

Mapping the changes in the companies in the Republic of Macedonia in relation to the industry and the activity in which they operate

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Abstract: As a result of the powerful dynamics of information technology and globalization, the changes that are being forced are inseparable part of the competing companies, as they progressively gain potential for new market opportunities, new ways of working and thus achieve greater success. The purpose of this paper is to map the changes of companies in relation to the industry and the activity in which they operate. To explain what kind of changes are most often implemented, which factors most often initiate changes, which models of learning that are implemented, which of competing world practices are used by companies, etc. **Methodology.** The research was conducted for a period of two months, through an on-line questionnaire composed of 16 questions, which related to the issues in this paper, and was conducted throughout the territory of the Republic of Macedonia. The research covered various industries and activities in companies of different sizes. Further elaboration of this section presents the analyses and perceptions that resulted from the research. For this purpose, descriptive statistics were first used, and exponential statistics were also used, i.e. hypotheses were tested through the chi -square test of independence.

Keywords: changes, implementation, industry, factors, competitiveness.

Introduction

Changes are an inseparable part of companies' competitiveness in the conditions in which they exist. Change is a constant state today. With the current change drivers, such as, globalization, advance technology, information age, global economy, market maturation, etc, change is happening at an alarming rate. If an organization wants to maintain her competitive advantage, she has to change the way she thinks and the way she operates to be responsive to these change drivers [Kantamara,Ractham, 2014]. Change management is the continuous process of aligning an organization with its Marketplace — and doing so more responsively and effectively than competitors. [Lisa M. Kudray, Brian H. Kleiner, 1997]. There are at least four basic definitions of change management: The task of managing change (from a reactive or a proactive posture), . An area of professional practice (with considerable variation in competency and skill levels among practitioners), A body of knowledge (consisting of models, methods, techniques, and other tools), A control mechanism (consisting of requirements, standards, processes and procedures).[Fred Nickols,2016]. The changes that are implemented in the companies are of a different nature and their differentiation depends on the criteria under which they are divided. In order to carry out a more comprehensive analysis

of the data we have, we will first give a brief explanation of the selected changes that are implemented in the companies, which factors do most often initiate changes, what kind of changes are implemented according to their urgency, what are the changes according to their scope, how the changes are implemented , which model of learning is used by companies, and which of the competitive world practices are implemented in the companies in the Republic of Macedonia.

Types of changes that are implemented in the companies According to the driving forces, there are internal and external factors that initiate changes. Internal factors that cause change are the following: changes in organizational strategy, changes in the workforce, implementing new equipment, employee attitudes. On the other hand, the external factors that cause changes in companies are mainly: changes in the the market, change in the government laws and regulations, technology, the labor market and economic changes. **Changes in organizational strategy.** The Company's strategy relates to its overall activity, strategic decisions are affecting the company in terms of what business it will be dealing with, which are its clients, how they will be served, and how the company will work internally. Strategy implementation in the narrow sense, means undertaking activities directed to its instantiation and that lead to its implementation. Thus, we will have to do with activities that assist by the

creation of conditions which influence positively on strategy implementation as well as leadership actions and motivational actions relating to human resources of the organization. [Piotr Markiewicz, 2011]] **New equipment.** Installing new equipment in the companies requires training of employees in the form of trainings and seminars to introduce the characteristics of the changes to come, and that means educating everyone involved - **government laws and regulations.** Shifting government laws and regulations often means transforming the company's operations, particularly in segments concerning alterations. Sometimes small changes can be made, but the legislation may radically change the company's strategy - **technology.** Changes in technology are associated with the need for implementation of a new technological solution in the business process that will contribute to business growth and Company Development. These changes require special training or proper education of the staff or hiring new staff that has experience and already knows the specific technology - **Individual and organizational changes** According to the criteria of coverage, they can be allotted into changes at the individual or organizational level. Depending on whether the changes are minor and relate only to a particular segment of the company, they are called changes at the individual level. But organizational change is much more complex since it involves all employees. Organizational change can be described as numerous individuals undergoing a similar change process at the same time. Each individual will be making choices relative to her personal situation and the culture that binds the group together.[Ross A. Wirth, 2004]. To respond to the pace of change, organizations are adopting flatter and more responsive and agile structures and more empowering, team-oriented cultures. As a result, employees are coming to expect involvement in decisions about organizational change. Successful organizational adaptation is increasingly reliant on generating employee support and enthusiasm for proposed changes, rather than merely overcoming resistance.[Chuang,Yuh –Shy, 2010] **Radical and incremental change** The changes,

according to the criteria of whether they are making systematic or sudden changes, are mainly divided into incremental and radical. Incremental changes are characterized by continuous progress, affecting some segments of the company, and usually occur laggardly through the current structure and management processes. Incremental change “may involve adjustments in systems, processes, or structures, but it does not involve fundamental change in strategy, core values, or corporate identity.” [Newman, K. L. 2000]. Radical changes, however, relate to the process of establishing a new paradigm in the company, and transformation of the entire company, creating a new structure and management, implementation of a completely new technology. Discontinuous change “is transformational, radical, and fundamentally alters the organization at its core.” [Newman, K. L. 2000] **Fast and slow changes** Regarding the urgency of change, whether a change that should be implemented is of great urgency, or it can be postponed, changes are divided into fast and slow. Changes are swift when the agreed timeframe is preserved, especially if suddenly a new technology is implemented, when it's more difficult to adapt to certain changes. Slow changes are slow and systematic implementation of some change. **Strategic and partial changes** Strategic changes are associated with the company's mission, and that means changing company's policy, targeting a new market or change in the organizational structure. Strategic changes are large, multidisciplinary and complex because they change the context of the company. Unlike them, partial changes relate only to a particular segment of the company and are easier to implement. One or more employees are usually involved in these changes.

Ways of implementing the changes The way in which a company will adapt to a change depends on many factors: the number of employees according to the size of the company, what changes it will implement, the company's current organizational structure, the management's decisions, etc. The following table shows in which way the companies implement the changes.

Table 1 Ways of implementing the changes

which ways of implementation of changes do you use?	
A) The changes in the company are implemented in a few steps	5
B) We are implementing the changes in the company in stages that is in several steps	21
C) When implementing the changes, it is important for employees to be familiar with this	17
D) When implementing the changes, it is important for employees to adapt to these changes	18

As can be seen from the previous table, the smallest number of the companies implement the changes in several steps, using the Kurt Lewin model, i.e. Unfreeze - change - refreeze. This model for the implementation of the change takes place in 3 steps. Lewin's model is a logic model that shows the chain of transformations that an organization must go through in a situation at a desired, predicted. This model is a relatively simple design and easy use by managers and can be used to reshape culture. That limits could be considered a model that is relatively static, which is based on a greater stability and environmental organizations, the time taken design, realization and institutionalization of change is commendable. Or, the environment today is very dynamic and requires organizations to rapid responses. [Ramona Petrescu,210] .Most of the companies implement the changes in stages, i.e. in many steps, using the models of John Kotter and Tod D.Jick. In this case, the implementation of the changes takes place in stages - in many steps (usually 8 or 10 in the second model). To understand why some organizations are leaping into the future more successfully than others, you need first to see the flow of effective large-scale change efforts. Change is an eight step process that few handle well. These steps are:

1. Create a sense of urgency so that people start telling each other "Let's go, we need to change things!"
2. Pull together a guiding team powerful enough to guide a big change.
3. Create clear, simple, uplifting visions and sets of strategies.
4. Communicate the vision through simple, heart-felt messages sent through multiple channels so that people begin to buy into the change.
5. Empower people by removing obstacles to the vision.
6. Create short-term wins that provide momentum.
7. Maintain momentum so that wave after wave of change is possible.
8. Make change stick by nurturing a new culture. [John Kotter and Dan Cohen]

When managers implement changes, it is important for employees to anticipate the essential content of the change and to be involved

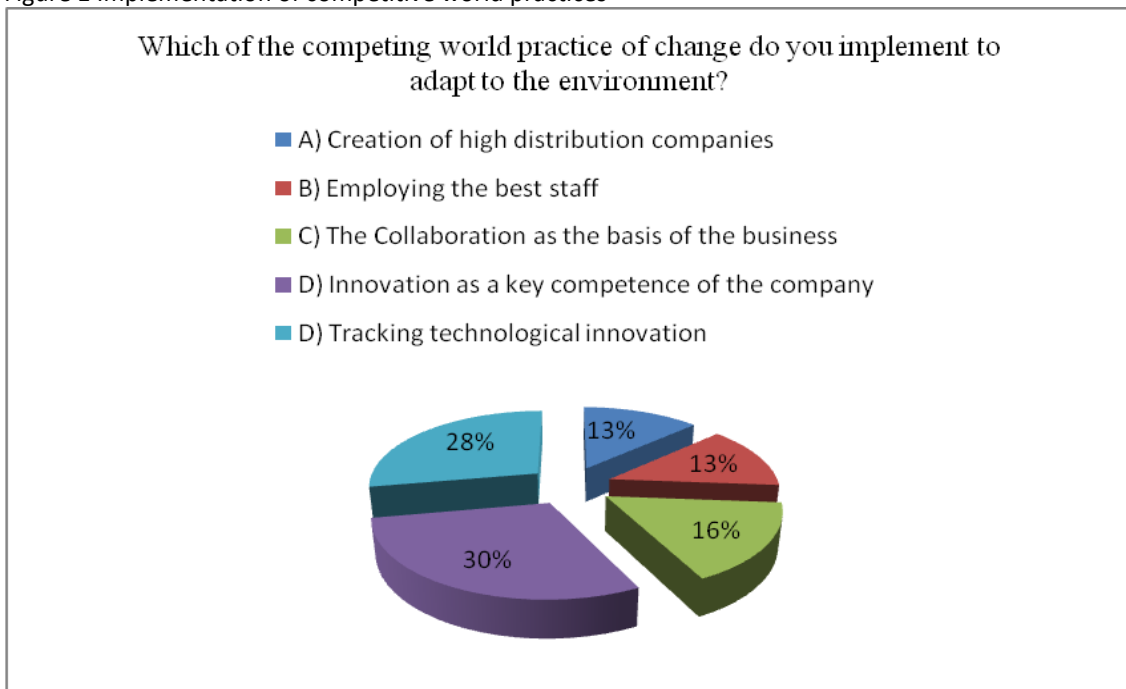
in the transformation. Also, many of the company managers stated that when implementing the changes it is most important that employees adapt to them, that is, to pay attention to ADKAR. [Prosci,2004], a leading provider in change management tools, presented a number of change management models or theories. ADKAR change model is one of them. The ADKAR model consists of five elements that define the basic building blocks for successful change.

1. Awareness of the business reasons for change. Awareness is a goal/outcome of early communications related to an organizational change.
2. Desire to engage and participate in the change. Desire is a goal/outcome of sponsorship and resistance management.
3. Knowledge about how to change. Knowledge is a goal/outcome of training and coaching.
4. Ability to realize or implement the change at the required performance level. Ability is a goal/outcome of additional coaching, practice and time.
5. Reinforcement to ensure change sticks. Reinforcement is a goal/outcome of adoption measurement, corrective actions and recognition of successful change.

In identifying the outcomes of change management activities, the ADKAR Models, however, that relate to changes at an individual level are used to examine how the change affects the individual and how the person faces the challenge.

World practices that are used in the ever changing economic climate, according to the Focus research group Focus research group, sponsored by CITRIX, a powerful software company, is researching changing economic practices that are sublimated in 30 points, in 5 categories, and which will be briefly elaborated to get an idea of what changes are most commonly occurring worldwide, but are accepted by the companies in the Republic of Macedonia. Creating Resilient and High-Distribution Companies, Employment and involvement of the best workforce, Companies should have the collaboration as a basis for the business, Innovation should be a key competence for the company, Striving to be fully efficient, Advantage in the abundance of easy-to-use technology.

Figure 1 Implementation of competitive world practices



Thus, in relation to the world practices that international companies have already adapted, the situation in some companies in the Republic of Macedonia can be monitored and compared. Namely, the analysis of the data from the conducted survey shows that: the companies in the Republic of Macedonia have the innovations (30% of the examined) as a key competence; followed by a technological innovations (with 28%), and the collaboration, as the basis for the business, is represented in 16% of the companies, followed by the creation of high-distribution companies and the employment of the best staff, in 13% of the companies. According to the shown results and their analysis it can be concluded that the companies in the Republic of Macedonia follow the world practices for achieving greater competitiveness.

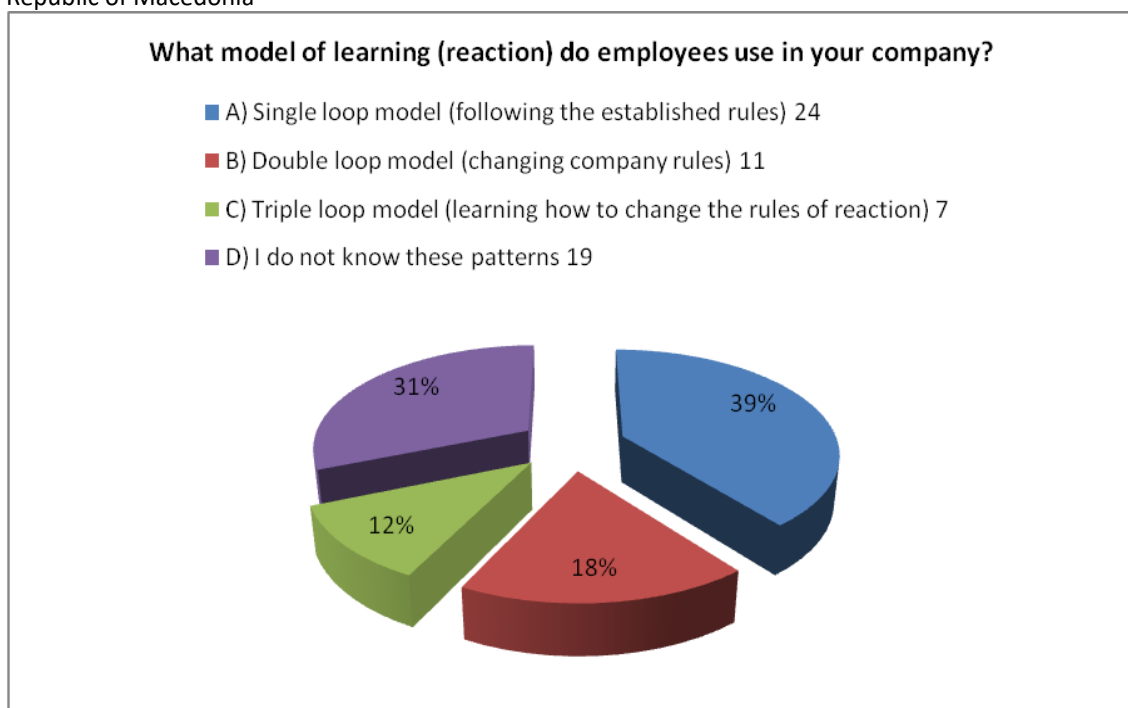
Creating organizations that learn to adapt to change The companies learn through the process of detecting and correcting the errors that will occur. Companies learn when two situations occur: the first time, when a company achieves the goals that it has set, and there is a matching between the action and the goal; and the second time, when there is a discrepancy between the intent and the result, then a correction is made. **Single loop model** The single-loop model is a model where rules are simply followed. This model is the easiest way for companies to adapt to a change, so some theoreticians call it

incremental learning. The model describes learning in order to solve a certain problem with the existing organizational structure, but with the system functioning better adjustments in the structure of the company are no longer needed. Argyris and Schön consider the single-loop model as a thermostat, i.e. when it's cold it turns on to warm, and when it's hot it turns on to cool. So, the thermostat receives the room temperature as information, followed by a correction process. However, the problem with the use of this model is in the fact that it removes only the symptoms, but not the very problem caused by errors and deviations, so that similar symptoms may occur in the future. **Double loop model** The Double Loop model is distinguished by changing the rules, that is, thinking outside of the box, and such learning involves creative and critical behavior, i.e. not just removing the symptoms, but also solving the problem. This model of learning is particularly important in those companies where frequent changes occur. Double-loop learning is different than single-loop learning which involves changing methods and improving efficiency to obtain established objectives (i.e., "doing things right"). Double-loop learning concerns changing the objectives themselves (i.e., "doing the right things"). [Cartwright , 2002]. Companies are constantly faced with decision latency and decision quality. Decision latency is the time period from identifying the need, until the

decision is made. The quality of decision-making refers, in turn, to whether it solves the problem. The double loop learning model allows companies to erase the boundaries between decision latency and decision quality to improve the quality of decision-making. The single-loop learning model is more about the operating level, and the Double Loop model of learning refers to the tactical level. **Triple loop model** In addition to these two learning models, according to many theorists (such as, for example, Flood, Romm, Isaacs, Van Witteloostuijn, etc.), there is a more sophisticated

model of learning, that is, the Triple Loop model that instructs how to learn to learn. This model of learning is described as learning a "higher" and "deeper" level in terms of primary and secondary learning (Single-loop and Double loop), so this learning is of greater significance and depth. This model can be explained as learning the Double loop model for Double loop. The Triple Loop model of learning, in fact, uses the Single-loop model and the Double Loop model of learning, but overcomes these patterns and enters the meaning of the problem, leading to new ways of thinking.

Figure 2 Which of the organizational learning models are used by the managers in companies in the Republic of Macedonia



From the analysis of the obtained data, through the conducted research in the companies in the Republic of Macedonia, it can be concluded that the Macedonian companies mostly follow the already established rules at the level of the Single-loop model, i.e. a large percentage of them (39%) are routinized in the processes and act repetitively. It is so, probably because it is the easiest way. But also a larger percentage of companies (31%) said that they do not know these learning models, which is an indicator that some of the managers are not familiar with the theoretical approaches to managing the operations. However, there is also a negligible number of companies that have answered that they operate on the principle of the Double Loop model for learning, which means that they change

the rules of behavior, so 18% and 12% of the companies responded that in their environment they learn how to change the rules, .i.e. apply the Triple Loop model of learning.

Analyses

Hypotheses testing from previous data Several tests of hypotheses have been made through the chi -square test of independence between the company industry and activities in which they operate and other variables (i.e. the type of changes that are being implemented, the factors that cause them, the modes of implementation, or how it is done in correlation with the scope etc.),

a1: What changes are being implemented in your company?

N0 - there is no connection between the company industry and activities in which they operate and what kind of changes are being implemented in the company

H1 - there is a connection between the company industry and activities in which they operate and the type of changes that are being implemented in the company.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	60.796 ^a	64	.590
Likelihood Ratio	53.669	64	.818
Linear-by-Linear Association	.000	1	.999
N of Valid Cases	61		

85 cells (100.0%) have expected count less than 5. The minimum expected count is .05.

The table actually offers responses to test the variables that were related to the previous question, as the chi -square test of independence shows whether the variables are dependent or independent of each other.

The theoretical value of the test is $X = 60.796$

Degree of freedom is $df = 64$, and $P = 0.590$,

If we know that $\alpha = 0.05$,

and since the value of $p > \alpha$, then it follows that the zero hypothesis should be accepted, i.e. it is concluded that there is no statistical significance among the investigated variables, that is, the type

of changes that are implemented are independent of the industry and activities in which they operate .

a2: which factors cause changes in companies?

H0 - there is no connection between the industry and activities in which the company operates

and the factors that cause changes in the company

H1 - there is a connection between the company's activity and the factors that cause changes in the company.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.903 ^a	16	.606
Likelihood Ratio	17.043	16	.383
Linear-by-Linear Association	.280	1	.597
N of Valid Cases	61		

a. 34 cells (100.0%) have expected count less than 5. The minimum expected count is .25.

This testing shows which variables have been crossed, that is, in this case: the industry and activities in which they operate and the factors that cause change in the operations of the companies in the Republic of Macedonia. The following results can be derived from the previous table:

- the theoretical value of the test is $X = 13,903$

- Degree of freedom is $df = 16$,

- $P = 0.606$,

- $\alpha = 0.05$, and since the value of $p > \alpha$, then it follows that the zero hypothesis should be accepted, that is, it is concluded that there is no

statistical significance among the investigated variables, i.e. the fluctuating factors are independent of the company's business.

a3: how the changes are implemented

H0 - there is no connection between the industry and the activities in which the company operates and the manner of implementation of the changes

H1 - there is a connection between the industry and the activities in which the company operates and the manner of implementation of the changes

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.314 ^a	48	.460
Likelihood Ratio	51.837	48	.327
Linear-by-Linear Association	.003	1	.953
N of Valid Cases	61		

68 cells (100.0%) have expected count less than 5. The minimum expected count is .08

This testing shows which variables are crossed, that is, in this case: the industry and activities in which the company operates and the manner in which the changes in the companies in the Republic of Macedonia are implemented, with 4 landmarks (radical, incremental, fast, slow). The following results can be derived from the displayed table:

- the theoretical value of the test is $X = 48.314$
- Degree of freedom is $df = 48$,
- $P = 0.460$,

if it is known that $\alpha = 0.05$, and since the value of $p > \alpha$, then it follows that the zero hypothesis should be accepted, that is, to conclude that there is no statistical significance among the

investigated variables, i.e. the manner of implementation of the changes is independent of the industry and the activities in which the company operates

a4:which of the changes that are implemented in terms of their coverage

H0 - there is no connection between the: the industry and the activities in which the company operates and the changes that are implemented in terms of coverage

H1 - there is no connection between: the industry and the activities in which the company operates and the changes that are implemented in terms of coverage

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	46.699 ^a	48	.526
Likelihood Ratio	49.052	48	.431
Linear-by-Linear Association	1.374	1	.241
N of Valid Cases	61		

68 cells (100.0%) have expected count less than 5. The minimum expected count is .07.

From the performed testing among the variables, in this case: the industry and the activities in which the company operates and what kind of changes are most often implemented in relation to their coverage in companies in the Republic of Macedonia with 4 features (strategic, partial, organizational or individual) a response to whether there is any statistical significance among the research industry and the type of changes that are being implemented.

The following results can be noted from the table:

- the theoretical value of the test is $X = 46.699$
- Degree of freedom is $df = 48$, and $P = 0.526$,

so if we know that $\alpha = 0.05$, and since the value of $p > \alpha$, it follows that the zero hypothesis should be accepted, that is, to summarize that there is no statistical significance among the investigated variables, that is, the type of changes that are being implemented is an independent variable from the company's activity.

B1.

H0 - there is no connection between the manner of implementation of the changes and the type of changes that are being implemented

H1 - there is a connection between the manner of implementation of the changes and the type of changes that are being implemented

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.399 ^a	9	.022
Likelihood Ratio	21.344	9	.011
Linear-by-Linear Association	2.825	1	.093
N of Valid Cases	61		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .33.

The data in the table of this testing show which variables have been crossed, that is, in this case: how to implement the changes and the type of changes that are being implemented. The following results can be seen from this table:

- the theoretical value of the test is $X = 19.399$
- Degree of freedom is $df = 9$,
- $P = 0.022$,

if it is known that $\alpha = 0.05$ and since the value of p is less than α , then it is quite clear that the zero hypothesis should be rejected, that is, it can be

concluded that among the investigated variables there is a statistical significance, i.e. the type of change that will be implemented in the company depends on the manner of its implementation.

B2 .

H0 - there is no connection between the manner of implementation of the changes and the model of learning that is used in the company

H1 - there is a connection between the way the changes are implemented and the model of learning that is used in the company

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.292 ^a	9	.006
Likelihood Ratio	22.826	9	.007
Linear-by-Linear Association	.960	1	.327
N of Valid Cases	61		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .57.

From the table in the test, you can see which variables are crossed, that is, in this case: how the changes are implemented and what model of learning is used in the company. The crossing that is actually done answers the question whether there is any statistical significance between the method of implementation and the type of learning that the company uses as a model.

According to the table, the following results can be presented:

The theoretical value of the test is $X = 23.292$

- Degree of freedom is $df = 9$, and $P = 0.006$,

if it is known that $\alpha = 0.05$,

and since the value of $p < \alpha$, then we conclude that the zero hypothesis should be rejected, and H1 accepted, i.e. it is concluded that among the investigated variables there is a statistical significance, i.e. the way the changes are implemented depends on which model of learning the company is practicing.

A summary of all the tests carried out in connection with the industry and the activities in which the company operates and the other variables was made, but also some testing of variables that were considered relevant, all in order to perceive the overall picture.

Table2

променлива	x	df	p	α	$P < \alpha$
a1	60.796	64	0.590	$\alpha = .05/.10$	$p > \alpha$
a2	13.903	16	0.606	$\alpha = .05/.10$	$p > \alpha$
a3	48.314	48	0.460	$\alpha = .05/.10$	$p > \alpha$
a4	46.699	48	0.526	$\alpha = .05/.10$	$p > \alpha$
c1	19.399	9	0.022	$\alpha = .05/.10$	$p < \alpha$
c2	23.292	9	0.006	$\alpha = .05/.10$	$p < \alpha$

There were 6 tests, i.e. crossings between the variables. From the spreadsheet, an overview of the performed hypothesis tests can be made, and it can be concluded which of the zero hypotheses are accepted and which are rejected or accepted alternative hypotheses. The tests of the variables a1, a2, a3, a4 showed that there is no statistical significance among the cross-variables (the variables are independent of each other), that is, the industry or the activity in which the companies operate is statistically independent of the type of changes that are being implemented, initiate changes, how to implement change, coverage of changes. On the other hand, the testing of the variable c1, c2 indicates that there is statistical significance, that is, the variables are in mutual dependence: the manner of implementation of the changes and the type of changes being implemented, the manner of

implementation of the changes depends on the models of organizational learning.

Results

From the indicators in the next table, however, one can get a general picture about the industry or activity in which companies operate, and the type of changes that are implemented, which factors most often initiate changes, how the changes (according to their urgency) are implemented, what changes are accepted in terms of the scope, which way of implementation is used by the companies that practice the model of organizational learning and which of the competing world practices are accepted and applied in the companies in the Republic of Macedonia. In that sense, the data referring specifically to the mapping of changes in activities can be derived from the table shown.

Table 3.

1	banking services		a)	b)	c)	d)	e)	f)	g)
		A	33%	33%		67%		67%	33%
		B		67%	33%				33%
		C	33%		67%	33%	33%		
		D	33%				67%	33%	
		E							33%
2	construction industry								
		A	33%	17%	33%	17%		33%	33%
		B	17%	83%	17%		50%	17%	
		C			50%	83%	17%	17%	33%
		D	33%				33%	33%	33%
		E	17%						
3	wood industry								
		A	50%		50%			50%	
		B		100%					
		C	50%			50%	50%		50%
		D			50%	50%	50%	50%	
		E							50%
4	IT services								
		A		33%		67%	17%	33%	17%
		B		67%	33%		33%	33%	
		C	33%		50%	33%	33%	17%	
		D	33%		17%		17%	17%	33%
		E	33%						50%
5	consulting services								
		A	33%			83%		83%	
		B			17%		67%		

		C	33%		50%	17%		33%
		D	17%		33%		33%	17%
		E	17%					
6	food industry							
		A		38%		20%		20%
		B	20%	63%	80%		20%	40%
		C	40%			80%	80%	20%
		D	20%		20%			40%
		E	20%					
7	sale							
		A	40%	40%	20%	40%		20%
		B		60%	40%		60%	
		C	20%		40%	60%		40%
		D	20%				40%	40%
		E	20%					80%
8	designing							
		A				100%		50%
		B		100%			100%	
		C	50%		100%			
		D	50%					50%
		E						50%
9	beer production							
		A		100%		100%		100%
		B	100%		100%		100%	
		C						
		D						
		E						
10	services							
		A	33%	33%		33%	17%	33%
		B		67%	17%	17%		33%
		C			50%	33%	33%	33%
		D	50%		33%	17%	50%	33%
		E	17%					17%
11	textile industry							
		A	25%			75%	25%	25%
		B		100%	25%		50%	25%
		C					25%	25%
		D	75%		50%	25%		25%
		E						
12	telecommunications							
		A				100%		100%
		B			100%		100%	
		C	100%					
		D						
		E						100%
13	transport							
		A	33%					33%
		B				33%		33%

		C			33%	33%	33%		33%
		D	33%		67%	33%	67%	33%	
		E							33%
14	wholesale and retail trade								
		A	14%		14%	29%	14%	14%	
		B		29%	14%	14%	29%	57%	14%
		C	14%	71%	14%	43%	14%		
		D	57%		57%	14%	43%	29%	29%
		E	14%						29%
15	service activity								
		A					100%		
		B		100%					100%
		C							
		D	100%		100%	100%		100%	
		E							
16	pharmaceutical industry								
		A				33%		67%	33%
		B		100%		33%	33%		33%
		C			67%	33%	67%		
		D	33%		33%			33%	33%
		E	67%						

Explanation of the table:

a) Changes commonly implemented in companies
A - Changes in company strategy, B - Changing new equipment, C - Implementation of new technology, D - Entry into a new market, D - Government laws and regulations

b) Factors that cause changes in companies: A - Internal, B - External

c) Implemented changes according to their urgency : A - Radical, B - Incremental, C - Fast, D - Slow

d) What changes are implemented in terms of the scope of the changes A - Strategic, B - Partial, C - Organizational, D – Individual

e) The way in which changes are implemented, A - The changes in the company are implemented in several steps, B - The changes in the company are implemented step by step in several steps, C - When implementing the changes, it is important for the employees to be familiar with this; D. When implementing the changes it is important for the employees to adapt to these changes.

f) What model of learning do companies use? A - Single loop model (tracking established rules), B - Double loop model (changing rules in the company), C - Triple loop model (learning how to change the rules of response), G - I do not know these models

g) Which of the competing world practices are being implemented in companies in the Republic of Macedonia? Macedonia., A - Creation of high distribution companies, B - Employing the best staff, C - Collaboration as the basis of the business, G - Innovation as a key competence of the company, D - Monitoring of technological innovations

As can be seen from the previous table, we can highlight the following data in terms of which changes managers often implement in the companies, what kind of factors initiate changes, what kind of changes are implemented regarding their urgency, what kind of changes they are implementing in terms of the scope, which implementation models they use, which model of learning they use and which of the world competitive practices managers use in their companies.

- Changes in the strategy of the company, implementation of new technology and entry into a new market are implemented in the banking services. Most often in these services external factors cause changes, which need to be implemented quickly. Changes in the banking services are of a strategic nature. When the changes are implemented, it is important for employees to adapt to them in the shortest possible time. In this sector, the

established rules are usually followed, so the principle of the Single loop model is usually observed in operation. According to competing world practices, the most important thing for banking services is to hire the best staff, to make a big network and to follow technological innovations;

- The construction industry also implements changes in the company's strategy and entry into a new market, but at the same time, new equipment is being implemented. Often, initiators of change are external factors, so the company reacts very quickly, and sometimes radically changes existing conditions. Organizational changes are often made in this industry, which imposes the need the changes to be made in stages, ie. in a few steps. Learning models of some of the managers of the companies are not known, and some of them follow the established rules. This industry creates high-distributive companies and monitors the innovation processes in the construction industry;
- The wood industry is forced to implement new technologies for the production of modern products that will be in line with the tastes and demands of the consumers, and hence changes in the company's strategy. External factors are mainly those that cause change, and they require quick and radical implementation, because the market dictates the deadlines. The changes are carried out on an individual and organizational level, but it is important that employees get familiar with new processes, equipment and structure so they can quickly adapt and respond to the challenge. Usually, the wood industry companies practice the already established rules, and they have the collaboration as the basis for the business, and the pursuit and acceptance of new designs and innovations is spiritus movens for their maintenance on the market;
- IT services are exposed to fastest changes. Namely, the companies from this branch mostly implement the changes related to the requirements for fast penetration and entry into a new market, accepting new technology and adjusting the legal solutions, i.e. legal regulation. Changes in this sector are usually external, but some of the companies also have internal factors for initiating change. The changes are implemented incrementally or quickly, and generally they are of a strategic nature. The managers of these companies find it important to implement the changes in stages, in several stages or in several steps. These companies use the Double Loop model (changing rules in the company) and the Triple Loop model (learning how to change the rules of reaction). These companies, most often, follow technological innovations in order to realize their competitive advantage;
- Consulting services are associated with the modern functioning of companies. Accordingly, consulting companies often change their own strategy to promote themselves in emerging markets. The changes, in them, are mostly of an external nature, and therefore they must quickly react and implement them in the shortest possible time. Because they are of a strategic nature, they are usually implemented in stages, in several steps. Generally, they follow the established rules, while at the same time achieving their competitiveness by following the innovation processes and accepting new ideas;
- In the sales sector, the most common changes that are implemented are those that relate to the company's strategy. Also, these changes are initiated by external factors, so they are implemented quickly and incrementally. Managers are not familiar with the Learning models in this sector, but they constantly follow technological innovations;
- In the design agencies, new technology and entering into a new market are most often implemented. Changes are initiated by external factors, and are implemented very quickly. Managers of these companies often implement strategic changes, step by step, in many steps, following the established rules in the company, and they achieve competitiveness by following innovations and technological solutions
- Breweries are companies that compete on the market with a wide range of products and most often accept changes that relate to changing the old one with new equipment. The changes are initiated by internal factors, so managers are forced to implement them incrementally, usually by following the established rules in the company, and their goal is to establish high-distribution channels

for products and to place them on the markets as soon as possible;

- Service centers, today, are particularly represented, because modern lifestyles imply a range of needs that require rapid resolution. These companies implement a number of changes that relate to the entry into a new market. Inside them, the external factors initiate the changes, and they are implemented quickly. Most important are the changes at the organizational level, and it is important that employees are adapted to take on the obligations. They follow the established rules, employ quality staff, and precisely the collaboration, as a basis for business, brings them a competitive edge.
- In the textile industry, changes are usually caused by external factors, and the entry into a new market is always a challenge for change in the industry, but changes are being implemented slowly. In these companies, managers strive to implement the changes in several steps, step by step, according to strictly established rules. However, there are exceptions where managers also introduce more sophisticated methods for organizational learning. Depending on the size of the company, they use a variety of competing practices that are used internationally;
- In the transport sector, different types of changes are also implemented, mainly depending on the type and size of the company. They are initiated by external factors, and managers implement them quickly. Changes that are accepted and implemented by managers are sometimes at an individual level, but sometimes also on an organizational level. When managers implement changes, it is important for employees to adapt to the change. Some of the managers of the companies do not know the models of organizational learning, so they follow the rules that have already been established;
- The most common changes that are implemented in the wholesale are entering into the new market, and they are initiated by external factors, so they need to be quickly implemented. Changes implemented in a wholesale trade at the organizational level, and managers need to adapt their employees

to the new way of doing business. From competing practices, they most often accept technological innovations;

- In the pharmaceutical industry, the most common changes that are implemented are mainly initiated by external factors and from the government laws and regulations. Companies adapt quickly, and employees need to be introduced to the new way of doing business. These companies operate by following the already established rules, but in order to be competitive on the market, they are forced to integrate some of the various more advanced competing practices.

Conclusions

From the previous analyses we can make some conclusions: that there are several types of changes that are often implemented in the companies and they were explained here, and according to which criteria the differentiations of the changes are made. The descriptive analysis that was carried out shows which of the world competitive practices companies in the R. Macedonia use, what is the percentage of companies using a specific model of learning, and in which way the changes were implemented in the companies in the R. Macedonia. The hypotheses testing was made between different variables and the results were that between some of the variables there is statistical significance and the variables are dependent on each other (the manner of implementation of the changes depends on the type of changes being implemented and the manner of implementation of the changes depends on the models of organizational learning), but between other variables that were tested, there is no statistical significance (that is, the industry or the activity in which the companies operate is statistically independent of the type of changes that are being implemented, factors that initiate changes, the manner in which the changes are implemented etc. The mapping of the changes was done depending on the industry and activity in which they operate, according to the type of changes that were implemented in the companies, which factors initiate change, which of the world competitive practices were implemented, which model of learning the company used, and etc.

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