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Change Management and It's Perpetrate on Organisation

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Abstract:
Change management and its impact on organization is the main purpose of this research study. The study objectives are to: identify if appropriate management of change will influence organisation performance; determination of the factors those can drive changes in the selected organization; how performance of employees can be influenced by different types management of change programme; what types of resistance to change programmes can be adopted by the organization; finally identification of the critical success factors for managing change in organisation. Descriptive survey design has been adopted for this study. Nature of the problem area has been thoroughly considered for this research. The reason why this design was adopted was because the researcher would make use of the primary data obtained through the questionnaire. The study population comprises of staff of Dangote Flour Mill Plc. Sampling techniques selected for this study was Simple random sampling. The research instrument used was questionnaire. The data collected was analyzed using simple percentage while hypotheses were tested using correlation with the aid of statistical package of social sciences (SPSS) version 17. This study suggested that along with external expert, internal change managers should work hand-in-hand to facilitate growth and smooth implementation of change. It has also advised managers from manufacturing industry to prophesy change as in this Industry change occurs frequently. This study concludes that change management is mandatory for development of organization.

Keywords: Management of change, effects, organization and performance

1. Introduction

An organization is looked with the need to change rapidly and drastically so as to get by in the changing industry condition. The requirement for change in an organization to improve its advancement has turned into an unavoidable element for organizations. Present day organizations need to consistently adjust to new circumstances or changes on the off chance that they are to endure. It is sure in present day organizations that they will face change and need to change as needs be. Hierarchical change results in the reception of another thought or conduct by an organization. Organizations in this way may need to receive and grasp various kinds of changes. Hierarchical change might be driven by business and monetary components, rivalry, innovative headway and globalization, emergency, adjustment of objectives and qualities, and other related elements. These drivers of changes may prompt changes in work systems, managerial approaches, innovation, items, or corporate culture, bringing about the improvement of an organizations advancement (Akhimien, 2013).

Change gives direction or guide to the realization of organizational goals or objectives. Firm execution is emphatically affected by the nearness of management of change which will in general make a huge commitment on hierarchical capabilities, and this thus turns into an incredible lift for further improving ingenuity. Organizations link the maximization of performance with management of change practices. As a result of concentrated challenge, shorter item life cycles, unpredictable item and market conditions, firms continually look for more current wellsprings of upper hand, a standout among the most significant being management of change, that can possibly improve and decide an organization's destiny (Divyanshu and Ila, 2013).

Organizations today have progressively turned out to be mindful of the significance of management of change. This mindfulness in a framework is a basic measurement in the exhibition of organizations. The genuine encounters substantiate the presumption that regardless of how complex and present day the business exercises of the organization may progress toward becoming, it will be incredibly hard to continue its development and adequacy except if there are techniques that supplement its activities.

There are many practices among organizations to implement change. Academicians, consultants and practitioners are making continuous research on it. Changing nature of the organization's external environment has demanded change management. It is an approach to find the most proper fit by actual, systematic interpretation and adaptation between business strategies and plans (Gerrard and Ondabu, 2014).

It is all about the integration of all institutional functions, organizational goals and reactions to the external environment (Armstrong, 2009). There are various investigations focusing on the management of change for organizations in terms of contribution in the worldwide economy. The journey for management of change has for quite some time been a focal principle of the field of key administration.

According to Akhimien (2013) change does not happen easily as there are often resistance to it. Nonetheless, there is a requirement for organizations to recognize such opposition and address them. Additionally, organizations need to figure out how to foresee and encourage change to empower them keep pace with the fast changes, and further upgrade their advancement. Frequently, organizations and people are reluctant to change except if they see an issue or an emergency. The inability to change, to adjust and go with changes in the present business condition leaves an organization powerless, static and uncompetitive. Such organizations might be left with practically no business at all to do as they might be rendered wasteful and inadequate. This may prompt the organization dropping bankrupt, and overwhelmed by its rivals. A move in any of the drivers of progress subsequently, consequently requires an organization to go toward that path, adjust change, and execute change to acquire an improvement hierarchical advancement. Not making such a move makes an organization incapable and ugly. Authoritative change impels an organization to hierarchical improvement. In this manner, the inability to change suggests that an organization will hide behind as far as improvement too. Henceforth the primary point of this exploration is to decide whether the board of progress could have critical impact on organization.

1.1. Problem Statement
It had been observed in the past that attempts of change management fails may a times. It never put any guarantee for delivering perfect or expected outcome. Significant change, however, is a disruption in the expectations of the future which is viewed as a loss of control. Resistance to change is therefore often the reaction. People are not likely to change the way they have been working, especially when it is not clear what the goal of the whole operation is and who will benefit from the changes. Today, private institutions are facing many challenges in many areas of operation, this is mainly due to stiff competition and lack of change or even failing to implement change if at all change has been introduced. Against this background, the researcher is motivated to examine the causes of these resistances in order to enhance efforts to know if management of change could have significant effect on organisation.

1.2. Purpose
To check whether management of change has significant effect on Organization or not is the primary objective of this research.

1.3. Other specific Objectives of study
- To identify if performance of organization can be affected by appropriate management of change.
- Identification of drivers behind change management for selected organization.
- To spot several types of change management programme those can influence employee performance.
- Type's resistances can be observed while implementing change in organisation.
- To find out critical success factors for managing change in organisation.

1.4. Research Questions
To fulfill objective of the study, the following research questions need to be addressed

- Up to what extent organisational performance will be influenced by the management of change?
- What are the drivers behind change management for a selected organisation?
- Through which types of change management programme employee performance can be influenced?
- How many types of resistance to change can be observed in organisation?
- What are the critical success factors for managing change in organisation?

2. Significance of the Study
Main purpose of this research was on the how change(s) could be used to enhance the development of corporate entity, since without change an organization will not achieve effectiveness and efficiency. In this regard, the research sought to obtain information on various change(s) that has taken place, and is on-going within what prompted such changes, resistances faced and how its outcome has helped improve the entity's development. This study is particularly important since it will provide every institution in-depth knowledge on the key factors that facilitate management of change in Nigeria and beyond. The study will also provide the organisation and other and non- institutions with research literature related to the impact of organisational change on the performance of organisation.

It will also provide students and researchers with data about some initiatives taken by Nigerian Organizations to resist change management. Moreover, it also finds certain areas where knowledge is insufficient in management of change practices in Nigeria.

2.1. Scope of the Study
The study examined management of change and its effect on organisation. It was limited to Flour Mills Nigeria Plc which includes the Head Office in Apapa-Lagos State. The head office branch constitutes an important location of the company and holds a large population of employees.

2.2. Conceptual Clarifications of Change

Change in structure, adopting technology etc in a company are termed as change management as per Korir et al. (2012). All levels employees like executive leaders, managers as well as employees should take part of it. For Moran and Brighton (2011) change management is the process to renew something new in direction, structure and capabilities of organizations to cater needs of external and internal customers which changes frequently.

As a necessity it has become important step to survive, succeed and remain competitive in today's highly volatile and continuously evolving business environment. The frequency of change is very frequent in today's business. To serve a complex business the change management need to focus on certain key areas like:

- Based on type and degree of change different styles of leadership are one of the keys to success. Right type of leadership i.e. Coercive, consultative and collaborative provides the vision and rationale for change.
- To enforce effective change right, suitable and timely actions are the main driver.
- Organizational development is the major step to achieve before expecting the full effect of change management.
- Active involvement along with two –way communication is key enabler for change management.

2.3. Concept of Change

2.3.1. Forms Radical Versus Incremental

Redefine the organization or change its basic framework, including strategy, structure, people, processes and (in some cases) core values it known as Radical change. It addresses fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment.

On the other hand, Incremental change refers to the changes that happen all the time in organizations, which are generally not small, such as introduction of new technology and significant modifications of personnel practices etc. These types of changes usually occur within the existing structure of the organization. This is the most common type of change aims to maximize short term performance. The main logic is that environment is constantly changing, so incremental change being a continuous process is the only way to secure the future of the company as well as to improve performance of organization.

2.3.2. Reactive versus Proactive Change

Reactive change needed to provide response against some external event and or serious internal operational as well as managerial problems. According to Bennis and Thomas (2002), it is against the occurrence of an event. Pressure of external forces initiate these changes. Changes are generally unplanned in nature. As mangers are quite busy to analyze change needed priory, they make changes after facing various environmental events, various threats and opportunities.
Proactive changes deal with such areas where it is a high change to occur something serious. It is before experiencing management is taking actions to stop it. Here managers anticipate the reasons for change. Although it is proffered compare to reactive but very tough to implement. This is the reason why most companies tend to adopt reactive approach. Usually when the current performance is satisfactory it is a commonly held view that there is no need for change.

2.3.2.1. Developmental Change

Developmental change aims to do things in a better compared to old way of doing things.

2.3.3. Management of Change and Its Effects on Organizational Performance

Problem solving, training to improve technical expertise, enhancing communication and improving processes are some of the most commonly seen developmental activities in the organization. For Kanter and Peter (2009), developmental change is a convergent change because it consists of a set of incremental changes. It also focuses on incremental adjustments for some environmental innovations and continuous improvement that make an organization more fit in environment. This type of change is really recommended to achieve excellence and avoid constraints while performing.

2.3.3.1. Transitional Change

This occurs when to change a current scenario and implantation of something new is needed (Costello, 2004). It basically relies on rearranging or dismantling old operating methods. It needs a long period of time hence patience is the most important factor. Some examples are introducing new product lines or automation of management information system, new technology adaption among others.

2.3.4. Strategies for Managing Change

Management of change strategies are some techniques which are needed to manage change. It contributes towards positive dynamics. Strength and weakness should be known to companies before adopting any strategy. As a benchmark SWOT analysis need to be done for a range of internal as well as external comparators.

2.3.4.1. Challenges of Change

Change usually involves the introduction of new procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. The key to successful management of change lies in understanding the potential effects of a change initiative on these stakeholders. A new vision, set of driving values, mission

or goals constitute significant change. So do new performance standards, new policies or procedures, a new computer equipment installation, or a relocation of your business (Hemamalini, 2001). According to him, these challenges may manifest themselves under different names or other guises but are essentially the challenges of: Leadership-changing the running of an organization from a command and control nature of management to the nurturing and motivational nature of leadership. We know that leadership can make a great difference, and we know that its importance for organizational success is intensifying.

Change cannot be accomplished without the commitment and involvement of the organization's leaders. Focus-making business choices to bring alignment and focus to the organization. Without a consistent focus, it becomes incumbent on each member to interpret the environment and to make decisions on which opportunities to explore from his or her own perspective. The likely result is a collection of highly skilled individuals, working extremely hard, and pulling the organization in a number of uncoordinated directions. Hence today's leaders must rely more on the discipline to focus on the right opportunities for the organization to steer the followers in the right direction Commitment– Individuals who are asked to make a change are really being asked to make a commitment of personal energy. Company resources must be devoted to help workers understand the impending change, convince them of its value, and manage the resistance that will inevitably surface. As a leader builds understanding and generates commitment, the intense resistance to change, born out of fear of the unknown, is abandoned and replaced by the courage to take new directions and to actively pursue change

Resistance-Resistance to change is a human condition. Every human being and consequently every organization exist in a current reality; an understanding of themselves and a level of comfort with their current situation. Bringing new skills or knowledge into a company is not always easy. People fear change. Management should oversee this integration, and smooth the way by keeping everyone aware of the company's objectives and how new competencies have a valuable part to play. Resistance management may improve if the organization recognizes the potential benefits of resistance.

3. Empirical Literature

Management of change as a phenomenon is not a new concept. Every organization is affected by change. Still, organizational change initiatives fail at an alarming rate. This is because most initiative fail to consider how changes affect the people in an organization. Warrrilow, (2010) in his work stated that to effectively manage change in an environment experiencing change dynamics, there is a need to adopt strategies for managing such changes so that people can embrace change and direct it towards positive contribution of a given organization.

On the other hand, resistance is any conduct that tries to keep the status quo, and thus avoid change. Resistance has also been considered as a source of information; being useful in learning how to develop a more successful change process therefore it's not a negative concept as it could show change managers certain aspects that are not properly considered in the change process The model of the organizational change process has three phases: (a) planned interventions create changes in the organization work setting; (b) these changes in the work setting lead individuals to change their behavior; (c) these individual behavioral changes impact organizational performance and individual development, the key organization outcomes. Others involved in this discussion would emphasize that the intervention strategy needs to be driven by vision and strategy and that the arrows linking the components should be double-headed, reflecting the interactive nature of the components in the change process.

3.1. Theoretical Framework

The theories relevant to this study are discussed below. The action model explains the management of change process and how change managers can actually manage each stage while the kotter model explains the eight steps approach to effective management of change.

3.2. Action Research Model

Action research is a combination of changing not only attitudes and behavior, but also testing the change method being utilized. The first part of the change process must be action-oriented because the ultimate goal is to make change happen. The second part revolves around trying different frameworks in a real situation to verify whether or not the theories really work or applying the various theories in various situations that require change.

The process of action research is first to diagnose a need for change (unfreezing), then to introduce an intervention (moving) and finally to evaluate and stabilize change (refreezing). Each of these steps in the process is consistent with the three stages in Lewin's Model. Kotter (1995) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases.

3.3. Kotter Model

Kotter's eight step approach to management of change is as follows:
- People typically prefer the status-quo.
- Change means uncertainty about what the future looks like. Uncertainty makes people uncomfortable. Furthermore, people tend to mistrust things about which they are uncertain. That is why people avoid change. To encourage people to assist with the change, you must create a sense of urgency.
- This step is similar to interventions in drug treatment. To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people.

- While it is not impossible to get things done without a definite plan of action, it is much simpler (and you get more cooperation) if there is a clear plan in place.
- Since the status quo is more comfortable for most people, they are likely to revert to. business as usual and not flow with changes without a plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change.
- If people do not know that change is coming or has occurred, they are more likely to resist the change.
- Remembering once again that people tend to prefer the status quo and are apprehensive about new experiences, they must be encouraged or inspired to change. Also, if you want them to do something new, you will probably get more cooperation from them if you teach them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem-solving change.
- This step seems to be an extension of Step 5. People need to be rewarded when they break away from old behaviors and do something that is new and desirable. Basically, it is positive reinforcement. This is the step where you plan for, create and reward short-term wins that move the organization toward the new vision change.
- By this step, resistance should be diminishing, but you still need to observe actions. It is that same status quo thing. So, you nurture the change and make adjustments as necessary change.
- When it comes to work, you can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some people will tend to behave as if they have no reason to do anything differently than they did before.

3.4. Research Methodology

This section provides a description and an outline of the methods that will be used for this study. It includes: the research approach, the research population; the sampling procedure, source of data, instruments for data collection and the data analysis.

3.5. Research Design

The exploratory approach essentially aided in finding out what change has transpired in the management and staff of the Flour Mills of Nigeria Plc, what effect has the change incurred and what factors accounted for the change (Greener, 2008). It further provided an illumination of the types of resistance to the organisational change.
The hybrid method approach of research provides the ability to answer clarifications which are of complex nature from the participants' point of view as well as relationship between measurable variables.

3.6. Data Sources

This study used both primary and secondary data.

3.7. Primary Data

Data collected for the first time by a researcher is known as primary data. An advantage of using primary data is that it has been collected particularly for s study to fulfill specific objectives. The questions for are also designed to elicit the specific data in order to achieve the specific objectives. Primary data were collected from the respondents on the drivers of organisational change, the resistance to change, the effects of organisational change and how management of change can be enhanced to support organisational development.

3.8. Secondary Data

Secondary data are data taken by a researcher from documentary sources, internal or external. Types of secondary data include documentary secondary, survey – based secondary data and multiple – source secondary data Documentary data include written materials such as notices, correspondence (including e-mails), reports to shareholders, minutes of meetings, transcripts of speeches and administrative and public records. Also, Multiple – source secondary data are mainly documentary or on survey secondary data or a combination of the two.

3.9. Population of the Study

Population provides readers with the information on the individuals, organizations, groups and communities on which data will be collected exhaustively. It is the full set of cases from which the total population for this study is 69.

3.10. Sample and Sampling Techniques

Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data needed to collect by considering only data from a sub-group rather than all possible cases or elements. Some research questions will require sample data to generalize about all the cases from which the sample has been selected. This study is not an exception. Both probability and non-probability sampling techniques were used to identify a suitable sampling frame based on the study population, study objectives and the scope of the study.
All the management and staff of the organization are elements of the sampling frame for this study.

3.11. Instruments for Data Collection

Process of collecting data is the systematic gathering of data for a particular purpose from various sources; including questionnaires interview schedules, interviews, observation, existing records, and electronic devices. Data for this study was collected with questionnaires.

Primary data were collected from the selected population through the administering of questionnaires. Questionnaires include all techniques of data collection in which each respondent is asked to respond to the same set of questions in a predetermined order. It also includes both structured interviews and telephone questionnaires. Questionnaires were distributed to the management and staff of the Flour Mills Nigeria Plc. A combination of closed and open questions was used for this research. The choice of questions for achieving the aim of this study was influenced by the research questions and objectives.

3.12. Data Analysis Techniques

Following data collection was data analysis. Computation of certain measures along with searching for patterns of relationship among variables or data-groups is the main purpose of data analysis. It is the body of methods that help to describe facts, detect patterns, develop explanations, and test hypotheses. Data analysis can be quantitative (exploratory and descriptive), qualitative (inductive and deductive) or both. Both exploratory and the descriptive approaches have been used to analyse the quantitative data.

To understand exploratory data emphasis has been placed on diagrams to understand the data. Descriptive statistics helps to describe (and compare) variable numerically. After data are being collected from the organisation coding, rationalization and collation are done. Statistical Package for Social Sciences (SPSS) has been used to examine the strength of relationships and directions between variables.

3.13. Data Presentation, Analysis and Discussion of Findings

This section presents and analyses the data collected from the field. The data are analysed in line with the research objectives. The survey in Flour Mills Nigeria aimed at collecting data from the management and staff to identify the drivers of change of Flour Mills Nigeria Plc.

3.13.1. Socio - Demographic Characteristics of Sample

Demographic profile like sex and age of respondents, work experience in years, and their job positions have been showed in this section.
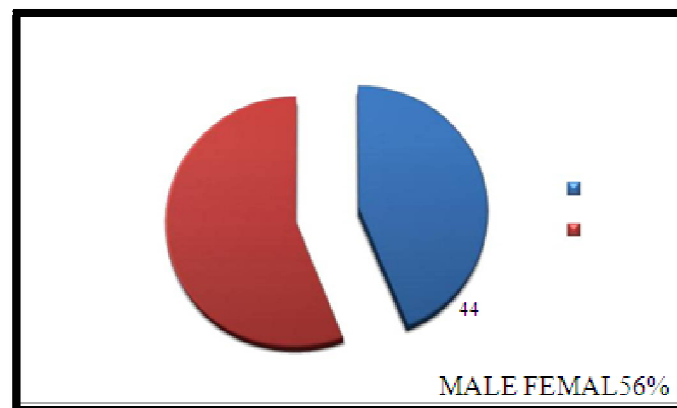

Figure 1: Sex of Respondents

The study revealed that 56% of the staffs are male and 44% are female.
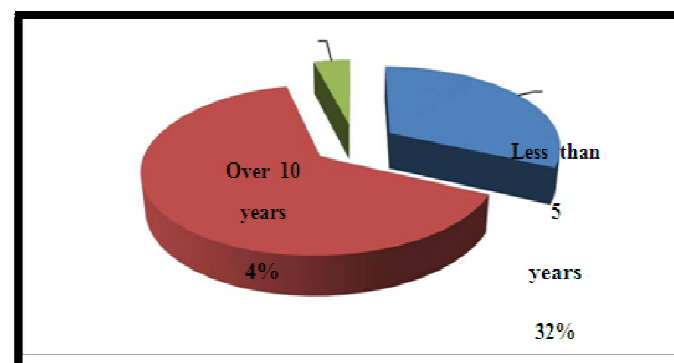

Figure 2: Years of Work of Respondents

From Figure 2, it can be inferred that 64% majority of the staff having been working in the from 6 to 10 years. On the other hand, 32%of the staffs have been in the for less than 5years while a minority of 4% have been in the for over 10 years.

3.14. Job Positions of Respondents

Data was collected on the job positions of the respondents could be observed that majority of the respondents comprises of top-level manager 25(50%) of the respondents, followed by middle level manager with 5(10%), and low-level manager representing 4(8%) each respectively.

3.15. Drivers of Change

This section discusses the drivers of change in the Flour Mill Nigeria Plc. The drivers were categorized into two, which are external and internal forces drivers of change in the organisation. The internal forces include Power and influence, Technology, Tasks, Structure and the Organisation's Mission whereas the external drivers include Socio-Cultural factors, political, economic and legal factors.

3.15.1. External Drivers of Organisational Change

The researcher further assessed the views of the respondents on the two general drivers of change. Table discusses results from the assessment of the external drivers**.**

External Drivers	Frequency	Percent
Economics	13	26%
Political	21	42%
Legal	6	12%
Socio-Cultural	3	6%
Technological	7	14%
Total	50	100%

Table 1: External Drivers of Change

From Table 1, showed that major amount of staff representing 21(42%) view politics as the highest external driver of change at the respondents representing 13(26%) also view economic forces as the second highest driver of change in the organisation. On the other hand, respondents representing 3(6%) also identify Socio-Cultural factor as the least driver of change.

3.15.2. Responses to Internal Drivers of Change at Various Organisation

The inference can be made that a majority of 15(30%) of the respondents identify Power and Influence as the major internal driver of change at the organisation. Again, respondents representing 13(26%) also view the Structure of the organization as the second highest driver of. Follow by 9(18%) for the Nature of Task, 7(14%) for Technology whiles 6(12%) view Organization's Mission as the least driver of change.

3.16. Types of Change Implemented at the Flour Mills Nigeria Plc

Respondents were asked to indicate the types of organisational changes that has occurred at the organisation.

3.16.1. Developmental Change

Developmental projects can seem more general and vaguer depending on how specific goals are and how important it is for members to achieve those goals. However, it may recognize current remedial issues and then establish a developmental vision to address the issues. Thus, change is implemented to make a successful situation even more successful.

3.16.2. Remedial Change

The respondents choose remedial as the second highest type of change representing 30(25.3%). Thus, change intended to remedy current situations to improve the performance of the organisation, help the organisation to become much more proactive and less reactive.

3.16.3. Planned

It was clearly seen that planned change is the third highest change described by the staff representing 22(23.2%) of the total responses. Conclusion can be drawn that changes are implemented by actors with knowledge about the change. Hence, change occurs when leaders recognize the need for a major change and proactively organize a plan to accomplish the change.

3.16.4. Continuous Change

Continuous change is situated and grounded in continuing updates of work processes. Data collected as reflected in Table 4.4 shows that 11(11.6%) of the total responses view change as continuous process.

3.16.5. Resistance to Change
The initiatives to resist changes had been pointed out for Flour Mills Nigeria Plc.

3.16.6. Factors of Resistance to Change
There is always a difference regarding how individuals can adapt organisational changes. One of the main reasons behind this is that involvements of Individuals also vary. Here the main causes for resistance have been highlighted to find why employees resist change at Flour Mills Nigeria Plc. Study found nine primary problematic areas. Areas are (i) fear of the unknown, (ii) Uncertainty (iii) fear of failure (iv)loss of power and control (v) misinterpretation of change (vi) concerns of financial loss (vii) poor communication (viii) Insecurity and (ix) leadership inaction.

Resisting Factors to Change	Frequency	Percent%
Fear of Unknown	1	2%
Uncertainty	4	8%
Fear of Failure	7	14%
Loss of Power and Control	5	10%
Misinterpretation of Change	5	10%
Concerns of Financial Loss	3	6%
Poor Communication	12	24%
Insecurity	8	16%
Leadership Inaction	5	10%
Total	50	100%

Table 2: Resisting Factors to Change at Flour Mills Nigeria Plc

4. Summary of Findings, Conclusion and Recommendation
The section presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this section does not only recommend solutions but presents the findings in relation to how change can be managed for enhancing the organisational development. The key components of the section include the summary of findings, recommendations and conclusion

4.1. Major Findings: A Summary
Research revealed two major drivers of change. These included internal and external driver. The internal drivers include the mission of the tasks that are performed by staff, the structure of the technology, power and influence. Furthermore, the external drivers revealed were economic, socio-cultural, political, legal and technological. The study indicated that out of the five internal drivers that trigger change, the staff views power and influence as the main driver of change. Externally, political factors were considered as the main external drivers for change at the flour mills.

4.2. Conclusion
It has enough evidence that change is essential for improving organisational development. Organizations need to be very cautious about the factors those can restrict success as well as can provide guarantee to bring success of the change programmes. This study has put some light regarding the impact of change on organisational performance such that performance can be enhanced in long future.

4.3. Recommendation
The following recommendations were stated for the study:
- People involved in change management should possess autonomy, flexibility to move freely, asked and placing direction to the working forces to achieve organisation's target, as well as the ability to influence others.
- To enforce organization's values, norms, behaviours, and perceptions proper strategies should be built.
- Change should be made in a way such that it stimulates employees to contribute more to achieve goal of organization.
- To increase performance and to implement changes, internal change managers should work together with expert employed externally.
- To cope up with frequent changes manufacturing industry managers should be more cautious.

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