**REFLECTIVE ESSAY**

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# Introduction

The electronic product manufacturing company ***Pak Elektron Ltd*** has tried to implement innovation management in product development. Applying a new strategy in this organisation, Pak Elektron Ltd has tried to change its HR management strategies to recruit more efficient employees and develop the organisational work process successfully. This study has discussed the change management process by taking the initiative of an innovative and formal HR system. Kottler’s 8 steps model has assisted to identify the proper change management process in a manufacturing organisation. In addition, the required leadership for each step of the change has also been described in the study.

# Body

## Analysing Kotter’s 8-Step Change Model focusing on the case study

A strategic change management process has to focus on a systematic way to get an effective outcome. Based on the opinion of Laig and Abocejo (2021), ***Kotter’s 8-Step Change Model*** suggests following 8 systematic steps including creating urgency, selecting a vision for change, eliminating obstacles, building change and achieving goals. For instance, the mismanagement issues of Pak Elektron Ltd can be managed by selecting innovative HR management changes with a ***“recruitment and selection team”***, “performance management team”, “learning and development team” and “general administration team”. ***Pak Elektron Ltd*** can implement talent management in the recruitment process by making interviews more specific to hire the most efficient and knowledgeable staff.

In the initial stage, the mentioned company of the case study can develop a sense of urgency and select the goal, and then convince the employees to adopt the change management. As per the view of Tien *et al.* (2021), recruitment, selection, employee management and employee motivation are all factors, which have been managed by the innovative HR management process by applying change management. I have noticed that creating a proper change management vision by communicating with others is important to eliminate risk factors of Pak Elektron Ltd. After minimising the obstacles in HR management, such as issues in the hiring process and weak decision-making, setting a short-term win to build the change is necessary for Pak Elektron Ltd.

The following steps include the objectives for the change inititive of Pak Electron Ltd.

***Step 1: Need for a plan***

Arranging the marketing staff to match market conditions and creating an innovative corporate framework for entering emerging markets or investigating emerging possibilities are a few of the domains where Pak Electron LTD urgently needs to make adjustments. The supervisor must be persuaded by the superior because the current situation is considerably more hazardous than any attempts at transformation.

***Step 2: Forming an alliance***

Most reform initiatives are carried out through the current management, who possess significantly less optimism regarding Pak Electron LTD than the individuals who the workforce of the company has collaborated with for many years. In order to efficiently handle modifications, emerging leaders must utilise the skills of the current leaders. This is going to result in a stable government that not merely recognises the gravity of the crisis as well as has the respect of the staff of the company (Majeed, 2019). The lower classes are going to have an extremely more favourable opinion of transformation initiatives when the group is capable to clarify at the bottom of the pyramid what happened incorrectly, why the organisation requirements shifted, and what the results of attempts at change are going to be.

***Step 3: Establish a goal***

To implement other strategies and steps the management of the company needs to develop an action plan in order to reinvent itself.

***Step 4: Interaction***

Pak Elektron LTD managers must make utilise all available channels to explain the intended effects of the change effort and how every worker who is affected by them may help to bring about the change that is wanted.

***Step 5: Enhance the goal of an action plan***

Following the establishment and dissemination of the Pak Electron goal, modification management ought to give everyone the authority to make choices about the change initiatives. The empowering process ought not to be overly regimented to the point where it limits management's capacity to improvise spontaneously.

***Step 6: Prepare to produce immediate successes***

Since Pak Electron LTD is changing, the first effects of the change initiatives are going to be more costly than beneficial. As employees acquire novel abilities and ways of operation, fresh instruction intended to boost performance is going to start a decline in the degree of present production. It might discourage workers from embracing change (Hannah, 2022). To avoid these situations, the change management leadership ought to focus on quick victories amid the larger change process. Employees must be rewarded with incentives for accomplishing immediate accomplishments, and they should be given a thorough explanation to integrate into the bigger picture and targets of the change control activities.

***Step 7: Include more changes***

It ought to draw attention to the link between better conduct and company achievement. Organisational administration must then develop direction, efficiency, and managerial strategies that are in line with the updated strategy (Asghar *et al.* 2021).

***Step 8: Implementing additional steps***

In order to implement the refreshed strategy, Pak Elektron LTD's administration must build an organisational framework, governance, and achievement objectives.

## Critically discuss and evaluate the types of leadership required for each step of change

The selected company has to change their leadership style to adopt the innovative HR change management. Transformational leadership can be implemented to adapt to change management efficiently. As per the view of Asbari *et al.* (2020), transformational leadership is a process to inspire and motivate employees to grow innovatively for the company’s future success. Building goals for change management can be more effective by managing a team with a transformational leader. On the other hand, the participation of efficient managers needs to set an effective goal. I have noticed that increasing employee motivation for proper implementation of innovative and formal HR management strategy is essential for the mentioned company of the case study; Pak Elektron Ltd. Inspiring employees by fulfilling their needs can improve effectiveness of change management. Furthermore, transformational leadership has promoted the aspect of openness in the thinking processes of leaders. In my opinion, the leaders of Pak Elektron Ltd. can implement this leadership style in the planning process to develop the openness in problem-solving skills of the employees as well. This can help the company to determine the proper ways of change that can be developed in the company.

The cultural diversity of the employees can propose the primary challenge to the change management process of the company. The mitigation of this problem can be done by using transformational as well as democratic leadership styles. As per the views of Franken *et al*. (2020), the democratic leadership style has promoted the concept of equal access to the resources of the employees which has been monitored by the leaders of an organisation. On the other hand, the democratic leadership style is required to maintain equality between all the employees in the change process. Furthermore, I have realised that the company can include its employees in the decision-making process of change management to promote a sense of value among the employees and improve the change process according to the requirement. In addition, the use of transformational leadership has also promoted the aspect of “active listening”.

In my opinion, the concept of active listening has been promoted as one of the vital strategic solutions to the problems that occur in the change management process. As mentioned by Wuryani *et al*. (2021), the process of active listening has helped leaders to provide informed decisions. This can be applied by “Pak Elektron Ltd.” leaders to determine the problems that have been faced by the employees in the changing process. However, the absorption of all the information can be done by the leaders of the company with the help of an active listening technique. In addition, I have observed that the reduction of organisational errors can also be enhanced by the active listening processes.

Democratic leadership can also be used by the company in the later stage of change management. As opined by Martin *et al*. (2022), democratic leadership has promoted the concept of team-building attributes and collaboration. On the other hand, democratic leadership can also create a problem in the decision-making process of the company as different employees can have different opinions. This has also promoted the use of innovative ideas and skills of the employees to enhance the change management process (Kotamena *et al*. 2020). In addition, the development of the change in the company can be effectively enhanced by using transformational as well as democratic leadership styles.

# Conclusion

After completing analysis on the change management strategy of Pak Elektron Ltd, it can be concluded that applying Kotter’s 8-Step Change Model, the company can implement innovative and formal HR management successfully. On the other hand, implementing proper HR management, continuous learning and training are also important. Implementation of transformational leadership has assisted the manufacturing company to adapt formal innovative HR management by developing performance management, recruitment process and continuous learning and development. On the other hand, the study has provided the HR management changes such as “recruitment and selection team”, “performance management team”, “learning and development team” and “general administration team” can be helpful to the company. It has been summarised in the study that the company can use transformational leadership to enhance the change management process.

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