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Examining the Impacts of Change Management on Organisational Success: Empirical Evidence from Softlanding Ghana Limited

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Abstract:

The study evaluates the effects of change management on organisations' success at Soft-Landing Limited (SLL): a Ghanaian firm that operates in the hospitality industry of Ghana. The study explores answers to research objectives which aims to identify the factors that engender change in SLL and examine employees' attitudes towards communication of change in SLL. The study also determines how leaders contribute to change management. The research was quantitative and employed primary data source through close-ended questionnaires as the tool for data collection. The Statistical Package for Social Science (SPSS) computing software and Microsoft Excel were the tools used for data analysis. This result shows that external pressures are mainly responsible for change in SLL. Also, employees are not satisfied with the change management approach since they are not allowed to voice their concerns regarding issues of change management in the organisation. The study recommends that employees should be engaged and considered as change agents and training opportunities regarding change must be provided for all employees affected.

Keywords: Change, change management, strategic change, transformational change, force field analysis

1. Introduction

The business environment today is characterised by so many forces; as a result, organisations who wish to continue to be in operation need to adapt to these forces to survive. Change management is essential in today's dynamic and ever-evolving business world. Many would agree with the statement that present-day's turbulent business environment demands frequent changes in the way organisations operate. According to Turner (1999), change is endemic and has become an essential determinant in maintaining an organisation's competitive edge. Hence, organisations with effective change management policies reap the benefits of survival, expansion, profit maximisation and a sustained strategic supremacy. However, organisations whose managers do not sense and implement change are likely to exit the market in the face of intense competition. Managers have already concluded that knowing how to change and when to change has become critical for an organisation's success in modern economies (Gomes, 2009). As a result, Forsyth (2012) suggests that change is a synonym for success. French and Bell (1990) defined change as the new state of things is different from the old state of things. They further stressed that the need for change might originate from several sources, both from inside and outside the organisation. External which engender change encapsulates regulators, competitors, customers, and technology. Whereas internal pressure may come from absolute services and products, new market opportunities, new strategic directions, and an increasingly diverse workforce (French and Bell, 1990). However, Goodsten and Burke (1997) posit that organisations change primarily because of external forces rather than internal desire to change.

Employees' resistance to organisational change is considered as one of the hindrances to organisational expansion and growth due to its negative impact. Rick (2014) asserts that: not since the Industrial Revolution have the stakes of dealing with change been so high. Most traditional organisations have accepted, in theory, at least, that they must either change or die. However, organisational change initiatives fail at an alarming rate. This is because most initiatives fail to consider how changes affect the people in an organisation. The above statement by Rick (2014) reveals that organisations that wish to be in business must adapt to change and must not overlook the existence of their employees in managing change. According to Proci (2013), there is a growing body of data that reveals the impact of effective change management on organisational success. His study revealed that 96% of participants with excellent change management meet or exceeds objectives. While only 16% of those with poor change management met or exceeded objectives. In short, change becomes a necessity when current performance and the way of operation of a business are no longer on a par with the requirements from inside the company or with the competitive environmental situation. The goal of change management, therefore, is to improve organisational efficiency and effectiveness, which will engender organisational success. Following this line of reasoning, this research, therefore: aims to analyse the effects of change management on the success of Soft-landing Limited Ghana.

1.1. Problem Statement

According to Huang 2001 (cited in Ndahiro et al., 2015), effective change management practices chronologically organises and directly influence employees' attitude and behaviour in a way that leads business to achieve its competitive strategy. The practices of change management are concerned with how well changes are managed in organisations to achieve a sustained competitive edge through the strategic creation of a highly engaged and competent workforce (Armstrong and Baron, 2004). Organisations, therefore, can achieve significant improvement in performance, which will ultimately engender a competitive advantage (Kelliher & Perret, 2001). However, change management practices has been identified as one of the critical challenges faced by the management of SLL. This major challenge resulted in poor employee performance and high labour turnover in the past few years which ultimately impacted adversely on the organisations' profits and competitive strategy. With regards to this significant concern, the researchers were motivated to investigate into why managing change had failed at an alarming rate and the significant impacts change management has on the success of SSL.

2. Overview of Literature

2.1. Theories and Concepts of Change Management

Organisational change: although it is increasingly becoming one of the primary tasks in contemporary management phenomenon, has been in existence for many years in both academic research and industrial practice. According to Greek philosopher Heraclitus (cited by Singer, 2018), the only constant variable in life is change itself. Armed with this knowledge, Armstrong (2009) posits that if something needs to remain stagnant in an organisation then, of course, it should be "change". While it is challenging to achieve a universally accepted definition of change, we are reminded that change management is not a distinct discipline with difficult and defined boundaries; but, more than the theory and practice of change management draws upon a number of social science disciplines and traditions (Burnes, 2004). Change often challenges and alters an organisation's perceptions, routine and status quo. The term "change" according to The Association of Business Executives (ABE, 2011) refers to any situation or event where conditions differ from one time to another. Change implies moving from known current affairs of state to the unknown. Kassim et al. (2010) suggest that change means a series of events which support the process of development in organisations. Organisational change as a practice, therefore, prevents stagnation and links to the success of organisations and individuals as a whole (Forsyth, 2012).

2.2. Types of Change

There are numerous types of change proposed by different scholars. However, this article focused on Armstrong's Strategic, Operational, and Transformational Change.

2.2.1. Strategic Change

According to Armstrong (2009), strategic change is concerned with broad, long-term and organisation-wide issues involving change. It is about moving to a future state that has been defined generally in terms of strategic vision, direction and scope. It covers the purpose and mission of the organisation, its corporate philosophy on such matters as growth, quality, innovation and many others. Strategic change, through which firms can survive and succeed by adjusting strategic directions, necessary resources and capabilities in a fast-paced environment, has long been considered as an essential field of strategic management (MacKay and Chia, 2013).

2.2.2. Operational Change

Operational change relates to new systems, procedures, structures or technology that will have an immediate effect on working arrangements within a part of the organisation. Operational change tends to have a more substantial influence on employees within the organisation as compared to strategic change (Armstrong, 2009). It is significant to note that here, however, that two-way communication process between managers and their subordinates is critical when introducing this type of change into an organisation.

2.2.3. Transformational Change

Transformational change takes place when there are fundamental and comprehensive changes in structure, process and behaviours that have a dramatic effect on ways in which the organisation functions. Transformational change may involve a dramatic change in an organisation's strategy (Armstrong, 2009). This type of change occurs in large movements of strategy. According to ABE (2011), transformational change comes about most often with bureaucratic organisations, such as the armed forces and mostly the public sector organisations, when change has often been put off until a crisis point is reached due to strategic drift. Grundy (1994) described this kind of change as discontinuous change: characterised by significant changes in organisational strategy, culture, or structure.

2.3. Models of Change Management

Change management is a systematic activity to prepare an organisation for and implement ongoing environmental changes in a business operation to fulfill or implement a vision and strategy (Ahn et al., 2008). Conner (2006) also stated that change management is a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organisational settings. Change management is; therefore, an organisational wide and chronological process aimed at empowering employees to accept and embrace changes in their

current environment by planning and introducing it systematically, taking into account the likelihood of it being resisted. During the 1990s, several stage-models focusing on internal managerial actions in change emerged. Such models include Judson's (1991) 5-phase model, Kotter's (1995) 8-step model and Lewin's (1947) 3-stage model.

2.3.1. Lewin's 3-Stage Model of Change: Unfreezing, Changing and Refreezing

The foundational framework of change management can be traced back to Lewin's (1947) 3-stage model, which hypothesised change as being comprised of three stages: unfreezing, changing, and refreezing. The unfreezing phase focuses on activities that break down the status quo and develop a rationale as to why the change is necessary. For change to take place, the old behaviour must be seen to be unsatisfactory and therefore stopped (Lynch, 2003). The changing phase is where the actual change is implemented (Liu, 2010). Because change involves learning, this stage entails providing employees with new information, new behavioural models or new ways of looking at things. The purpose is to enable employees to learn new concepts, status quo or points of view. The final stage of refreezing is when the new ways of work are embraced, internalised and institutionalised (UKEssays, 2018). Lynch (2003) noted that this stage might well involve positive reinforcement and the support for the decisions taken. For example, good news about the new position might be circulated along with information about changes in status, changes in culture, reorganisation and reconfirmation of investment decisions.

2.3.2. Galpin (1996) and Kotter (1996) Change Management Model

Galpin (1996) and Kotter (1996) developed their models based on Lewin's (1947) generative framework. Galpin's (1996), (cited in Armenakis & Bedeian, 1999) proposed a wheel of 9 for managing change consisting of the following wedges:

- Establishing the need to change,
- Developing and disseminating a vision of a planned change,
- Diagnosing and analysing the current situation,
- Generating recommendations,
- Detailing the recommendations,
- Pilot testing the recommendations,
- Preparing the recommendations for rollout,
- Rolling out the recommendations,
- Measuring, reinforcing, and refining the change.

Kotter's (1996) eight steps included;

- Establishing a sense of urgency,
- Forming a powerful coalition,
- Creating a vision,
- Communication,
- Empowering,
- Planning and creating short-term wins,
- Consolidating,
- Institutionalizing.

Kotter (1996) further stressed that it is imperative to pay attention to all of the phases, not only to those most comfortable to carry out. He also suggested that all successful change efforts go through all the eight stages in the process. However, this depends mainly on the nature of the change and current status of the organisation and employees' readiness for change.

2.3.3. Lewin's Force Field Analysis

The Force Field Theory is probably best characterised as a method: namely, a method of analysing causal relations and of building scientific constructs (Swanson and Creed, 2014). Lewin identified "driving forces" for change and "restraining forces" against change. Lewin believed that driving forces try to push change through while restraining forces try to resist change and maintain the status quo. The model uses the concept of apparent immobility in a social situation representing a state of "dynamic tension", between the needs, aspirations, drives, fears and other feelings of the people (employees) involved (ABE, 2011). This is far removed from the contemporary management view of the theory, which charts internal and external organisational variables primarily to try to find the 'correct' way to move forward on a change initiative. Despite this, the practicalities of implementing force field analysis sometimes conspire to show glimpses of the real complexity of interacting forces (Heward et al., 2007).

The main idea behind Force Field Analysis is that situations are maintained by equilibrium between forces that drive change and others that resist change (mindtool.com, 2019) as shown in figure 1, below.

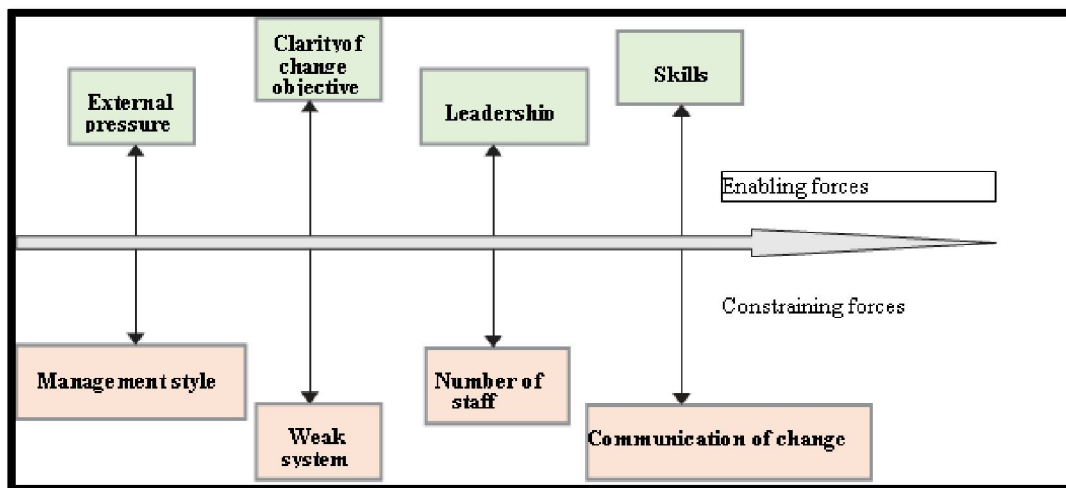


Figure 1

Source: Adapted from Swanson and Creed (2014).

Lewin therefore argued that for an organisation to a smooth implementation of change, the driving forces must be strengthened and the resisting forces weakened.

2.4. Leadership Contribution to Change Management

According to Smith (2005), people, the human resources of organisations, are both an essential factor in organisational change and, at times, the biggest obstacles to achieving smooth implementation of change. Therefore, it is established that to achieve a successful change in any organisation is "leadership" Ajmal et al. (2011). In reality, leaders are known as "champions of change"- as it is the top management of any organisation who keep the process of change going on and maintaining the operational consistency of the organisation (Nadler & Nadler, 1998). As a result, Noer (1997), suggested that a leader is a vital tool for every successful change. According to Jones and George (2008), leadership is the process by which an individual exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organisational goals.

Ajmal et al. (2011) observed that leadership has six essential personality traits named as; self-confidence, ambition, drive and tenacity, realism, psychological openness, appetite for learning, creativity, fairness, dedication. These traits of leadership tend to inspire others to embrace change in organisations. Stagl (2011) identified six roles of leaders during change which includes the following:

- The sponsor
- The role model
- The decision-maker
- The voice
- The motivator
- The enforcer.

This concludes that leaders are more effective than managers during the process of change since they focus more on the human aspect of change (Bejestani, 2011). Leadership is, therefore, an inseparable element in achieving success in change management.

3. Research Method

3.1. Research Approach and Design

The quantitative research approach was adopted for this study. According to Creswell (2003), quantitative research involves the systematic collection of data to enhance the quantification of information which are subjected to statistical treatment in order to support or disprove "alternate knowledge claims". For this study, descriptive research design was adopted to achieve the research purpose. Also, to provide a vivid description in order to respond to questions regarding the subject which the researchers have chosen to explore, (Creswell 2003).

Therefore, Figure 2 gives an overview of how the research was conducted and how the different parts of it are linked together. Figure 2

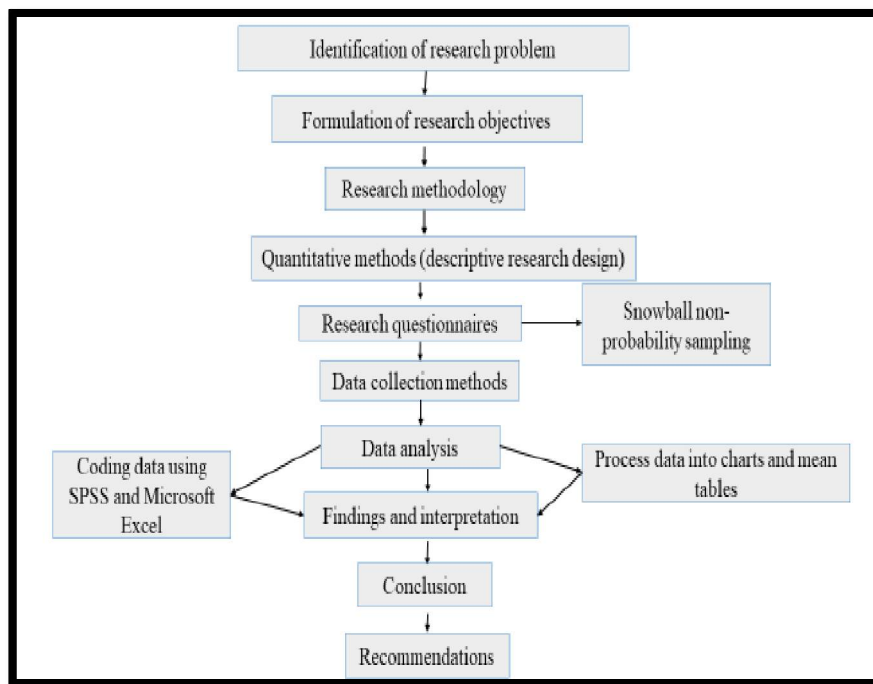


Figure 2
Source: Authors, (2019)

3.2. Population and Sample Size

According to Zikmund (2003), the population has an identifiable set of elements of interest investigated by a researcher. The main target population of this research are the operational level employees and managers of SSL within the Accra Metropolitan Assembly in the Greater Accra region of Ghana. According to Polit and Hungler (1999), a sample is a subset or fraction of a population selected to participate in a research project. Due to the quantitative method of this study, the sample size was one-hundred and fourteen (114). Sample size comprised of employees and managers who have worked with the organisation for more than five years and perform a vital role in the success of the organisation.

3.3. Sampling Procedure

According to Zickmund (2003), sampling involves any procedure that uses a small number of items or a part of the population to conclude the whole population. Snowballing, which is a non-probability sampling method, was employed to draw up a sample of participants who provided adequate information for the study.

3.4. Sources and Technique of Data Collection

Primary data was the main source of data employed in the study. The main instrument used for data collection was close-ended questionnaires.

3.5. Research Instruments

Research instruments, according to Edekin (2012), are tools designed by researchers to aid them in the data collection process of research in order to successfully attain their stated research objectives. Close-ended questionnaires formed the main research instrument. The questionnaires were designed aimed at responding to the research questions set above. The questions presented in the questionnaires had to be answered with a simple "Yes" or "No," and Likert Scale multiple-choice questions. Likert Scale typically are questions of 5 pointer or above scale where the participant or respondent is required to complete the questionnaire that requires them to indicate the extent to which they either disagree or agree (QuestionPro, n.d).

3.6. Method of Data Analysis

Data analysis according to Saunders et al. (2009) involves a series of steps that enables collected data to be processed in order to produce relevant information for a study. Data (percentages, numbers, and measurable figures) can be calculated and conducted by computer through the use of a Statistical Package for Social Science (SPSS), and Microsoft Excel which save the researcher's time, resources and energy (Gorard, 2001). In regard, data was analysed using SPSS and Microsoft Excel.

4. Results and Discussions

Data for this study were analysed, presented and discussed into different sections based on the research questions guiding the study. The overall objective of the study was to assess whether change management impacts on the success of SLL. The principal guiding factors on the analysis presented in this chapter are the specific objectives of the study.

4.1. Questionnaires Return / Response Rate

| No. of Questionnaires administered | No. of Questionnaires Filled and Returned | Percentage (%) |
|------------------------------------|---|----------------|
| 114 | 100 | 88% |

Table 1

Source: Authors, (2019)

One-hundred and fourteen (114) questionnaires were distributed to respondents. One hundred (100) questionnaires reflecting 88% were returned fully answered while fourteen (14) questionnaires which reflects 12% of the questionnaires were not properly answered or not returned thus not being able to be used for analysis in this study. This was deemed essential to establish whether the study was representative or not. 50% response rate according to Mugenda and Mugenda (2003) is adequate, and a response rate higher than 70% is perfect. Hence the response rate of 88% was excellent.

4.2. Gender Distribution of Respondents

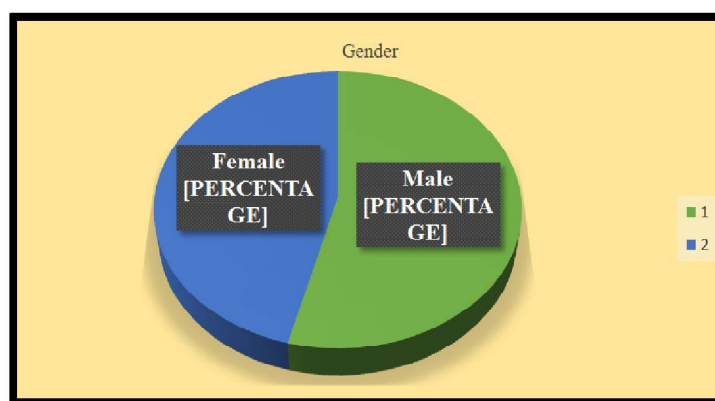


Figure 3: Gender Distribution of Respondents

Source: Field survey, 2019

Figure 3 above show that the view of both males (54%) and females (46%) were considered by the researcher hence avoiding gender-biased perceptions. This also reflected the fact that the percentage of females and males in the company were almost at par. Hence the company has a gender-balanced workforce structure. Besides, the majority of respondents were literate enough to understand the issues at hand and respond meaningfully to the questions asked.

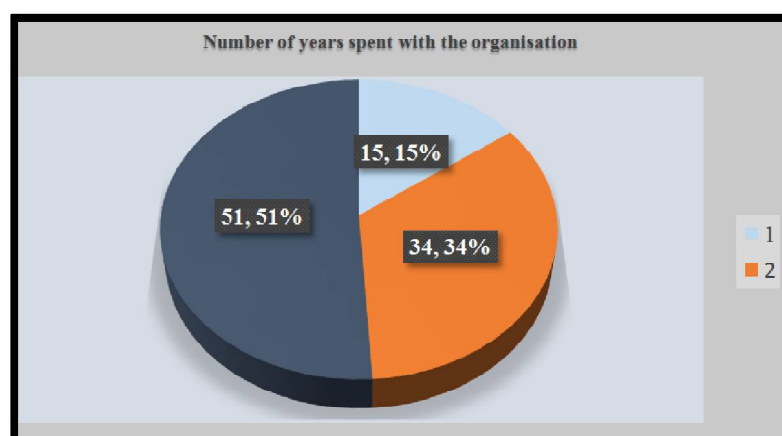


Figure 4: Number of Years Employees Spent with SLL

Source: Field Survey, 2019

Figure 4 above sought to find out the number of years the respondents have spent with SLL. The response shows that 51 (51%) have spent 3 – 4 years, 34 (34) spent more than five years with SLL. While only 15 (15%) have been with SLL for less than two years. It is evident from the chart that the majority of the respondents have spent quite several years with SLL and have in-depth knowledge about the company and its operations. Hence, their response was a true reflection of realities in relations to the study.

| Description | N | Range | Minimum | Maximum | Sum | Mean | | Std. Deviation |
|--|-----------|-----------|-----------|-----------|-----------|-----------|------------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic |
| Globalization and Technology influences the organisation to change | 100 | 4.00 | 1.00 | 5.00 | 389.00 | 3.8900 | .11883 | 1.18828 |
| Pressure from customers influence the organisation to change | 100 | 4.00 | 1.00 | 5.00 | 387.00 | 3.8700 | .10016 | 1.00156 |
| Pressure from competitors influences the organisation to change | 100 | 4.00 | 1.00 | 5.00 | 361.00 | 3.6100 | .13096 | 1.30960 |
| Government regulations influences the organisation to change | 100 | 4.00 | 1.00 | 5.00 | 251.00 | 2.5100 | .11503 | 1.15027 |
| New market opportunities and product life cycle pose significant influence for change in the SSL | 100 | 4.00 | 1.00 | 5.00 | 229.00 | 2.2900 | .10852 | 1.08521 |
| Pressure from employees influences the organisation to change | 100 | 4.00 | 1.00 | 5.00 | 221.00 | 2.2100 | .10569 | 1.05692 |
| Internal factors are more responsible for change than external factors | 100 | 4.00 | 1.00 | 5.00 | 204.00 | 2.0400 | .11364 | 1.13636 |
| Merger and acquisition influence the organisation to change | 100 | 3.00 | 1.00 | 4.00 | 192.00 | 1.9200 | .09176 | .91762 |

Table 2: Factors That Bring About Change in SLL

N.B 1= Strongly Disagree, 2=Disagree, 3= Somewhat Agree, 4=Agree and 5= Strongly Agree.

Source: Field Survey, 2019

Table 1 sought to examine the factors which engender change in SLL. It could be observed from the table based on the feedback from the respondents that the organisation changes as a result of external pressure which impacts on its operations. In order of descending majority of the respondents agrees that globalisation and technology with mean statistics value of 3.8900 influences the organisation to change, followed by pressure from customers representing mean statistic value of 3.8700, and pressure from competitors which has mean statistic value of 3.6100. Government regulations also influences the organisation to change, which also has a mean value statistic of 2.5100. Aside from these external pressures to change the organisation also changes as a result of internal pressure which includes new market opportunities and product life cycle, and demand from employees. From the table, the majority of the respondents considered merger and acquisition as an insignificant factor with less impact on the organisation's ability to change. By implication, the external factors are more responsible for the organisation to change other than internal organisational factors.

| Description | N | Range | Minimum | Maximum | Sum | Mean | | Std. Deviation |
|---|-----------|-----------|-----------|-----------|-----------|-----------|------------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic |
| The company communicate with me regularly concerning organisation introduction of new change | 100 | 4.00 | 1.00 | 5.00 | 359.00 | 3.5900 | .12480 | 1.24799 |
| The company communicates with me concerning new changes through face-to-face meeting | 100 | 3.00 | 2.00 | 5.00 | 384.00 | 3.8400 | .09398 | .93980 |
| The company communicate with me concerning new changes through telephone calls | 100 | 4.00 | 1.00 | 5.00 | 246.00 | 2.4600 | .11842 | 1.18424 |
| The company communicates with me concerning new changes through email | 100 | 4.00 | 1.00 | 5.00 | 340.00 | 3.4000 | .12633 | 1.26331 |
| The company communicate with me concerning new changes through notice-board | 100 | 4.00 | 1.00 | 5.00 | 336.00 | 3.3600 | .12270 | 1.22697 |
| I am satisfied with how change management information is being communicated to me | 100 | 4.00 | 1.00 | 5.00 | 300.00 | 3.0000 | .15109 | 1.51090 |
| As employees, we are given proper training regarding new changes introduced | 100 | 4.00 | 1.00 | 5.00 | 310.00 | 3.1000 | .14320 | 1.43196 |
| I am satisfied with feedback from managers when I request further clarifications regarding change | 100 | 4.00 | 1.00 | 5.00 | 263.00 | 2.6300 | .14610 | 1.46097 |
| Information regarding change is insufficient and thus ambiguous | 100 | 4.00 | 1.00 | 5.00 | 258.00 | 2.5800 | .12406 | 1.24056 |
| I am allowed to voice my concern when change is introduced | 100 | 4.00 | 1.00 | 5.00 | 233.00 | 2.3300 | .11376 | 1.13756 |

Table 3: Assessment of the Approaches and Employees' Attitudes towards Communication of Change

N.B 1= Strongly Disagree, 2=Disagree, 3= Somewhat Agree, 4=Agree And 5= Strongly Agree

Source: Field Survey, 2019

Table 3 above sought to examine the methods SSL employs in communicating the nitty-gritty of change with employees and the attitudes of employees regarding these methods and change itself. Majority of the respondents which mean statistical value of 3.5900 asserted to the fact that the company communicates regularly when introducing change into the organisation. The table also reveals that the company employs various forms of communication methods in conveying change management information to employees within the organisation. In order of magnitude, however, the predominant approach was through a face-to-face meeting which is supported by 3.8400 mean statistical value which is followed by employees' notice board with the mean value of 3.3600. This also followed by emails and finally through telephone calls which has the least mean statistical value of 2.4600. Again, about 50% of the respondents are not satisfied with change communication methods adopted by SLL. According to the respondents, the company initiates specific training in order to enable them to become more competent in dealing with new change approaches introduced into the organisation. However, training does not extend to everyone within the organisation, but just a few above majorities, which of course is represented by 3.1000 mean statistical values of the respondents. The study demonstrates that the majority of the employees are not satisfied with the feedback they derive from managers or their superiors when they demand further clarifications on change issues. This was supported by the statistical value of 2.6300 from the table above. As a result of the lack of further clarification, the majority of the respondents holds the view that information regarding

change management within the organisation is ambiguous to them. The Table 3 finally revealed that about 62% majority of the respondents by implication are not allowed to voice out their concern regarding issues of change management in SSL.

| Description | N | Range | Minimum | Maximum | Sum | Mean | | Std. Deviation |
|--|-----------|-----------|-----------|-----------|-----------|-----------|------------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic |
| Change is introduced into the organisation by management on regular basis | 100 | 3.00 | 2.00 | 5.00 | 367.00 | 3.6700 | .10923 | 1.09226 |
| Leaders inspire and motivate to lead change process in the organisation | 100 | 4.00 | 1.00 | 5.00 | 305.00 | 3.0500 | .10860 | 1.08595 |
| Leadership of the organisation is more competent and indeed change agent | 100 | 4.00 | 1.00 | 5.00 | 270.00 | 2.7000 | .11849 | 1.18492 |
| Leadership of the organisation has a right attitude towards change management | 100 | 4.00 | 1.00 | 5.00 | 368.00 | 3.6800 | .10999 | 1.09986 |
| Change management is principal to the survival and success of the company | 100 | 3.00 | 2.00 | 5.00 | 367.00 | 3.6700 | .08294 | .82945 |
| I quickly adapt to new changes introduced into the organisation | 100 | 4.00 | 1.00 | 5.00 | 359.00 | 3.5900 | .13188 | 1.31882 |
| Change is NOT a good practice for the company | 100 | 4.00 | 1.00 | 5.00 | 355.00 | 3.5500 | .11924 | 1.19236 |
| Management is usually tasked to detect and propose new change into the organisation and not employees | 100 | 4.00 | 1.00 | 5.00 | 334.00 | 3.3400 | .10072 | 1.00725 |
| Employees are always encouraged to bring and facilitate new ways of doing things (new changes) | 100 | 3.00 | 1.00 | 4.00 | 219.00 | 2.1900 | .10020 | 1.00197 |
| In my opinion change management practices of the company leads to improvement in customer service delivery | 100 | 3.00 | 1.00 | 4.00 | 227.00 | 2.2700 | .11622 | 1.16216 |

Table 4: Examining the Importance of Leaders in Change Management and Impact on Success

N.B 1= Strongly Disagree, 2=Disagree, 3= Somewhat Agree, 4=Agree And 5= Strongly Agree

Source: Field Survey, 2019

Table 4 above sought to evaluate significant role leaders play in change management within the organisation and how change management is vital to the success of SSL. It was evident from the table that SSL introduces new changes to the organisation regularly, which means change is a constant practice exhibited by the organisation. Majority of the

respondents from the Table 4 above attested to the fact that leaders inspire, motivate, competent and are indeed change agents in the organisation. As a result, over 80% of the respondents which represents the mean statistical value of 3.6800 from table above with the view that leadership of the organisation demonstrate the right attitude towards change management within the organisation. Again, the researcher sought to establish whether change management is principal to the survival of SSL in its business environment. The findings based on the views of the respondents reveals that indeed change is very critical to the success of SLL. This view was supported by 3.6700 mean statistical value representing the majority of the respondents' view. Majority of the respondents according to the table above, seem not to adapt quickly to changes that have been introduced into the organisation by management. By implication, it takes employees quite a period before they fully embrace new changes introduced into the organisation. The study also sought to determine whether employees or managers are tasked with identifying and implementing new change into SSL. The study reveals that managers are more responsible for detecting and introducing new change other than employees as the majority of the respondents attested to this fact. Table 4 reveal to conclude based on the opinion of the majority of the respondents that change management practices of the company leads to improvement in customer service delivery.

5. Conclusion

This work examined the effect of change management on the success of SLL a wholly Ghanaian owned company which operates in the hospitality industry in Ghana. The study employed a quantitative research approach where data was sourced from one hundred respondents from the central premises of SLL in Accra. Data was analysed using the SPSS, and Microsoft Excel and the following discoveries were made:

External forces are predominantly responsible for change in SSL other than internal forces. The study supports the findings of French and Bell (1990) to show that globalisation, technology, pressure from customers and competitors are the primary external pressures which impact SLL to change. It has become necessary for SSL to change and "tune into the voice" of these uncontrollable forces for its success. Although government regulations influence the organisation to change; however, because the company operates in the tourism sector of the economy of Ghana, it is not mostly affected by government legislation. Aside from these external factors which are a predominant factor for change in SLL pressure from employees, new market opportunities and product life cycle are sometimes causes change in SLL.

The findings of the study demonstrate that SLL introduces change into the organisation regularly and communicates change to employees mainly through face-to-face meetings, emails, employees' noticeboard and telephone calls. However, feedback from employees on change matters is not a priority in the organisation. Again, training which very crucial in mitigating resistance to change is not extended to every individual within SLL.

This study corroborates with the Ajmal et al. (2011) leadership personality traits leaders inspire and motivate to lead change process in SSL and are very competent and shows the right attitude towards change management. This, of course, accounts for the reason why the majority of the respondents consider leaders within SLL as change agents.

Although majority of the employees are of the view that change management is principal to the survival and success of the company yet it was discovered based on the analysis of the table above that the management is usually tasked to detect and propose new change into the organisation and not employees. This has resulted in the fact that some employees take quite some time to adapt to new changes introduced into the organisation.

It would, therefore, be no exaggeration to conclude based on the facts and figures obtained from the study that: change indeed is a good thing and very vital to the success and competitive advantage of SLL in the industry in which it operates as a business entity.

5.1. Recommendations

Based on the findings and conclusion of the study, the study, therefore, recommends that: Employees should be well engaged and considered as change agents in change management issues. This could be done by encouraging them to detect change opportunities and must be given the freedom to voice their concerns on change issues through an effective two-way communication instead of the downward approach which is being practised by the organisation. This will enhance the employee's maximum commitment and adapt swiftly to change.

Training opportunities regarding change must be provided for all employees who may be affected by new changes introduced by SSL without any form of favouritism. Training will equip employees with the needed skills they need in order to cope effectively with the modern trends of change management. This has the capacity of making employees more competent thereby coming out with new ideas in delivering excellent customer service which will ultimately enhance customer satisfaction for the success of the organisation.

Management of SSL should provide both financial and non-financial rewards as a means of motivating employees to embraces new changes introduced.

6. References

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