



Effects of Organizational Change Management Practices on Organizational Productivity: Case of a Private Health Institution

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Abstract

Change management practices are one of the most common methods used by health organizations today. By this method, while organizations adapting to the technological change, they can also find the most appropriate service potential under competitive conditions. At the same time, employees' commitment to work is ensured by increasing the employee motivation and performance, and in turn, the productivity in organizations is increased. In today's technological conditions, organizations should make change management practices and quality standards competitive in order to ensure their corporate sustainability. In this study, change management practices in a private health institution and their impacts on different organizations were investigated. As a result of the research, it has been concluded that change management practices are an effective variable on productivity, employee motivation, organizational commitment, technology and competitive conditions.

1 Introduction

As technology's pace of development increases, also innovations in the health sector increase as in every sector. Consequently, also the organizations' pace of change should be accelerated. Hence the need for complying with international business standards, innovations in the business strategy, organization, infrastructure systems; and mergers can be counted as the facts that compel change. As organizations are subject to change like all living beings, it also closely concerns the executives and employees forming the human assets, besides the consumers having various relationships with them and legal persons in different natures. Because health organizations are units providing service or operated with the objective of helping people's needs directly. By this way, people determine their choice of organization for treatment of their health problems and preservation of their health by monitoring the changes in the quality of service in these units in which their needs are fulfilled to ameliorate their health conditions. Ethical values in management of the health organizations are more significant compared to other businesses.

In recent years, a change of course towards welfare and competitive state occurs in developed countries under the effect of globalization as of the dominant development policy (Kuloğlu, 2019).

Change management has become inevitable for organizations as learning organizations started to form. Change and change management have become a process in which the organizations will stay constantly, rather than an obstacle that must be overcome successfully, to survive and be strong. We can talk about change if the old is replaced by new. Change is a phenomenon maintaining its importance and currentness for all organizations also today as it was yesterday. In this regard, organizations should adapt to these conditions, where the environmental aspects change continuously (Hazır, 2002). As also the environmental aspects changed, those who cannot keep up with the changes among health organizations of our age have started to disappear. By not keeping up with it, today's successful health organizations may also disappear as fast as the change. Accordingly, in the recent years, organizations are structured to keep up with the fast change.

2 Concept of Change in Health Organizations and Organizational Change

The concept of change signifies bringing something from one level to another level. This means either changing places of persons, objects or changing of personal knowledge, skills, etc. from their current level to another level (Koçel, 2011). Our current position is a process of being able to come up with new ideas and apply them, both individually and organizationally, which will restructure us and meet those needs in the event that we become helpless and indifferent to the needs of the environmental aspects that we are in contact and communication. Change is innovations in the business or organization creating interactions within the organization as a whole, made in regard to issues such as business processes, organizational structure, job definitions, responsibilities, production techniques, environmental arrangements, management approaches. Change can be defined as transformation of the current situation in an organization or a process into something else in a planned or unplanned manner (Demirbilek, 1993). As a basic rule, the need for change in an organization arises because of reduced productivity, increased conflicts or dissatisfaction, in short because of insufficiency of organization's qualities. This situation is related to direction of organizations. As it is known organizations are systems which are open to their environments. As the organization grows, and as environmental aspects and organization members change, the need for adapting to changing conditions will arise. In summary, people and objectives will change, and accordingly organization's activities and functions will also change. The need for change often ends with organizational growth. On the other hand, be it growth or something else, each need for change brings forth results

which affect the organization's balance and profitability, ensues a change in overall relations in the organizational system starting from individual relationships. This complex structure, which is brought by the change, brings along with it many problems to be solved. It can be said that examining the problems and solution methods is one of the duties which must be fulfilled by the executives of our age. The causes which necessitate change in organizations are numerous. Recruiting new members to the organization, promoting members, fluctuation in production, seasonal variations can be given as examples of temporary causes. The causes such as determining new marketing strategies, attaching importance to health tourism, merger with other organizations, change of field of activity, a significant technological innovation bring along with them a forced change in Health Organizations (Dinçer and Fidan, 1996). Because the human health is in question, it is sure that health organizations would like to make better use of technological innovations much more than other commercial companies. However, the term better can give rise to different thoughts for each individual. A change which is thought better for the organizations' executives could create indetermination for other individuals. This and similar causes the organizational change to become a chain of actions which bring along many complex problems. Health organizations' efforts on the way of growing and surviving do not always comply with the members' and environment's desires. For this reason, in order to survive and diversify their unit of services every passing day, health organizations are required to respond the needs of their patients getting service exceedingly. To this end, the objectives of organizational change need to be determined clearly and necessary resources should be supplied. Moreover, for achieving this objective, sincere assistance of the members of the organization should be ensured.

3 Objectives of Organizational Change Management

The objective of organizational change management can be defined in general as "to raise productivity and efficiency of the organization despite changing external and internal conditions, to set up an organizational structure that allows personnel to have maximum contentment and to improve. However, all details of these objectives should be meticulously specified when organizational change decision is made. For example, lowering overhead expenses, ensuring a sound centrifugal delegation of authority, reducing the workload on senior management or other positions, shortening chain of hierarchy are some of these objectives. These are:

Raising efficiency: Raising efficiency is one of the most important objectives of change. In other words, it is to integrate the characteristics of the person performing the job and job specifications for dynamizing the work. When a gap begins to appear between the job specifications and characteristics of the person performing the job, it means that efficiency reduces and the need for change increases. (Aldemir, 1985) While the organization is dependent on the environment in terms of sources and opportunities it offers, the environment is also dependent upon the organization in terms of organization outputs and employment opportunities it offers. Organization's styles of adaptability to environment can be numerous. As though, thinking of action and reaction law, a requirement for receiving and giving feedback between organizations and their environments arises. Environment is a source including the forces that work reversely such as restrictions, conditions, problems, opportunities etc. Changes in the environment do not affect all the organizations in the same way. Organizations getting enough information from the environment can show more efficiency by getting rid of the hitches (Aldemir,1985).

Raising productivity: Another objective of the change is to raise productivity. It is related to internal structure of the organization and operation activities. It can be the changes at the level of jobs performed in the business, business methods, equipment used, organizational relationships and people (Basaran, 1989). Operational level productivity has the characteristic of a kind of indicator for measuring and analyzing the degree of productivity of production factors used in the business (Kuloğlu, 2019). The crucial factor in raising the productivity is to transform into self-power, without any loss, all the power which an organization takes as input. However, productivity can be increased by effective works of individuals in the organization by the help of processing method of input and some techniques used. For realizing all these, change decisions for increasing the productivity of organization must be taken and implemented.

Growth: Organizations cannot maintain the characteristic of being static for a long time. Both internal factors and external factors push the businesses to grow. Changes happened in the environment which the organization operates affect the business. Accordingly, growth means increase in volume or quantitative expansion (Dinçer, 1992). Besides the increase in volume, growth of business by ensuring qualitative expansion is a significant condition. That means to develop the quality of material and human aspects and to make them more productive. Advancement level of the technology used by the organization, management style, organizational development capacity, abilities and capacities of personnel and other sources and even numbers of shareholders can be taken as quality measures. Growth is related to successful management, proper selection of operational employees, taking advantage of specialization and division of labor, a good financial structure, as well as research and development programs. Growth is not an action that takes place suddenly. On the other hand, growth for today's businesses has become a necessity beyond just being a motive for owners and managers of them. Companies live in an ever-growing and ever-changing environment. Today, purpose of the societies has become to ensure growth and development. Within ever-growth economical structure, businesses must grow at the same level as a minimum requirement to protect their current positions. Otherwise, they will unwittingly downsize day by day. (Gürül;2019).

Therefore, the growth is an important condition for businesses to continue their existence. Growth makes the change a necessity in the organization. Companies can conduct their business to a certain growth limit but when they exceed that limit, change becomes necessary. Rapid growth of a business in each year will quite likely cause deterioration of the balance of organization. Conflicts may arise in the organization in relation to powers, duties, responsibilities, besides locus of decision-making and control. As a consequence of that, change becomes a necessity. Also, maintaining existence of the businesses is a function of growth. Because growth gives organization the opportunity to resist environmental pressure and to adapt to it better. So, an organization can get an edge over, without reaching its objective, by challenging the other competitive companies (Eren, 1987).

Ensuring innovation: Success of organizations under changing environmental conditions and in a competitive environment depends on their innovativeness. In our era, opportunities arising from developments in technological, social, economic, legal areas should be reflected to functions of the business and innovations which increase their productivity should be made while processing the mentioned functions. Scientists and implementers have interested with the differences between how businesses operate and how they should operate since the formal organizations have been emerged. The problem has gained more importance in present, because that the organizations are getting more complex day by day because of growth and that the societies are being subject to a rapid change with the developing technology. Contemporary organizations have to be sensitive to developments in the world and adopt an attitude to respond such developments, while being in pursue of renewing themselves constantly, they also have to continue this pursuit. Businesses have to follow those innovations and changes in the face of ever renewed technology. So, organizations will ensure innovation and change in the business by providing and using the new technologies (Şahin,1995).

Increasing motivation and contentment Level: People get bored of monotone work by time and feel monotonous. Even though everything goes right, also this might make them bored. And they might feel a need for change. That is to say, one of the objectives of change is to increase motivation and contentment level (Sabuncuoğlu and Tüz, 1995).

4 Effects of Change Management Applications in Health Institutions on Performance, Employee Motivation, Competition and Technology

Change management applications affect productivity, profitability, employee motivation, competition conditions and technology of health institutions over the long run and are affected from those factors. Motivation is the best way for the employees of the organization for keeping their job and their commitment to work. Motivation is directly related to root of the behavior. It tries to reveal how behaviors can be directed or how to potentiate a directed behavior. The reason of this is that human is a living being who is active inherently and can be influenced by using various methods. Organizations have concluded that personnel motivation increases the productivity and quality of service in the business. Contentment of employees from work increases as the motivation increases, so their organizational commitment will increase. Increasing the motivation level is one of the most significant change management practices in the business. One of the purposes of the change is also to increase the motivation level. Technological advancements should be closely followed and determined where, how and when will be implemented in the business so as to manage the change and implement change management in health institutions. Change is ensured in a short time by the help of technological advancements. Competition conditions are one of the most significant factors that pushing an organization to change. Fast progress and development of rival companies in the market helps the organization see its own situation and pass change management practices.

In competitive environment of our day, all companies run after the opportunities to raise their profits. Companies which want to have competitive edge are perpetually in search of what the next step is. Every step for health institutions is very crucial regarding this matter. Institutions of our day try to survive on the market by trying to catch changing technology with change management practices, so they render their profits continuous and increase them consistently. Health Institutions spend millions of dollars every year in order to increase the patient satisfaction and create different and new service potential by the way of health tourism. However, the last research has revealed that the healthiest way to do it is to primarily create happy employees. Accordingly, increased employee satisfaction is reflected as successful and positive workforce from the viewpoint of patients. Many health institutions in Turkey develop special strategies specific to the organization and the employees in the light of that reality, so they make more profit by gaining contented and obedient service potential. Furthermore, as use of technology has been raised in the recent years, workforce expenses have been saved seriously. Turnover numbers per employee is the most significant data that shows that change in productivity. Investment in technology in the field of health, trainings provided to health employees and changes in the business processes have a great role in that uptrend. Lots of change management practices like this ensure continuity of health organizations and increase their profits based on service quality.

5 Research on Change Management Practices in Health Institutions and Their Effects on Productivity of Businesses, Employee Motivation, Technology and Competition Conditions

In this research, it has been tried to determine whether the change management is an effective variable on the productivity of businesses, employee motivation, technology and competitive conditions. Since the change management practices have become prevalent in almost all industries, it is needed to be dwelled on.

This study has been carried out to determine if the change management practices is an effective variable on productivity of businesses, employee motivation, technology and competitive conditions. The research was applied to the Medicana hospitals health group. Survey was made with middle- and top-level managers in the branches of this group, International Medicana, Bahcelievler Medicana, Avcılar Medicana, Kadıkoy Medicana, Samsun and Sivas, and in other branches.

5.1 Hypotheses of the Research

H1: Change management is an effective variable on profitability, employee motivation and technology and competitive conditions.

H2: Change management is an ineffective variable on profitability, employee motivation and technology and competitive conditions. Dependent Variable: Profitability, employee motivation, technology, and competitive conditions. Independent Variable: Change Management. In analyzing the impact of change management on profitability of institutions in this study, together with the company origin, industry type, company scale and profitability variables, also its connection with these will be addressed individually.

5.2 Method of Research

Descriptive research model has been used so that the research fits for its purposes. The objective in descriptive research model is to define the present problem, circumstances related to this problem, variables, and relationships between variables. Information used in this research was collected by means of survey which is the primary source. The survey was conducted with unit supervisors, middle- and top-level managers in the hospitals belong to Medicana Hospitals Group at different locations.

5.3 Statistical Analysis Solutions in Research

Assessments of the survey taken by 244 people face to face and via e-mail between the dates 12.05.2019-13.06.2019 were transferred to SPSS program in the computer environment. Responds to the questionnaire were ranked according to their order of importance. In the ranking, the most important number was “5” while the most unimportant number was “1”, which was designated by the respondent. The level of importance is from “1” to “5” in ascending order. Data obtained as a result of survey are discrete parameters since the survey answers were ranked according to their order of importance. As we could not obtain continuous parameters, f test, t test and z test analyses could not be carried on the survey data. Frequency percent values, arithmetic average, standard deviation, correlation, and multidimensional scaling analysis were performed on the survey data by means of SPSS program. Our purpose in performing these analyses is to determine the most effective factor on change management in businesses compared to other factors.

5.4 Information and Findings Related to Productivity of Health Organizations

172 participants said yes, 45 participants said no out of 244 people taking the survey to the question “Have the change management practices increased the productivity of your institution?” 27 people did not answer. 70.5% of participants of the survey said yes, 18.5% of participants said no, 11% of them did not answer. 45.5% of survey participants are top-level managers and 54.5% of them are middle-level managers. Survey participants defined 42% of the companies they work for as large-scale, 43.7% as medium-scale, 10.3% as small-scale, and 2.9% as micro-scale. And 1.1% of them did not make this definition.

5.5 Information and Findings Related to Factors Compelling Companies to Change

Factors compelling the Health Institutions to change were ranked according to their order of priority in the course of responding the questionnaire. Arithmetic averages and standard deviations of the factors compelling the hospitals to change are found on scale types. The lowest value in arithmetic average is the most important factor compelling the companies to change. The highest value in arithmetic average is the most unimportant value compelling the companies to change. When we look at the standard deviation values having almost the same arithmetic averages; the decrease in profitability in large-scale hospitals and the competition have almost the same arithmetic average. But it is concluded that decrease in profitability is more effective factor than competition in some institutions since the standard deviation of decrease in productivity is higher than competition. Accordingly, factors compelling the hospitals to change are ranked below from the most important to least important:

1. In large-scale hospitals, team of specialists is in the 1st rank, technology is in the 2nd rank and service quality is in the 3rd rank.

2. In medium-scale companies; service quality is in the 1st rank, technology is in the 2nd rank, pricing policy is in the 3rd rank, but close proximity of the coefficients shows that these three factors compel companies at equal levels.
3. In small-scale companies, service quality is in the 1st rank; pricing policy is in the 2nd rank and technology is in the 3rd rank.
4. In micro-scale companies, pricing policy is in the 1st rank; service quality is in the 2nd rank and technology is in the 3rd rank.

5.6 Correlations between Factors Compelling Companies to Change

Service quality contributes to increasing in motivation and productivity and cause an unchanged social structure. It is seen that increase in technology leads to decrease in competition. We can examine information and findings related to use of Change Management Practices by each Administrative Level in two stages: according to scale type and regional differences. There is statistical data according to scale type for use of change management practices by each administrative level. Accordingly, change practices are mostly performed in accordance with the co-decisions of top management and subordinates.

5.7 Information and Facts Relating to Increase in Profitability among Factors Compelling Companies to Change

In the research, the factors contributing to increase in profitability among the factors compelling companies to change according to scale type are enumerated according to their order of priority. Arithmetic average values and standard deviation values of the factors increasing profitability are calculated. Accordingly, the lowest value in arithmetic average is the factor that increases profitability most. The highest value in arithmetic average is the factor that increases profitability least. When we look at the standard deviation values having almost the same arithmetic averages; arithmetic average values of gross sales and low cost in large-scale companies are close to each other. But we conclude that low cost influences the profitability more than gross sales in some companies because standard deviation of low cost is higher than the standard deviation of gross sales. In the research, effects of gross sales, net sales, interest income, low cost and entity's repurchase agreements on profitability increase were analyzed.

- In large-scale and medium-scale companies; team of specialists is in the 1st rank; technology is in the 2nd rank and pricing policy is in the 3rd rank.
- In small-scale companies, quality of services is in the 1st rank, technology is in the 2nd rank and cost is in the 3rd rank.

We can examine information and findings related to order of priority of Change Activities of Businesses among the factors compelling the companies to change in two stages: according to scale type and sector type.

According to Scale Type: Which activities according to scale type attached more importance by the companies during change activities were ranked in the course of responding the questionnaire based on the order of priority. Accordingly, arithmetic average values and standard deviation values for the said factors are calculated. The lowest value in arithmetic average is team of specialists change activity that is attached most importance. The highest value in arithmetic average is technology activity that is attached least importance. When we look at the standard deviation values of the values having close arithmetic averages; teamwork and research and development activities have almost the same arithmetic average value. But we conclude that teamwork is given more importance than research and development in some businesses since standard deviation value of teamwork is higher than the standard deviation value of research development activities.

- In large-scale companies, research and development is in the 1st rank, teamwork is in the 2nd rank, communication is in the 3rd rank and personal development is in the 4th rank.
- In medium-scale companies, research and development is in the 1st rank, teamwork is in the 2nd rank, personal development is in the 3rd rank and communication is in the 4th rank.
- In small-scale companies, teamwork is in the 1st rank, research and development is in the 2nd rank, personal development is in the 3rd rank and communication is in the 4th rank.
- In micro-scale companies, research and development is in the 1st rank, teamwork is in the 2nd rank, communication is in the 3rd rank and personal development is in the 4th rank.

5.8 Information and Findings Related to Methods Applied in Increasing Profitability among Factors Compelling Companies to Change

Those factors were enumerated in order of priority in the course of responding the questionnaire for determining which change management practice is more effective. Arithmetic average values and standard deviation values are calculated based on scale type and sector type for the factors ranked according to their order of priority.

According to Branch Type: There is statistical data related to methods applied in increasing the profitability. The lowest value in arithmetic average is the most increasing value in the course of change. The highest value in arithmetic average is the least increasing value in the course of change. When we look at the standard deviations

of values having close arithmetic averages; increase in motivation and sales in food sector have close arithmetic averages. But it shows that sales in some businesses are more effective because the standard deviation of sales is higher than the standard deviation of motivation. Accordingly:

- In Bahcelievler branch, in terms of service quality, costs, technology and competition with other units, it is thought that operating profit being in the 1st rank, sales being in the 2nd rank, motivation being in the 3rd rank and determining customer needs being in the 4th rank increase the profitability.
- In Beylikduzu branch, it is thought that operating profit being in the 1st rank, motivation being in the 2nd rank, sales being in the 3rd rank and determining customer needs being in the 4th rank increase the profitability.

5.9 Information and Findings Related to Performance Evaluation and Reward System among Factors Compelling Companies to Change

According to Scale Type: It is seen that there is a reward system, and it is applied in large- and medium-scale companies. It is evident in the statistics that there is no such system in small-scale companies.

According to Branch Type: It is seen that International Hospital applies this system at the highest rate. Avclar Mediana hospital has the lowest rate. The lowest value in arithmetic average is the value increased most during change. The highest value in arithmetic average is the value increased least during change. When we look at the standard deviation values of the values having close arithmetic averages; motivation and sales have close arithmetic average values in medium-scale companies. But it shows that service delivery in some hospitals affect patients more because the standard deviation of sales is higher than the standard deviation of motivation. Accordingly:

- In large-scale hospitals, it is thought that team of specialists in the 1st rank, types of treatments in the 2nd rank, technology in the 3rd rank and determining customer needs in the 4th rank increase the productivity.
- In small-scale hospitals, it is thought that service delivery in the 1st rank, team of specialists in the 2nd rank, determining customer needs in the 3rd rank and technology in the 4th rank increase the productivity.
- In micro-scale hospitals, it is thought that payment facilities in the 1st rank, technology in the 2nd rank, determining customer needs in the 3rd rank and service productivity in the 4th rank increase the profitability.

| HOSPITALS | Factors | Arithmetic Average | Standard Deviation |
|---------------|------------------------------|--------------------|--------------------|
| INTERNATIONAL | Motivation | 2.6757 | .97337 |
| | Patient Demands | 3.1351 | .91779 |
| | Increase in Sales | 2.5135 | 1.19307 |
| | Increase in Operating Profit | 1.8378 | 1.11837 |
| BAHCELIEVLER | Motivation | 2.6389 | .54263 |
| | Patient Demands | 3.5278 | .90982 |
| | Increase in Services | 2.4167 | 1.02470 |
| | Increase in Operating Profit | 1.4167 | .80623 |
| CAMLICA | Motivation | 2.2500 | .63867 |
| | Patient Demands | 3.5000 | .94591 |
| | Increase in Sales | 2.3000 | 1.21828 |
| | Increase in Operating Profit | 1.9500 | .99868 |
| KADIKOY | Motivation | 2.6667 | .96609 |
| | Patient Demands | 2.9048 | 1.17918 |
| | Increase in Sales | 2.5714 | .81064 |
| | Increase in Operating Profit | 1.8571 | 1.27615 |
| BAHCELIEVLER | Motivation | 2.8000 | .84690 |
| | Patient Demands | 3.3000 | .98786 |
| | Increase in Sales | 2.3333 | .92227 |
| | Increase in Operating Profit | 1.5667 | .97143 |
| OTHERS | Motivation | 2.8125 | .91059 |
| | Patient Demands | 3.1875 | 1.04682 |
| | Increase in Sales | 2.1875 | 1.10868 |
| | Increase in Operating Profit | 1.8125 | .98107 |
| TOTAL | Motivation | 2.6500 | .82569 |
| | Patient Demands | 3.2750 | .99020 |
| | Increase in Sales | 2.4063 | 1.04789 |
| | Increase in Operating Profit | 1.7063 | 1.02544 |

Table 1. Statistical Data Belong to Hospitals

| SCALE TYPE | DURATION | ARITHMETIC AVERAGE | STANDARD DEVIATION |
|------------|----------|--------------------|--------------------|
| Large | duration | 9.5205 | 3.49646 |
| Medium | duration | 8.3947 | 4.51392 |
| Small | duration | 4.5556 | 3.91411 |
| Micro | duration | 3.4000 | 3.28634 |

Table 2. Implementation Duration of Change Management Practices according to Scale Types

5.1 Information and Findings Related to Implementation Duration of Change Management Practices among Factors Compelling Companies to Change

We can examine the findings in two stages: according to the scale type and branch type.

According to Sector Type: Implementation durations of change management practices are given. Accordingly, the value with the highest arithmetic average shows us that change management practices are being applied for the longest time. Accordingly, change management practices are carried out at International Hospital for the longest time and at Kadikoy hospital which was opened recently for the shortest time. Although the arithmetic averages of Bahcelievler and Kadikoy branches are the same, the standard deviation of the Kadikoy branch is higher, it is concluded that change is implemented in some financial companies for a longer time. Regarding the stages affecting the increase of profitability among the factors compelling hospitals change, 40% of the employees do not know which stage is effective in increasing the profitability and 38.5% stated that it is the dissolution stage.

When we look at the Multidimensional Scaling of Factors Affecting the Increase in Profitability among Factors Compelling Hospitals to Change: The relationships between depreciation, sales, technology, patient satisfaction and operating expenses, which are effective in increasing the profit, are shown below. Accordingly, the most effective factor in increasing the profitability is sales. The least effective factor is depreciation. Their effect in descending order is given as, sales, customer satisfaction, technology, expenses and depreciation.

5.2 Information and Findings related to number of Services Provided

Arithmetic means and standard deviation values of the change in amount of services and net profit change according to the region where the hospitals are located are examined. Accordingly, net profit change in Bahcelievler hospital is a more effective variable than sales. In general, when the change practices are considered by sectors, it is seen that it causes an increase in sales and profit.

The distribution of how long the change management practices have been implemented by scale type is given. Accordingly, we conclude that it has been implemented in large-scale hospitals for the longest time and in micro-scale companies for the shortest time.

6 Results of the Research

The research was applied to hospitals belong to Medicana health institution located at different regions. A survey was conducted with 244 middle- and top-level managers of Turkish and international companies to assess the said hospitals in terms of team of specialists, technology, pricing policy and service quality. Answers received during responding the questionnaire were ranked based on their importance level. Responds to the questionnaire were ranked according to their order of importance. In the ranking, the most important number was “5” while the most unimportant number was “1”, which was designated by the respondent. The level of importance is from “1” to “5” in ascending order. Data obtained as a result of survey are discrete parameters since the survey answers were ranked according to their order of importance. As we could not obtain continuous parameters, f test, t test and z test analyses could not be carried on the survey data. Frequency percent values, arithmetic average, standard deviation, correlation and multidimensional scaling analyses were performed on the survey data by means of SPSS program.

Change management practices ensure the businesses both to stay in the market by following the technology and to increase their profitability. In the research, it is intended to determine the effects of change management practices on profitability of health organizations, technological factors, competitive conditions and employee motivation. The suggestions developed in the light of information and findings obtained are summarized below. The people who participated in the research are consisted of 45.5% top-level, and 54.5% are middle-level managers. Survey participants defined 42% of the companies they work for as large-scale, 43.7% as medium-scale, 10.3% as small-scale, and 2.9% as micro-scale. And 1.1% of them did not make this definition. 25.3% of the participants of the survey work in food sector, while 20.7% work in medical equipment, 11.5% insurance, 14.9% consumables and 18.4% in finance sectors. 9.2% did not define the sector by saying “other”.

In change management practices, while the targeted structure within the company is more directly stated in large- and medium-scale companies, no such distinction seen in small- and micro-scale companies. It is determined that increase in competition among factors compelling hospitals to change causes increase in motivation, an unchanged social structure and decrease in profit. On the other hand, it is determined that technology increase causes decrease

in competition. In International Medicana Hospital, while the team of specialists is in the 1st rank, technology and service diversity shares the 2nd rank. In Kadıkoy and Bahcelievler, the team of specialists is in the 1st rank, treatment diversity in the 2nd rank and technological devices are in the 3rd rank.

- In large-scale companies, technology is in the 1st rank, team of specialists is in the 2nd rank and service quality is in the 3rd rank.
- In medium-scale companies; team of specialists is in the 1st rank, technological devices is in the 2nd rank and treatment diversity is in 3rd rank. But close proximity of the coefficients shows that these three factors compel companies at equal levels.
- In small-scale hospitals, pricing policy and team of specialists is in the 1st rank, while technology is in the 3rd rank.
- In micro-scale companies, prices is in the 1st rank, team of specialists is in the 2nd rank and technology is in the 3rd rank.
- The change management practices are determined to perform upon a co-decision of superiors and subordinates.
- It is concluded that in the hospitals of Bahcelievler, Kadıkoy, Avcılar and International, approximately 20 to 30% of the employees do not go to their executives. It is determined that employees do not go to their superiors in the medium-scale companies.
- The factors which increase profit most are ranked like this, net number of given treatments, gross number of given services, low cost, service delivery and use of technology.
- It is determined that in large and medium scale companies' performance evaluation price has been implemented and applied. It is seen that in small scale companies such system does not exist. It is ascertained that branch of International applies the evaluation of performance system with the highest rate. Lowest rate is seen to be possessed by Avcılar Medicana.
- It is seen that there is a performance evaluation and reward system, and it is applied in large- and medium-scale companies. It is seen that there is no such system in small-scale companies. International branch is determined to apply performance evaluation system substantially. And Avcılar Medicana is seen to have the lowest rate.

Regarding the increase of productivity in Health Organizations; it is thought that in International Medicana, Bahcelievler Medicana, Kadıkoy Medicana and other hospitals, digital service productivity and profit being in the 1st rank, having a team of specialists in the 2nd rank, motivation being in the 3rd rank, determining customer needs being in the 4th rank increase the profitability. In the insurance sector, it is thought that operating profit being in the 1st rank, motivation being in 2nd rank, sales being in 3rd rank, determining customer needs being in the 4th rank increase the profitability.

In large- and medium-scale hospitals; it is determined that the profit depending on the service delivered being in the 1st rank, number of treatments being in 2nd rank, motivation being in the 3rd rank and determining customer needs being in the 4th rank increase the profitability.

In small-scale hospitals, it is seen that the service quality obtained based on the number of treatments being in the 1st rank, motivation being in 2nd rank, profitability being in the 3rd rank and determining customer needs being in the 4th rank increase the profitability.

In micro-scale hospitals, it is determined that motivation being in the 1st rank, number of treatments being in 2nd rank, determining customer needs being in the 3rd rank and corporate productivity being in the 4th rank increase the profitability.

It has been determined that change management has being implemented by large-scale companies for a long time, while micro-scale companies have just begun to implement it. According to the results of the analyses conducted, 40% of the employees do not know which stage is effective in increasing the profitability. And 38.5% stated that it is the dissolution stage. The most effective factor in increasing productivity is the patient's satisfaction with the service provided. According to this, health tourism, which is the most effective factor in increasing the net efficiency of the period, has a great importance in terms of productivity. The least effective factor is the increase in the extraordinary compulsory treatment service.

As a result of the study, all the partial correlation coefficients are found to be statistically significant at 5% significance level. As the implementation duration of change practices increases, a 41% increase in net profit and a 30% increase in sales occur. There is a moderate linear relationship between diversity of services and profit change which is 45% statistically significant. The change management practices have been found to increase profitability in the companies in the long-term.

Change management practices increase hospital profitability and employee motivation.

Having a team of specialists to increase the efficiency in the health sector does not only increase the quality-of-service provision, but also ensures that the technology is closely monitored, and organizations develop against competitive conditions. With the development of technology, as almost in every institution, also health institutions

structure themselves in order to keep up with the latest technology since it serves human health as well. By this way, it will have the chance to compete with its competitors in the sector in the most proper way and will try to get the best share for itself to ensure productivity in the field of healthcare. All health service providing organizations increase productivity by ensuring motivation of health employees in the best way, besides opening up to the world. The increase in service productivity increases the organizational productivity in the long-term. Health institutions should adopt the principles of change management and integrate to the world in order to survive and continue to exist in today's competitive environment, and they should also adopt the principle of increasing the performance by increasing the use of technology and organizational commitment of the employees as a corporate culture, in addition to improving the service quality in the sector.

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