

IMPACTS OF CHANGE MANAGEMENT ON ORGANISATIONAL PERFORMANCE

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Abstract - *Change management is necessarily inevitable in view of the intensive competition in any organisations thus, creating both a threat and a challenge for such organisation.to continuously change their structural and functional characteristics to exist, survive and remain competitive at all times. The objective is to examine the impacts of change management on organisational performance; therefore a content analysis approach research design was adopted. The study concludes that to improve performance, changes must be made to the organizations'' processes and system structures or job roles. Therefore, the study recommends that iii. To avoid resistance to change, appropriate change strategies should be put in place by change managers the participative strategy is recommended for change managers. Also, organizations should employ the service of internal change managers to work hand-in-hand with such expert employed externally so as to facilitate growth in performance and smooth change implementation.*

Keywords: *Change, Management, change management, performance, organisational performance, resource management and innovation.*

INTRODUCTION

In today's rapidly changing business environment, the unique competitive advantage of organizations appear to be its ability to adopt and adapt to change (Lawler and Worley, 2016). Change is Universal, a constant across public and private sector organisations (Brunton and Matheny, 2019). The public sector organisations were traditionally not faced with competition and market dynamics hence had no incentive to change their way of doing business. This has since changed as competition is cropping up in the public sector and administrative public tasks are increasing and becoming more complex.

Organizational change is characterized by the introduction of new organizing and working arrangements (Harwood and Giles, 2015). The change will always impact on those affected by it in the organisation positively or negatively. The changes can provide opportunities for growth and development to some and threats from establishing new relationships, skills, and activities to others (Kiefer, 2015). The negative impact of change results in organizational change efforts failing to meet the proposed objectives. This can be in the form of wasted resources, sunk costs and low productivity. Many researchers indicated a high failure rate of 70 percent for most change initiatives (Kotter, 2018).

Change management is the process, tools and techniques to manage the employee side of a change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transactions resulting in the adoption and realization of change. An organization can deliver its strategy. This entails the optimal alignment of positions, accountabilities and authorities, people, deliverables and task. If these are not well aligned, performance will be sub optimal. Research shows that only about 50 % of manager direct report relationships are optimally aligned, so it seems unlikely that most organizations are best positioned to deliver their strategies (Nyaunga, et al., 2015). The very essence of Change Management is to ensure that change does not impact negatively on the organization's performance thereby hindering operational effectiveness and

Conspicuously, despite the consensus among scholars, practitioners, analysts and policymakers that change management remains a sine qua non to organizational performance, empirical evidence devoted to exposing their symbiotic relationship is scanty especially in developing nations like Nigeria with hyper-competitive and continuously evolving business environment. Informed by the scantiness nature of documented studies in Nigeria despite the global recognition of the significance of change management to virtually all organizations, this study is therefore poised at investigating how change management affect organizational performance in Nigeria.

Statement of the Problem

Change management is necessarily inevitable in view of the intensive competition in any organisations thus, creating both a threat and a challenge for such organisation.to continuously change their structural and functional characteristics to exist, survive and remain competitive at all

times. Change forces, both within and outside an organization has continued to wrestle against the effectiveness, efficiency and productivity of organizations. Another problem faced with change management is poor organizational learning (arising from poor knowledge management, deficient training and development, poor talent promotions and ineffective peer learning). Stakeholders' involvement in change does not also come with ease because their perception that the change may not favor them or may not be constantly consulted, thus, they do not effectively participate in the change and do all they can to even resist the change, resist any form of mitigation, deliberately ignore their team roles, recognition of team leaders. However, organization's change management strategy has significant effect thus, bringing about improvement in the performance of such organisation.

Research Objectives

The research is intended to achieve the following objectives:

- i. To examine the impact of innovation management techniques (IMTs) on organisational performance.
- ii. To assess the effect of resource management on organizational performance.

LITERATURE REVIEW

Concept of Change Management

Defining change management is tough under any circumstances, especially in the context of new technology being implemented in an existing organization. Mention the issue of change management and a typical response to the question will be, "Does it really matter in the real world?" The answer to that question is "of course". After all definitions are important because they can provide clarity. In the simplest sense, change management means the process of helping a person, group or organization change. The word "management" implies an effort to plan the change and exert influence over other people in the process. Thus change management implies purposeful effort to bring about change. Nwinyokpugi (2018) define change management as "the continuous process of aligning an organization with its market place - and doing it more responsively and effectively than competitors".

According to Kogila (2016), change management essentially entail the plans on how to make something different in an organisation in a manner that does not disrupt the day to day undertakings. A good change management process pronounces explicit methods or approaches of addressing business operations or processes. The paramount goal of establishing a formal change management framework is to ensure that the negative effects of change introduction are minimized. Organisational stakeholders need to create a plan on how to recognize the need for change as well as master the modes of implementing and monitoring the change for successful institution of a change management.

Innovation management techniques (IMTs)

Innovation management techniques (IMTs) aim at the improvement of firm competitiveness by means of knowledge management. The research study, based on a survey at the European level, concludes that a knowledge-driven economy affects the innovation process and approach. The traditional idea that innovation is based on research (technology-push theory) and interaction between firms and other actors has been replaced by the current social network theory of innovation, where knowledge plays a crucial role in fostering innovation. Simultaneously, organizations in both public and private sectors have launched initiatives to develop methodologies and tools to support business innovation management. Higher education establishments, business schools and consulting companies are developing innovative and adequate methodologies and tools, while public authorities are designing and setting up education and training schemes aimed at disseminating best practices among all kinds of businesses (Dawson, 2018).

The field of change management is influenced by the new trends and innovations which dictate the strategic changes businesses must make in a complex business environment. With improvements in technology and the globalization of the business operation, change management is integral to corporate success. The ability for a manger to adapt and remain current with these changes is central to their role. Additionally, understanding the complexities that are inherent with the field of change management allows a manager to proactively prepare for inevitable change. (Amin, 2018)

Resource Management

Resource Management is the process of utilizing various types of business resources efficiently and effectively. These resources can be human resources, assets, facilities, equipment, and more. Dawson (2018) posits that utilizing every resource intelligently is imperative for every organization as they are the most high-priced investments of any business. Moreover, organizations spend a lot of time and cost in creating the right talent pool. Therefore, when their skills and competencies are tapped to their maximum potential, it enhances overall efficiency and profitability.

Non-economic resources do not have a direct link to money and finance e.g. friendship, love etc. Human resources are things that are created by a person e.g. Relationships, knowledge, skills, time etc. Non-human resources are objects that can be touched and used by humans e.g. petrol, computers, money, cars, books etc. If an organization is to achieve its goals, it must not only have the required resources, it must also use them effectively. The resources available to a manager are human, financial, physical, and informational. While human resources have always been critical to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organizations (Roloff et al., 2018). Human resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities that are expected to perform job activities in a manner that contributes to the attainment of organizational goals. How effectively employees contribute to the organization depends in large part upon the quality of the human resource program (including staffing, training, and compensation) as well as the ability and willingness of management--from the Chief Executive Officer to first-line supervisors - to create an environment that fosters the effective use of human resources and material resources (Dawson, 2018).

Concept of Organizational Performance

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Hamid et al., (2017) emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes.

Organizational performance has been the most important issue for every organization be it profit or non-profit one. It has been very important for managers to know which factors influence an organization's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualizing, and measuring performance have not been an easy task. Researchers among themselves have different opinions and definitions of performance, which remains to be a contentious issue among organizational researchers. The central issue concerns with the appropriateness of various approaches to the concept utilization and measurement of organizational performance. Anyadike (2018) define an organisation as a set of individuals practically collaborating in pursuit of common objectives.

The concept of organizational performance is otherwise called organizational success or organizational worth which associates with goal attainment. However, Nwadukwe and Court (2019) see it as the process of determining the extent of organization's performance level is called organizational performance. Iwu, et. al. (2015) posits that organizational performance is the extent to which an organization as a social system with the resources and means at its disposal fulfils its objectives without incapacitating its means and resources and without placing undue strain upon its members.

2019).

Theoretical Review

The Burke-Litwin Model

Also known as the Causal Model of Organizational Performance and Change, the Burke Litwin Model suggests linkages that hypothesize how performance is likely to be influenced by internal and external factors (Burke, 2018). The theoretical model was proposed by Burke and Litwin (2019). The theory presents a framework to useful in assessing dimensions of the environment and organization that are important to a change which is successful. It further exhibits how these dimensions should be linked causally to achieve a change in performance. As added by Martins and Coetzee (2019), the causal model associates what may be understood from practice to what is known from studies and theory. The Burke-Litwin model illuminates how different dimensions link with each other and further presents how the external environment affects the different elements in an organization. The theory is critical as it serves as a frame for both planned and

organizational diagnosis, managed organizational change, one that clearly shows cause-and-effect relationships (Burke & Noumair, 2015). The model demonstrates the various drivers of change and ranks them in terms of importance. Following is a diagrammatical representation of the model and has the most important factors featuring at the top.

The Burke-Litwin model ideally presents how the combined framework consisting of external environment, strategy and mission, culture in the organization, organizational structure, practices by management, systems, climate in the work unit, jobs and skills of individuals, needs of individuals and values as well as motivation are likely to influence both Individual and organizational performance. The model will be critical to the current study as it will guide the assessment of leadership, organisational learning, stakeholder involvement. In particular, the study suggests a cause and effect relationship between change management strategies such as leadership on performance of the organisation. Of essence to state, the researcher will be seeking to determine the extent to which the propositions of the model hold with regard to the effect of each of change management variables on the organizational performance.

Empirical Review

Igwe et al (2018) investigated the effectiveness of change management and the level of commitment of top management of manufacturing firms in South Eastern Nigeria. Data were collected from two hundred and five (205) participant manufacturing firms who were financial members of Manufacturers Association of Nigeria (MAN). 267 copies of questionnaire were distributed. Using Chi-square (X) statistic and Pearson product moment correlation coefficient, the study revealed that change management improves the level of performance and that there is a very strong positive relationship between commitment of top management, middle management and success rate of implementation in the selected firms. Thus, the authors advocated that leaders and top management of these organizations should make the process of change management more conducive and organization friendly.

Olajide (2019) empirically examined change management and its effects on organizational performance of Nigerian telecoms industries using total of 300 staffs of Airtel randomly selected staff. Data was analyzed using One-way Analysis of Variance. The result revealed that changes in technology has a significant effect on performance and that changes in customer taste has a

significant effect on customer's patronage. The result also shows that changes in management via leadership has a significant effect on employee's performance. The study therefore concludes that nothing remain still in the world of business as change is the only thing that is constant. Therefore, it was recommended that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes.

Similarly, Noble (2019) assessed the extent of employee involvement in the change management processes; assess the impact of change management on employee job satisfaction and thirdly, attitude of employees after organizational change. A descriptive survey research design was employed to administer a self-designed questionnaire to one hundred and forty respondents using simple random sampling. Data was analyzed using SPSS and presented in descriptive form. The main findings indicated that employees' involvement in the process was limited to provision of adequate information. It was also revealed that generally, the change had a positive impact on employees' job satisfaction. Finally, employee attitudes after the change were found to be positive. Interestingly, respondents disagreed with the issue of high level of trust after the change process. Besides the confliction of previous findings, it was observed that studied devoted to change management on organizational performance in Nigeria is limited and no study has been devoted to MTN in Nigeria. Therefore, the need to contribute to the bag of mixed findings and increase the existing body of knowledge necessitated the present work.

METHODOLOGY

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to this work. The data was analyzed using the content analysis approach. This is because of its major dependence on the secondary source data.

CONCLUSION

Change has now become a regular feature of business life as part of the desire for increased organizational performance and the ever important need to satisfy stakeholders. Therefore, for change to succeed, the human aspect to change management must be successfully addressed in

order to avoid resistance to change. Implementation of change often results in periods of organizational tension because it involves moving from the known to the unknown and therefore risky, stressful and complex. However, it can be effective with participative style of management such as training employees on change during implementation which gives them knowledge, skills and expertise needed during the change process, hence, fostering quick and smooth implementation of the change. To improve performance, changes must be made to the organizations' processes and system structures or job roles.

However, managers should demonstrate strong leadership throughout the organization by spreading leadership and decision-making responsibilities in order to inspire and motivate employees to play an active role in implementing change thus improving the telecommunication performance. Lastly, this study has provided some discussion on some issues which need to be considered and suggested a programme for implementing major change based not merely on theoretical studies but on practical experiences.

RECOMMENDATIONS

Based on the statement of problem, the objective of the study and the result of the findings, the following recommendations are made.

- i. The communication strategy is ever turbulent and sensitive to change so; organization should be ready to accept change which would eventually lead to change in plan in order to achieve predetermined performance.
- ii. Organization in the industry should take cognizance of their environment via scanning as this is the only way by which pressure on it can be reduced during change. For successful change implementation, workers should be properly trained on change programmes and should be educated on the reasons for change.
- iii. To avoid resistance to change, appropriate change strategies should be put in place by change managers the participative strategy is recommended for change managers. Also, organizations should employ the service of internal change managers to work hand-in-hand with such expert employed externally so as to facilitate growth in performance and smooth change implementation.

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