropriate preparation by firms and their members, because, in that way they can effectively face the challenges of the future.

The study of organizational change it´s important because firms are in continuous evolution, so it´s essential to know the way organizations change, and the motives they have to make those changes or not. An organization can be very big, but at the same time have the capability to adapt to changes, which are becoming more vertiginous and are presented without advice. It is necessary the right preparation of organizations to anticipate those changes.

For future study projects it is suggested to do case studies in organizations that are immerse in an organizational change process. It´s proposed to do this kind of study in firms at national level. Also, it's recommended to carry out similar researches like this one, in companies of other line business, such as the industrial, or the service sectors.

Organizational changes are necessary to continue in an uncertain business environment that is the one that describes the markets of today. Nowadays, making an organizational change is a tactic to be able to remain in markets for the firms.

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