The Role of Organizational Learning and Agility in Change Management in State Enterprises: A Customer-Oriented Approach

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ABSTRACT: Contemporary world is the world of continual changes and variations, which exert a significant influence upon organizations. Thus, it is imperative of organizations to adapt either directly or indirectly to the changes that pose threats to them so that they may survive. State enterprises are no exception to this; therefore, the management may not succeed to develop such organizations without making appropriate changes and transformations. In this regard, a strong tendency has grown in several countries to change and modify the mechanism of state enterprises based on market, customer and free economic mechanisms. Organizational agility and learning are closely associated with organizational change. The present study aims to both explain change management and delineate the role of organizational learning and management in success, control and effective utilization of changes in state enterprises. The present study is a review of literature for which the data was collected from library, the Internet and academic sources. When changes are made by a competent management, they may conveniently be used in other state or even private enterprises. However, when the management fails to tackle the changes effectively, the changes may turn out to be crises, which may even lead to organizational failure. Organizational learning and agility are two factors that enable the management to effectively tackle the changes and best utilize the opportunities. These two factors may also lead to growth, better adaptation and effective management of change.

Keywords: Effectiveness, Organizational learning, Change management, Organizational agility, State enterprise systems, Customer orientation.

INTRODUCTION

We live in an era when our tools and devices are increasingly changing. The science of management has also faced variations. Either in public or private sectors, the management is responsible to utilize production factors adequately consistent with the threefold objective of organization, employees and government. Thus, it is particularly complicated to do management duties. Besides, continual change is a significant characteristic in the competitive world of today, technologic or any other changes require management changes as well. Industrial public system is no exception to this so that managements may not modify the organization consistent with state industrial policies unless they make appropriate changes (an organization that may be non-profit but run by economic mechanisms). For example, a state enterprise is an organization that should be run by managerial mechanisms (Moshabaki, 1998). Thus, we should be careful that when we consider a company as a changing organization, we would come to change the way we see the customers. Accordingly, the customer comes to be a partner whose satisfaction becomes particularly important. When we consider a company as a changing organization, we conclude that customers may decide to choose other manufacturing or service companies, as the environment is intensely competitive. Besides, taking the same view, we would notice that organizations need to adapt to the existing conditions, embrace the competitive environment and employ economic mechanisms to guarantee their survival (Aghlmand, 2004).

Adaption to the existing conditions, embracing the competitive environment and economic mechanisms require effective tools for success, utilization of change-induced opportunities, creation of opportunities, adequate management and adaptation to changes. Agility is the ability of an organization to make changes so that it may utilize the opportunities induced by the changes. An agile organization is one that can change and adapt to peripheral changes as a winning strategy. Organizational learning leads to the development of learning organizations: organizations that learn vigorously and collectively and tend to change continually so that they can collect, manage and utilize the information more effectively so as to guarantee organizational
achievements. State economy is characteristic of developing countries, which is mainly manifested as state enterprises with monopoly positions (Chahar Balesh, 2007). These enterprises typically invest in the products that fall within state monopoly. These enterprises and institutes share common characteristics including certain market monopolies with no concerns for competition, financing from national budget with no concerns about shortage of financial resources, enjoying specific tax breaks, enormous amounts of fixed costs, insensitivity in actual analysis of financial statements, using government rents in commercial transactions, large scale organizations, high personnel costs due to excess workforce, low organizational efficiency and lack of adaptation to environmental conditions. These characteristics reduce profitability in these enterprises, and people’s needs are not fulfilled (Robins, 2005).

To address this problem, not only should government economic policy change, but management measures should also be taken to encourage the organization to accept structural changes. Thus, the present study aims to provide an agile structure to prepare organizations for major changes. Companies should increase their learning rate through increasing organizational and managerial knowledge so that new changes may induce continuous improvement. Some outcomes of such improvement may include increased sensitivity in state enterprises to identify and fulfill customer needs, decreased costs through improving efficiency, readiness to accept changes and better adaptation to the business environment, working towards customer orientation and controlling structural domains with economic justification (Abouie Ardakan, 2000).

Changes and transformations may not succeed unless they accompany effective management measures, otherwise they may be futile and bring about adverse effects. It is worth noting that there is a difference between change and transformation in management science. While change is superficial, executive and short-term, transformation is deep, strategic and comprehensive. The present study set to investigate both changes and transformations in state enterprises to examine organizational learning and agility. The study addresses such topics as change and its process, organizational agility, organizational learning and changes in state enterprise systems so that the role of agility and organizational learning may be highlighted in contributing to success, control and effective utilization of changes and transformations in state enterprises to work towards customer orientation. Thus, the study mainly aims at investigating the role of organizational learning and agility in contributing to changes and transformations in state enterprises with a customer-oriented approach (Taheri, 2007; Aghilmand, 2004).

METHODOLOGY

As the study examines the current status of state enterprises in Iran and addresses documents to analyze the current situation, it pursue an applied aim and adopts a descriptive-review method. The data was collected from library and Internet sources.

Literature review

We live in an era of discontinuities. Today is no longer a continuation of yesterday. We live in an era of environmental changes whether social, political or economic. To survive, organizations need to give appropriate responses to these changes. Those who fail to adapt to the changes may not survive (Karamati, 2006; Karamati, 2000).

Change, transformation and revolution refer to the process of melting down traditional beliefs and behaviors and establishing new values and systems, adapting to cutting-edge developments, eliminating incorrect traditional management beliefs, incorporating modern management perceptions and rational knowledge, offering new services and operationalizing successful decisions as the interests of regime dictate (Ruthwell, 1995). In sum, there are four basic definitions for change management as follows:

The task of managing change (from reactive to predictive conditions): this is the most well-known and transparent definition of change management which itself bears two meanings. First, it refers to making changes based on a systematic, orderly program aiming at increased efficiency of new executive systems in a developing organization. Changes should be managed and controlled by the organization. However, outside forces – environment- may also influence the changes. A comprehensive definition of planned changes involve such components as planning and implementation of programs about structural innovations in the organization and identification of an objective or change in the operational philosophy, organizational environment or performance. Second, it refers to accountability to the changes on which the organization has little or no control, including legislation, socio-political changes, competitors, changes in economic trends, etc. Both researchers and employees similarly distinguish between passive (reactive) and predictive (proactive) accountability (Crewsitu, 2007; Robins, 2005).

Scope of specialized task implementation (considering the significant differences among employees in terms of competence and skills): this refers to the change agents managing the change and its approaches. There are numerous counseling companies run with similar principles but different approaches. Some experts
of change management contend that they would help manage customers and upcoming changes. Some, however, believe that customers contribute to changes (Landroom, 2006).

Scientific content (including models, methods, techniques and other tools): change management essentially includes methods, models, techniques, tools, skills and other scientific forms used in different activities. This is because the concept of change management has extended to other principles including psychology, sociology, business management, economic management, engineering, industry, system management as well as organizational and human behavior (Robins, 2004).

Control mechanism (including conditions, standards, processes and approaches): information systems attempt to monitor and control changes and their application across systems (Mohanty, 1994; Landroom, 2006).

Change management may be considered as quite a complex process with no specific approach to implement. As a natural phenomenon, change entails many factors and variables and depends on the organization and changes in environmental objectives. When implemented, changes are either pre-planned or technical necessities require them or environmental demands enforce them. Considering the significant differences between pre-planned and unpremeditated change, it appears that environment plays the most significant role. As the organizations are open systems and rely on their environment and since the environment is not always stable, they should develop their internal processes to facilitate pre-planned changes. They need to adapt to changes to be effective (Mollahosseini, 2007, Moshabaki, 1998).

Organizations bear constant pressures for making transformations. Increased rate of changes alarm the organizations that continuous adaptations are required for them to survive. However, not only does organization survival depend on adaptation to variable environmental conditions, but organizational growth and development also depend on the ability to adapt to variable environmental changes. When the organization’s management is prepared to tackle unpredictable threats and transformations, it may not suffer from their adverse effects. With enough flexibility in management and organization to adapt to changes, threats may bring about positive effects (Asef Zadeh, 2006).

**Process of change**

The following model represents the process of change.

![Figure 1. Change process.](image)

Present time refers to an analysis of present conditions. What is being done now? What will come about if no change occurs? What are the organizational traditions and standards?

Future outcomes: identify the needs, desires and aspirations that encourage others to make changes. Determine the ideal change destination. Provide a perspective through perception, intuition and understanding processes.

Strategy: how would you attain the position you aim for? Understand the why and how to reach a destination. Do you follow a direct route or swap horses in the midstream? A strategy may not be implemented without a clear vision of future outcomes.

Change-inducing measures: identify relevant measures to ensure that every step of strategy implementation is taken. These are daily activities toward the implementation of main program. They actualize the strategy and clarify the criteria for individual accountability.

Review: would you know where you are when reached the destination? Have you reached the desired outcomes? Measure the achievements brought about by the strategy and change.

This model helps managers determine the steps of a change process and see what would come next. Still, a number of four criteria should be fulfilled before introducing changes:

The path or outcome should be known.
People should understand that it is more difficult to retain the current conditions than achieve the change outcomes.

A system or strategy of implementation and measurement should be launched so that the gap between the present conditions and desired future would be bridged. Skills and resources needed to achieve the outcomes should be plausible and realistic.

Problem solving is a good framework to ponder over the future of change process so that change management would entail a journey from a problematic situation to a problem-solving situation. A problem is nothing but a situation that needs required corrective measures. It does not matter whether we address these situations as either a problem or an opportunity. Either way, what matters is the set of measures taken for identification and replacement, which makes desired changes in the situation. These measures, however, are not well defined. Thus, a set of measures are needed, which eventually lead to problem solving. This search and activity is called problem solving (Asef Zadeh, 2006).

Generally speaking, change may not be stagnant and sluggish. Rather, it needs to be soft and smooth. Future requires strategic planning and continuous change to fulfill which we should run teams comprising of people with different skills. Inspiring leaders do not necessary resolve all the problems in organizations. Though such leaders may still influence the process of changes, the teams may perform better in meeting the future needs of business world in a complex environment (Shahabi, 2006).

**Organizational agility**

Organizational agility was first introduced in 1991, which refers to quick, successful response and reaction to peripheral changes. As with manufacturers, other organizations and institutions have to be agile in competitions because modern organizations suffer considerable pressure to find new effective techniques of competition in the dynamic, global market. Change is the major motive force of agility that is defined as the ability of an organization to immediately respond to changes in the market and customer demands. Agile organizations think beyond mere adaptation to changes so that they tend to use potential opportunities in a turbulent environment and acquire a particular niche due to their competence and innovations (Armstrong, 2000).

Agility enhances the ability of an organization to offer high-quality services and products; hence, it contributes to organizational efficiency. An agile organization integrates organizational processes and individuals with high technology so that it can fulfill customer needs for high-quality products and services. Agility enhances organizational ability to provide high-quality products and services, hence improvement of organizational competitiveness. An agile organization may reduce its production costs and increase its market share, meet customer needs, introduce new products, evaluate and estimate the activities bearing no value added and increase competition. Thus, organizational agility has turned out to be a successful strategy in competitive markets with rapid variations in customer needs (Iran Nejad Parizi, 2003; Mollahosseini, 2007).

**Principles and model of organizational agility**

An agile organization primarily aims at providing customers and employees with satisfaction. Table 1 illustrates the principles of organizational agility.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Relative characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change</td>
<td>Change culture, continuous improvement</td>
</tr>
<tr>
<td>Integration</td>
<td>Organizational integrity, symmetric implementation of activities, information available to employees</td>
</tr>
<tr>
<td>Team building</td>
<td>Decentralized decision-making, empowering individuals to work in teams, intersecting (equivalent) teams, teams versus organizational boundary</td>
</tr>
<tr>
<td>Competition</td>
<td>Accountability is difficult in commercial activities and structures, multi-hazard capacities</td>
</tr>
<tr>
<td>Technology</td>
<td>Technologic knowledge, leadership in using available technologies, skills and knowledge in utilizing technology, flexible production technology</td>
</tr>
<tr>
<td>Quality</td>
<td>Life quality of products and services, value added products, copyright of original design, short-term development cycle</td>
</tr>
<tr>
<td>Participation</td>
<td>Relations based on trust in customers/suppliers, development of fast communication</td>
</tr>
<tr>
<td>Market</td>
<td>Strategic relation with customers, close relations with suppliers, responsiveness to Changes in market demands</td>
</tr>
<tr>
<td>Training</td>
<td>Continuous training and development, learning organization, multi-skill and flexible employees, updating occupational skills</td>
</tr>
<tr>
<td>Welfare</td>
<td>Employee satisfaction</td>
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An organization necessarily has a set of capacities to respond to peripheral changes. An agile organization is more concerned with peripheral changes, unpredictability and uncertainty so that it tends to react quickly in such situations. Thus, it needs potential capacities, adaptation to tackle the peripheral changes and uncertainty (Abouie Ardakan, 2000). These capacities consist of four components:
Responsiveness (reaction): the ability to identify changes and quickly respond to them so that they may be tackled.

Competition: the ability to effectively achieve organizational goals and objectives.

Flexibility/receptivity: the ability to develop different processes and achieve various goals through using identical facilities

**Speed/agility/acuteness: the ability to do things as fast as possible**

Using these four elements, a methodology has been developed to integrate them into a unitary system. They have also been called strategic capacities of competition. Thus, to be agile, an organization needs to consider these four elements. Agility requires reaction in different domains such as strategies, technologies, people and processes. Accordingly, every organizational aspect needs agile supporters who may effectively respond to peripheral changes. Several studies have been conducted to identify agility tools that managers may choose consistent with organizational strategies, processes and information systems. The findings showed four partial elements of agility: delivering value to customers, readiness to deal with change, valuation of human knowledge and expertise, and building virtual cooperation. Figure 2 illustrates the relations among agility factors, organizations, technology and individuals. This is one of the scarce figures that acknowledge the importance of people as the major success factor in achieving agility (Crewsitu, 2007).

![Figure 2. Model of organizational agility.](image)

The model suggests that both soft and hard dimensions of organizations be directed towards modern technologies to facilitate competition. In directing an organization towards modern technologies, a number of factors including motivation, effective leadership and reward systems are important. Beside effective knowledge of market and environment, agility also depends on leaders’ ability to set agility goals and agendas. This is supported by organizational rewards to predict, accept and adapt to changes or even to make changes in market conditions to derive benefits (Karamati, 2006; Taheri, 2007).

Reliance on the skills and expertise of organizational stakeholders as well as effective use of technologies increases organizational flexibility and responsiveness. In this regard, the organization may respond to customer needs and demands on time through establishing effective relation with suppliers so that it attains production agility. When the organization considers three components of cost, speed and quality and attempts to improve these across the organization, it will achieve organizational agility. Thus, organizational agility may be said to hinge on the three elements of quality, speed and cost so that organizations should observe these three components to achieve agility. For agile competitors, change and uncertainty are the source of reviving opportunities through successful techniques. Thus, to deal with unprecedented changes, the agility relies on innovation, skills, human knowledge, and access to information (Mohanty, 1994; Robins, 2004).
**Organizational learning**

As a long-term process, organizational learning converts existing conditions to beneficial conditions. A considerable advantage of organizational learning is that it enables the organizations to implement changes both in timely manner and effectively. Some common characteristics of learning organizations include: developing ways of doing things, caring for employee training, motivating employees to pursue learning, setting up work groups, emphasizing risks and avoiding blames, establishing comprehensive relations with employees and providing them with sufficient information, teaching employees to develop their realistic decision-making ability, welcoming new ideas, introducing regulations and circulars rapidly, identifying its clients and contacting them directly, giving continuous positive feedback to its employees and minimizing punishments, considering knowledge and understanding as the exemplar of employee conduct, considering the documents as fast as possible, promoting satisfaction and honor in employees, distributing equal power across the organization to avoid ego-centrism, relying on verified information rather than assumptions or hearsay, learning lessons from past experiences and valuing failures. A learning organization facilitates learning for every member and creates new ideas. It is an arena where everybody tends to develop their skills to create whatever they dream of, learn new learning methods and learn how to learn. It is a laboratory to test, transmit and relate the experiences to the main goals (Asef Zadeh, 2006; Taheri, 2007).

Organizational learning occurs when it changes the existing beliefs, creates a new perspective and extends over all organizational levels through interaction and participation. As situations and perceptions change in people, existing mindsets lose their convenience and relations and new mindsets develop. Two components seem to have contributed to the prevalence of organizational learning: the rate of changes and increased competitive pressures. These two components have originated from globalization. Organizational learning is founded on four common propositions (Shahabi, 2006).

To survive, an organization needs to learn at least as fast as peripheral changes occur. The degree to which an organization needs to move away from traditional forms of learning towards organizational learning depends on the level of peripheral instability (change).

In the past, top managers were in charge of maintaining unity and adaptation to organizational environment. However, nowadays, the environment is changing so rapidly that adaptation is beyond the ability of a few elite managers.

The whole workforce needs to participate in the identification of change demands as well as learning and implementation of changes. This is inevitable if the organization wish to keep up with the environment. Learning organizations comprise some strategic structural components as follows:

a) Facilitation of tasks, opinions and support provided by employees
b) Cooperative leadership and preparation of employees to make decisions
c) Encouraging rewards, supports and culture
d) Transmission of knowledge to both inside and outside the organization and learning from failures
e) Group work and cooperation

Real learning organizations manage the learning process actively through systematic design but not based on chance. They tend to manage the learning process through five major activities: systematic problem solving, experimenting with new methods, learning from organizational experiences, learning from new methods employed in other organizations, and effective transmission of knowledge in the organization. Using the processes that support and internalize these activities in the daily organizational operations, organizations may manage learning more effectively (Landroom, 2006).

Organizations are persistent learning systems in which mechanisms are devised for groups and individuals to achieve success and use organizational capacities. This clearly corresponds to the belief that competitive advantage is achieved through increasing resource capacities. The main variables of organizational learning can be classified into three categories: employee competences, organizational ability to access updated information, and employee motivation and cooperation. Learning is a plausible strategy to improve the organization, reinforce individual and team abilities, and fulfill future organizational demands. Thus, a learning organization actively search for its problems, eliminate deficiencies using the modern knowledge, and adapts to rapid changes and even develops. When an organization adopts a change and draws on individual training, scientific relations, inter- and intra-organizational training to discover and solve organizational problems, then it is aligned with international changes and customer demands. A learning organization changes continuously to create future. Thus, the main success factor in the world’s top organizations is that they are learning organizations (Armstrong, 2000; Ruthwell, 1995).

**Change in the system of state enterprises**

Industries experience many changes. Experiencing changes and transformations in market processes and customer demands as well as survival requisites for companies encourage the authorities to prepare their organizations for future. They use their experiences to improve their teams, make decisions and develop communicative skills. Having experienced changes, managers of state industries and their affiliate companies
can identify the forces resisting changes, use the best model to plan changes, implement secure changes and deal with industry-specific changes (Mosadegh Raad, 2002).

As new products and services are offered, customer needs and expectations increase. Manufacturers should meet the standards that customers expect so that customers would consider products and services as “sufficiently good”. If standards are not met, people and customers may suffer problems and damages. When there are problems and change is required, customer demands should be given priority. Although the goals of changes and transformations may be different among countries depending on the level of development and state economy, the main goals of such changes are to meet the new needs and expectations in service and industrial sectors. Developing countries do not typically tend to involve expert managers to run such organizations. Besides, management training courses mainly address basic principles and pay less attention to management issues in companies. However, the process of modifying industrial system and affiliate companies, which sometimes exist as holdings due to their high profitability for the state, is more a managerial than an economic issue so that it needs a comprehensive management plan. Thus, it may induce essential changes in service and production companies based on customer demands (Robins, 2004).

Organizational modification requires a comprehensive, dynamic and applied program that involves modification goals such as responsiveness to society needs and expectations. Such program should also be capable of making essential, continuous changes in the organization. Traditional methods of modification such as decentralization, adjustment, redesign of jobs and organizational development do not succeed due to unsystematic and non-holistic approaches. Moreover, with increased level of changes, modification is more effective and stable, hence the higher potential of success. An appropriate research methodology is required to guarantee a successful change. A method should be used which may cover every domain including behavioral sciences, marketing and financial research as well as management, organizational, economic and statistical studies. It is notable to mention that small changes may sometimes bring about great outcomes though there is scarcity of information, application and potential effects of small changes (Mollahosseini, 2007).

It is imperative to change and modify the system of state enterprises for a variety of reasons as well as four major goals including continuous improvement in the quality of products and services, improved performance of state enterprises, increased productivity, and increased customer satisfaction as the main objectives of such changes. Some of the reasons for such modifications include: modification of industrial system with customer orientation, importance of efficiency and effectiveness, pressure to limit costs, specialization process, increased customer expectations, large increases in costs, changes in consumer behavior, technological development in every industry, poor policy making particularly lack of an executive model of strategic marketing management, deficient organizational structure, challenge of HR management and financing, poor technology management, poor knowledge management and organizational information, failure to heed customer complaints, lengthened decision-making processes in the competitive market, deficient payment system and poor employee supervision, disregard for scientific tools of management and role of knowledge in organizational management, quality control from the viewpoint of the company rather than customers and people, increased non-productive costs and disregard for value change management (Aghlmand, 2004).

Transformations in the competitive system of markets increasingly head toward complexity and expansion. It is implausible to use a single approach to solving all problems. New ideas about performance environment as a complex system address the importance of experiences with different methods and discovery of the best measures. We need more learning about changes in the actual world of enterprise performance and successful modifications so that organizational learning may be effective. Following the learning of organizational changes, we need to get prepared to continuously encounter basic and superficial changes and heed personnel and organizational performance, product and service values and constant changes in the opportunities provided by customer attraction. This is what we consider to be an agile organization. Besides, agile organizations are always prepared to learn whatever new things that may help increase profitability and utilize new opportunities (Taheri, 2007).

**DISCUSSION AND CONCLUSION**

The current world is an organizational world whereby change, transformation and improvement are the major characteristics of organizations in a competitive environment, hence the improvement of the quality of life. Nowadays, many organizations are exposed to increased competitions due to technologic developments, changing market and customer demands. It seems that prognosis of change, its conception and acceptance of its inevitable occurrence rather than fear of change may better determine the path of change and even be agents of change per se. This is because the best way to predict future is to create it.

Every organization requires planned changes, which is a regular activity to rebuild the structure of the organization so that it may adapt to the changing environment and achieve new goals. Thus, it is a costly, difficult task. It is, however, important in that it helps organizations adapt to the changes occurring in
organizations and environments because the organizational dynamics and progress depends on organizational flexibility to carry out operations consistent with organizational goals.

An important point is that change/transformation and its method is critical in that if it was successful in a certain place, it would not be in another place. Thus, models of change should be used with careful study on the respective organization and society so that national resources, particularly management experts, may be employed to implement the changes. This attempt is in line with effective cooperation though it may end up with failure. It should also be noted that when adequate management conducts the changes, they may bring about positive outcomes. However, if the management is incompetent to tackle the changes, they may turn out to be crises and even lead to organizational failure. When elite managers deal with complex situations and changes, they change their viewpoints. For instance, when dealing with electricity, Edison primarily changed his mindset. That is why he never wasted his time to improve candle function, as he recognized he had to make a change. Organizational change is a continuous process of experimentation and adaptation, which align organizational competence with the demands of the dynamic and fuzzy environment. Data collection, communication and organizational learning are the main components of organizational change since learning functions as a catalyzer. On the other hand, training and organizational learning are elements of agility. The primary motive force of agility is change. As discussed, there is a reciprocal relationship between change with agility and organizational learning as well as between learning and organizational agility.

Though these concepts were used with commercial and manufacturing organizations in the past, they have extended to service sectors as well. Thus, the present study introduces auxiliary tools to make changes, use opportunities and adapt to changes, irrespective of the type of changes. These tools may help state enterprises to tackle peripheral changes as best as possible and make modifications to improve the current situation, achieve goals and meet customer needs. Agility and organizational learning are two significant factors that help managers tackle the changes more effectively, utilize the potential opportunities provided by changes, work towards organizational improvement and future goals and offer high-quality services and products.

The need for change is felt much more now as there are numerous problems with managing state enterprises such as entering a competitive arena and using market mechanisms to survive. Therefore, programs should be developed to address transformations in such enterprises so that they may achieve their goals and respond to customer expectations. It is recommended that organizational learning and agility be used to adapt to the environment, increase the quality of services and customer/employee satisfaction and competitive ability, decrease costs and service delivery time. These two factors may also increase organizational competence to make effective changes, continue progress and create future through continuous improvement, team building, training multi-skill employees, updating job skills, active search for problems, improving individual and team abilities and welcoming new ideas. The limitations of the study include the plentitude of intervening variables, breadth of changes, large organizational dimensions in state enterprises, limited access to financial and market documents, inadequate perception of research by managers, difficult interaction with these enterprises and novelty of variables.

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