

# Factors affecting change management in Chinese traditional companies

Dawei Zha

Department of Communications Media and Design, Xi'an Peihua University, Xi'an710199, China.

---

**Abstract:** The respective research work is based on a secondary qualitative database following a descriptive research design to complete the work effectively. All the responses are collected via an interview of 5 employees from different leading traditional Chinese companies. The whole work was emphasized on the factors that affect change management in traditional sectors of China. There are more than 70% of traditional companies who are adopting change management to cope with the new updated work culture. However, many industries are facing several difficulties in adopting these recent changes.

**Keywords:** Secondary Qualitative Database; Traditional Chinese Companies; Change Management

---

## 1. Introduction

Change management system is a system of which the Chinese traditional companies are using. With the help of the changing management system the employees are affected by knowing about the new things and accepting the changes. After changing the management system, companies can respond to their employees or the individuals more efficiently and increase their capacity.

The long-standing commitments of cooperation are evaluating to prepare “New China” which was the new foundation. One of the most striking examples of the impact up to the global economy markets are opening a concept. Becoming the world’s largest economy, it has seen sharp increases in the wages that have allowed China and an increase in productivity (Akbar et al. 2018)<sup>[1]</sup>.

The problem in the previous year’s literature is the lack of giving the same importance to the domestic companies. Another problem is lack of awareness related to the customer’s needs and not understanding the products as well (Wu et al. 2019)<sup>[2]</sup>. The Chinese company is going slowly towards government policy reform.

The research Objective is to implement the new managerial things and issues and to reduce the incidents those are used throughout the work of the business and comply with regulatory standards. The study will be conducted through a qualitative approach. This study promotes huge scope in providing qualitative understanding of the change management in various field for achieving the new system, it is necessary to give a clear structure to the employees so that they understand the new changes and get fit into it. This study provides critical evaluation regarding the past studies relevant to the research topics and also provides differential understanding regarding the key factors that significantly affects the change management system of the traditional Chinese companies. It also promotes scopes from where future research work can be initiated.

## 2. Literature Review and Methodology

### 2.1 Research Paradigm

The consistency of the study is to get qualitative research and an analysis of the whole framework. The change of the management system reflects that the whole activities in the companies of China are changing. The researcher uses interview and observation methods to collect the data, try to find out the emotions of the employees. The researcher gets involved with the participants of the company and encourages them to build their new experiences towards the participants of the company and their experiences lead to the general conclusion leading to the general conclusion to the research question (Akram et al. 2019)<sup>[3]</sup>.

### 2.2 Theoretical approach regarding change management

Change management is an approach of people transitioning, resources and processes are using to achieve better results. Here the

change management theory is used to conduct the research related work. Change is continuously focused on the future, taking the right decision for the company at the right time and at the right moment. Therefore, this is an important factor for the Chinese industry or company also (Orji, 2019)<sup>[4]</sup>. Change management theory is one of the most crucial and popular models which is accepted for an effective change of the model of the management. This model consists of three stages, which are unfreezing, refreeze and change.

## 2.3 Methodology

### 2.3.1 Research Design and Participants

The study adopts from the appropriate research methods of qualitative approach. Data is used to collect the information about the topic from the participants through face to face interviews. The researcher introduces the research participants. At first 5 participants are being conducted. They are bounded to meet all conditions of the interview. Then according to the construction of the participants, three participants care selected as a research project, two of them are chosen for the other work also. Participants are selected through the interview.

### 2.3.2 Data Collection and analysis

A semi-structured interview is designed based on the perspective of the theoretical presentation and experience to uncover the information more in depth. For beginning the interview such as an organization or a company for the job position of the employees is conducted for basic demographic information. Without involving any sensitive questions, the employees slowly go deep into the topic and collect as much information as possible. Acquire and comfortable environment such as the ideal places to choose (Zhang et al. 2019)<sup>[5]</sup>. The time was arranged according to their specific situations to the participants and guided by the particular question. Each participant was mainly interviewed 2 or 4 times until the data was fully collected. During the whole process of selection of the participants, they are in surveillance through the management of the company. For generating the data and fixing the objectives of the research, there are 20 structured questions designed by the participants.

In order to understand the narratives of the participants, all data is coded immediately after the interview has finished. In order to analyze the data in a very effective way the code is developed into different properties and categories.

## 3. Data Analysis and Interpretation

### 3.1 Research Findings (Body Part)

#### 3.1.1 Participants' details

The main objectives of the research were to find out the effective factors regarding the changes occurring in the management of traditional companies in China. In order to collect authentic and effective information regarding the changes in management in recent times, an interview was done by the researcher. Five employees of different traditional companies in China were selected as the interviewers for this research. All the interviewers are associated with the management process of those organizations. Interviewer 1 works in PetroChina Co. Ltd as an assistant manager; interviewers 2 and 3 work in PingAn Insurance (group) Co. as a senior manager and office admin, respectively; and interviewers 4 and 5 work on Alibaba Group Holding Ltd. as managing directors and senior manager.

#### 3.1.2 Emerging themes and codes

Table 1: Themes and code table

Interview questions	Derived themes	Codes
What are the traditional companies of China?	“Traditional Chinese companies are adopting effective change management.”	Traditional Chinese company
What changes are occurring in managing sectors?		Management
What are the factors that affect the changes in management in traditional companies?		Factors
		Change management

How effective is change management for improving the profit percentage of a company?	“Successful adaptation of Change management in traditional sectors of China depends on several key factors.”	Effective change management
What are the key factors of successful change management?		Key factors
		Successful change management
		Increasing profit
		Loss in sales

### 3.2 Discussion

China’s traditional companies are now adopting several new management strategies and radical approaches. Due to technology updates, many new technologies are implemented in the companies and can cause change management in a firm (Du, et al. 2021)<sup>[6]</sup>. The other reasons can include economic or financial reasons, political causes, social values, culture, legal issues and most labour market issues in an organization. According to the respective study, change management in the business sector can be a difficult and complicated issue. There are some effective keys by which successful change management can be adopted (He & Ortiz, 2021)<sup>[7]</sup>. Such as

1. Before adopting any change, the management admin should make a proper plan about processes and methods by which change management can be done
2. Before undertaking any change, the business authorities should communicate with the stakeholders and employees.
3. Consult with the stakeholders and make a plan for change management in an integrated way.

### 4. Conclusion

From the collected interviewer’s responses, it can be concluded that mostly, large business sectors are facing profit by adopting change management. however, the large firm did not get affected by change management. The firms, which successfully adopted the change management, face a profit percentage of almost 50% a year. From the interviewer’s responses, it can be observed that the most leading traditional organizations of China are Air China, Amoi, bank of China, Baidu, aigo, petro China co. respectively. The interviewers also confirmed several key factors of successful change management, those are proper planning of work, managing the workload, evaluation of work, motivating others, being confident and communicating with the stakeholders before making any decision.

This respective research is very effective to gather knowledge about the causes for adopting change management and the importance of time management in the development of an organization (Liu, et al. 2021)<sup>[8]</sup>. It’s also helpful to understand the problems related to successful adaptation of change management and the financial as well as technological difficulties they have faced while implementing the change management.

The whole work was emphasized on the factors that affect change management in traditional sectors of China. However, many industries are facing several difficulties in adopting these recent changes. For getting the benefits of proper change management in the firm, Chinese organizations should adopt new technologies and hire more efficient working people. The firms also should properly follow the key factors for running a successful change management.

### References

- [1] Akbar, M. A., Shameem, M., Ahmad, J., Maqbool, A., & Abbas, K. (2018, November). Investigation of Project Administration related challenging factors of Requirements Change Management in global software development: A systematic literature review. In 2018 International Conference on Computing, Electronic and Electrical Engineering (ICE Cube) (pp. 1-7). IEEE.
- [2] Wu, G., Yang, R., Li, L., Bi, X., Liu, B., Li, S., & Zhou, S. (2019). Factors influencing the application of prefabricated construction in China: From perspectives of technology promotion and cleaner production. *Journal of Cleaner Production*, 219, 753-762.
- [3] Akram, U., Hui, P., Khan, M. K., Yan, C., & Akram, Z. (2018). Factors affecting online impulse buying: evidence from Chinese

social commerce environment. *Sustainability*, 10(2), 352.

[4] Orji, I. J. (2019). Examining barriers to organizational change for sustainability and drivers of sustainable performance in the metal manufacturing industry. *Resources, Conservation and Recycling*, 140, 102-114.

[5] Zhang, Y., Liu, C., Luo, S., Xie, Y., Liu, F., Li, X., & Zhou, Z. (2019). Factors influencing patients' intentions to use diabetes management apps based on an extended unified theory of acceptance and use of technology model: web-based survey. *Journal of medical Internet research*, 21(8), e15023.

[6] Du, Q., Pang, Q., Bao, T., Guo, X., & Deng, Y. (2021). Critical factors influencing carbon emissions of prefabricated building supply chains in China. *Journal of Cleaner Production*, 280, 124398.

[7] He, J., & Ortiz, J. (2021). Sustainable business modeling: The need for innovative design thinking. *Journal of Cleaner Production*, 298, 126751.

[8] Liu, Y., Shi, H., Li, Y., & Amin, A. (2021). Factors influencing Chinese residents' post-pandemic outbound travel intentions: an extended theory of planned behavior model based on the perception of COVID-19. *Tourism Review*.