

Effective Organizational Change Management and Organizational Growth in Nigeria

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Abstract

Organizational change management provides the impetus for organizations to remain competitive in the global market space. Creating a new vision, embarking on social process reengineering as well as focusing on change sustainability are critical elements for effective organizational change management and organizational growth. Change is inevitable in any human enterprise and change sustainability requires the effective application of the science and art of the change management process so as to enhance organizational growth. 112 respondents participated in the study carried out through the exploratory research design. Data were generated through primary and secondary sources and analyzed by descriptive and chi-square statistical techniques. The result showed a positive relationship between effective organizational change management and organizational growth. The study was limited by time and financial factors, and it was suggested that further study should examine the relationship between social process reengineering and change management as a way of enhancing organizational growth in Nigeria. Based on the result of the study, it was recommended that effective change management process should always recognize the importance of effective business communication as a strategy for organizational growth.

Keywords

Effective Organizational Change Management, Organizational Growth, Change Sustainability, Social Process Reengineering, Strategic Mission

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1. Introduction

Organizations come into existence after a deep planning to suit the vision and mission of the organization. Planning is a strategic process of defining the future course of events. For an industrial organization for instance, it gives rise to structural design which is the process of assessing and selecting the architecture and formal systems of communication, division of labour, coordination, span-of-control, authority and responsibility, necessary to achieve desired organizational objectives. However, a set of organizational structure or design may be suitable at a certain period in time but becomes obsolete through the passage of time or the development of new information and

communication technologies (ICTs) that would render it impotent. This single process makes organizational change management almost inevitable in any human organization. To make the necessary change, organizations must put themselves in a state of flexibility so as to turn unplanned changes to opportunities through strategic restructuring for creating a new possibility for the future of the organization, the type that past experience and current prediction would indicate impossible [1]. Organizational change entails a process of transiting from one type of organizational architecture to a new one with the central aim of survival and growth. Business or organizational growth is often represented by productivity, profitability, expansion, among others. Concepts, theories and current research in effective organizational change management (OCM) and

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organizational growth (OG) include the basics of systems thinking as well as team and group dynamics necessary for enterprise growth. In Nigeria, like in many parts of the world, a discussion on effective organizational change management focuses on the topical programmes of business process reengineering, (BPR), downsizing, delayering, rightsizing, reorganization, reinventing, renewal, empowerment, turnaround and rationalization. Effective OCM would follow the process of an integrated approach to management problems to emphasize the creation of a new vision, strategic mission, physical process reengineering (PPR), BPR, social process reengineering (SPR), among others. This unique process through SPR emphasizes on improvements in interpersonal and leadership skills, because they play a pivotal role in OG. Muo opines that no matter the term or process adopted in OCM, it mainly refers to the strategic refocusing and repositioning of an organization to ensure continued survival, growth, profitability and better ability to satisfy the customer needs [2]. Change is inevitable in any human organization and managing organizational change requires the effective application of the science and art of the change management process. The major drivers of organizational change in the 21st century and beyond would include business growth, competition, regulation, consumer preferences, ICTs, natural and environmental conditions, among others. Effective OCM will thrive better on visible management, commitment and readiness for change, participation of major stakeholders, adequate communication, access to required resources, speed, and continuous improvement to bring about successful change. As many people believe, OCM is not all about downsizing, rightsizing, reorganization, et cetera, rather, it is a key global management process that seeks to enhance customer satisfaction, employee satisfaction, and addresses critical organizational, managerial, technical and ethical issues related to designing, analyzing and reengineering business processes for expansion and growth. All organizations face the inevitability of change because they exist in a changing environment and are themselves constantly changing. According to Hellriegel, et al organizations that emphasize bureaucratic or mechanistic systems over a long time are increasingly ineffective. Those that operate with rigid hierarchies, high degrees of functional specialization, narrow and limited job descriptions, inflexible rules, regulations and procedures, impersonal and autocratic management cannot adequately respond to the demands of change and will ultimately lack the capacity for expansion and growth. They state that there is considerable evidence that adaptive, flexible organizations have a competitive advantage over rigid, static organizations. As a result, OCM is central to OG [3]. This buttresses the claim that if the century II programme had not been introduced in 1996, First Bank of Nigeria Plc.

might have lost its prominence in the global banking space [4].

1.1. Statement of the Problem

A major challenge to effective OCM has always been resistance to change. This problem does not exist in a vacuum but borne out of the natural fear of the unknown. Such a situation often exists because change management champions or top management of organizations initiating change leave the employees and other critical stakeholders in the cold without adequate communication about the real intentions of change. Therefore, issues, confusions arising from designs, roles and authority relationships dominate the minds of individuals and to a large extent promoting change resistance. Even though Michael Hammer and his colleagues who introduced the popular BPR in the 1990s paid much attention to redesigning business processes, there is a growing body of evidence that a focus on the social processes in terms of attitudes and behavior of individuals is critical to douse change resistance and promote effective OCM. Effective OCM may not take place without changing and improving employee and leadership behaviours. Managing organizational change successfully needs to focus on critical perspectives not only on business processes, but also including designing and implementing other perspectives that encourage self-motivation, creativity and knowledge sharing. Readiness for organizational change requires a holistic approach that must importantly consider and understand that employee performance and the workplace psychological and behavioural perspectives influence organizational commitment more than mere BPR. In places like Nigeria, the news of organizational change always bring the dangers of job losses, demotions, transfers, and other negative events that help to cause agitations and resistance to change initiatives. The situation is almost always obvious because the popular BPR in Nigeria in the late 1990s did not come with a human face, at least it did not focus much on social process that would involve initiatives and interventions that lead to self-motivation, excitement and creativity. Self-motivation and creativity can have direct relationship with increased employee loyalty, commitment, retention, organizational renewal, productivity, competitiveness and growth. Because of the fear of the unknown which is often accompanied by resistance to change the idea that mismanaging organizational change can result to employee turnover, particularly where there is a lack of effective communication about the change process, cannot be seriously challenged. Fernandez and Rainey suggest that organizational change is inevitable in both the private and public sectors of the economy, but the important thing is achieving successful organizational change at any time [5-7]. Stanley, et al insist that understanding the relationship between organizational

change and employee turnover is key to successful OCM. According to them, this is because the notion of shock offers a way to understand how there can be linkages between change at the level of structure and social arrangements on the one hand and the employees on the other. They insist that organizational change management must be evaluated and measured in terms of the external context, involving the imposition of change at an organizational level, and in terms of internal resources with regard to its impact on individual employees, and how to manage the consequences of change

at various levels during the change process [8-9].

1.2. Conceptual Framework of the Study

A conceptual framework represents the study idea and how it is organized in relation to the study problem and relevant literature. This is often summarized in a schematic model which shows the principal variables and their hypothesized relationships. The conceptual framework of the present study reflected in figure 1 is based on the model developed earlier by Cheyuuski, et al, as well as Gachoki and Rotich [10-11].

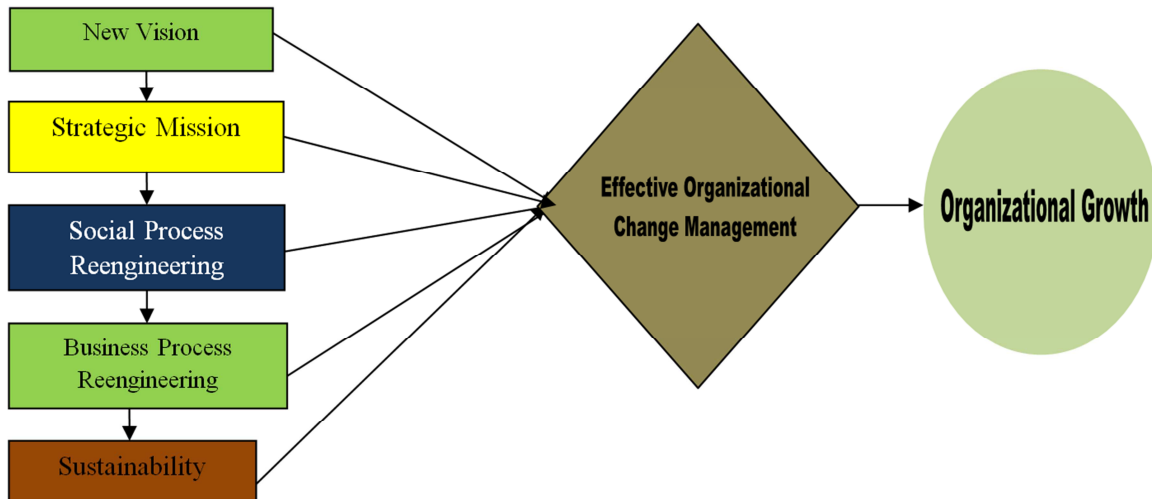


Figure 1. Effective Organizational Change Management and Growth Model.

Source: Author Fieldwork (2018)

As hypothesized in figure 1, effective OCM would require creating a new vision and embarking on a strategic mission to ensure OG. Creating a new vision and adopting a strategic approach are critical elements in successful OCM. For example, in the late 1990s, First Bank of Nigeria Plc, embarked on its OCM programme named *Century II Project* to drive its expansion and growth agenda. The human beings in an organization and social relationships play a pivotal role in effective OCM and OG. Proper management and leadership structure, reward systems, effective interpersonal communication help to build positive work attitudes, and organizational commitment necessary to douse change resistance. Earlier super organizational and management theorists like Mayo and his colleagues also thought that social factors in the workplace help to push up employee motivation, loyalty, retention and performance. However, this perspective of SPR has not received prominence as in the case of the BPR in Nigeria and other places. Barlett and Ghoshal emphasize that process reengineering should also focus on enhancing and rejuvenating people's behavior in organizations, while McNabb and Sepic suggest that issues of culture and organizational climate count in measuring organizational readiness for change [12-13]. Obtaining the

right human attitude rather than gauging the right business process contributes more to effective OCM and OG.[14-17] Through SPR and social accountability, organizational leaders ensure that organizational members are adequately motivated, trained, compensated and mobilized in readiness for organizational change. While proposing the theory of BPR Hammer thought that the human capital requires appropriate competencies and skills to ensure effective organizational change. He also believes that BPR is not a *one-off activity*, but a process of continuous improvement for sustainability and OG. BPR as a strategic sustainability organizational change programme drives quality management (QM) to improve employee contribution, organizational profitability and growth. [18-19]

1.3. Objective of the Study

The study was designed to investigate the relationship between effective OCM and OG.

1.4. Significance of the Study

Organizational change becomes inevitable after an organization has operated for some time and the moment it realizes the need for improvement, expansion and growth in

its area of operation. Organizations embark on change programmes through job enlargement and enrichment to promote employee morale, motivation and satisfaction to ensure better performance and OG. In recent years BPR, strategic management (SM), visionary leadership, among others have become recognized for driving organizational change. The present work is significant as it aims to offer new ideas as contributions from both theoretical and practical perspectives on the debate over organizational change and growth. Theoretically, it contributes to the general understanding of the power of effective OCM and OG. From the practical perspective, the study contributes modestly to our understanding of the various independent variables for OG.

1.5. Research Questions

With regard to the problem of the study, objective and significance, the study answered the following research questions.

1. How does new vision contribute to effective OCM and OG?
2. In what means can strategic mission affect effective OCM and OG?
3. In which specific ways can SPR contribute to effective OCM and OG?
4. Is BPR or organization process reengineering (OPR) the only best ways for effective OCM and OG?
5. How can management sustainability imperatives contribute to effective OCM and OG?

1.6. Hypothesis

In relation to the research questions, this hypothesis was formulated and tested at 0.05 level of significance.

Ho: There is no relationship between effective OCM and OG.

Hi: There is a relationship between effective OCM and OG.

2. Literature Review

Effective OCM hinges on revolutionary vision, strategy, structure, systems, procedures, ICTs, culture, management as well as the right number of well motivated employees, in the right positions and at the right times. Change is often prone to resistance, and most challenges of change and change resistance can be overcome where organizational members are sufficiently trained and prepared in readiness for change. To this extent behaviour and attitude change through SPR, and not BPR alone, is critical to effective OCM. According to Nelson and Quick change processes such as BPR cannot ensure the success of the change. The people aspects of

change are the most critically important for successful transformation. They report that even Michael Hammer who launched the BPR movement in the 1990s admits that he forgot about the human aspects of change. Hammer states: *"I was reflecting on my engineering background and was insufficiently appreciative of the human dimension. I have learned that it is critical. If people are not taken into account, a change process will be negatively affected or may even fail"*. SPR involves measures of managing ethical organizational behaviours because ethical scandals promote change resistance and undermines effective OCM. Employees face ethical dilemmas in their daily work lives, therefore the need to manage ethical behavior brings about positive OCM by creating a conducive culture. The society expects organizations to maintain ethical behavior both internally and in relationship with other organizations. Such ethical behavior is expected in relationships with customers, the environment, and society. Because of workforce diversity, issues of globalization and changes in ICTs social accountability (SA) embedded in SPR appraise changes in the work climate in an organization and also stimulate a workforce that seems lethargic, unmotivated, and dissatisfied to embrace organizational change initiatives [20]. SPR is inevitable as long as change is inevitable, because change is a process that can be effectively managed. In an OCM situation, the chief executive officer (CEO) who is often the change champion must be magnanimous and makes sure that he motivates and retains competent employees. However, there must be a weeding-out of those who are not performing and not ready to change. Otherwise they will frustrate the change programme and pull everybody down [21]. Many organizations have undergone one type of change process or the other in recent history. In almost all the cases, the changes have occurred because of global competition and the dynamics of ICTs. To remain relevant, management is often concerned with discovering new ideas, rules processes and procedures for innovation to enhance quality of products and services, as well as improved stakeholder value and employee satisfaction. For a change programme to be effective it must be properly communicated, because communication is very important to every individual, organization, government and society as a whole. Communication is a unique mechanism for facilitating the interdependent and cooperative existence of people through the exchange of emotions, thoughts, views, feelings among themselves and units by the means of commonly shared and held symbols, speeches, demonstrations, writings and actions aimed at provoking performance, soliciting and gaining support, galvanizing and creating goodwill, building reputation, identifying and solving problems, creating understanding, increasing knowledge power, influencing the opinions of others as well as making useful enquiries into the

known and the unknown. According to Muo communication is very critical to the success of any change programme as it enables people to change their views of the world and thus alter their beliefs, values, and actions. He posits that communicating change helps to create a uniformity of purpose between the leadership and the followership, avoid alienation, hostility or resistance, and a leadership role in a successful organizational change process involves creating a new vision of what the organization wants to achieve, galvanizing support and getting people to share the new

vision and enthusiasm, creating the appropriate environment and evaluating the change process to ensure that the organization's original identity remains intact.

2.1. Effective Change Management

Hellriegel, et al, state that effective change management is important for organizational productivity, survival and growth. They insist that certain initiatives contribute to effective change management, as shown in figure 2.

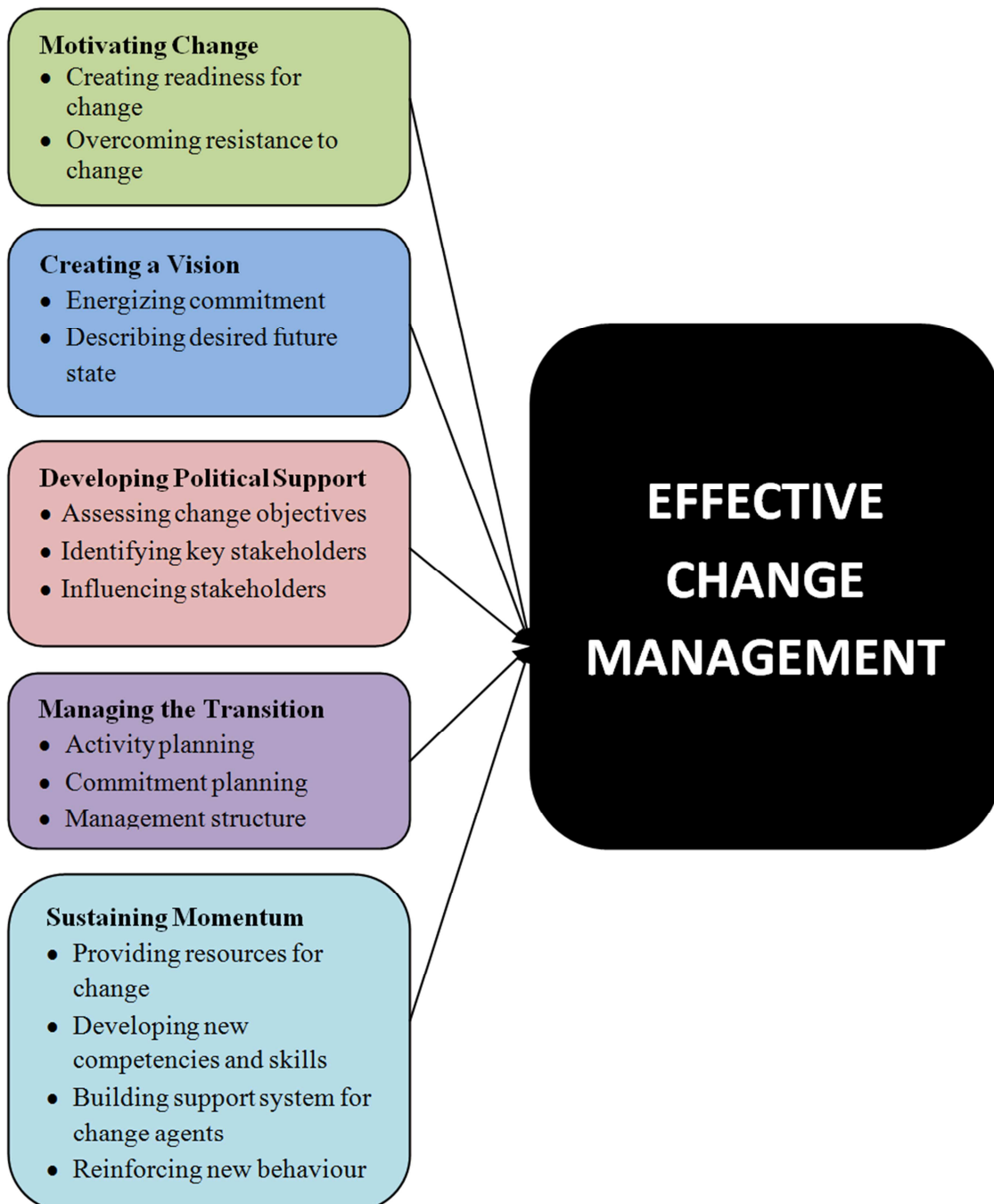


Figure 2. Initiatives Contributing to Effective Change Management.

Based on their effective change management model, planned organizational change represents a purposeful attempt by management and employees to improve the functioning of teams, departments, divisions or an entire organization in some important ways. They believe that effective organizational change must come from within the organization. People must be aware of the need for change, believe in the potential value of the change proposed, and to change their behaviours in order to make the team and the organization more effective. [22]

2.2. Empirical Review

Different authors have different perspectives for organizational change. For example, Gomez-Mejia and Balkin, state that organizational culture can facilitate or inhibit change in an organization, and that other factors also affect how an organization deals with and adjusts to change. They opine that organizational change becomes desirable immediately management observes a gap between desired and actual performance levels. Forces for change originate from the environment including technology, market or legal forces, and social trends, and from sources internal to the organization, including management decisions [23-24]. To deal with organizational change and sources of resistance to change which include employee self-interest, fear of uncertainty, opposing goals and perspectives on change, management can effectively implement change by communication and education, employee involvement, negotiation, coercion and top-management support [25]. For effective OCM, Nelson and Quick identify the scope of change to include: incremental change, at a change of a relatively small scope, such as making

small improvements, strategic change as a change of a larger scale, such as organizational restructuring. The other type is transformational change, which is a change in which the organization moves to a radically different, and sometimes unknown, future state. They describe a change agent as the individual or group that undertakes the task of introducing and managing a change in an organization. Change agent as the catalyst for organizational change can be internal, such as managers or employees who are appointed to oversee the change process. Change agent can also be external such as outside consultants [26-27]. According to Muo the human race has been in a state of fundamental transformation from the agrarian age in 1850 through the industrial age in 1990 and the information age in 2000. He insists that change is part of corporate life everywhere, and in all sizes of companies everywhere. The momentum of organizational change is highly unquenchable and today the world has moved from the information age into the knowledge age. In initiating organizational change programmes, knowledge-intensive organizations, mostly in the service industry are building on a conceptual understanding of competencies and knowledge based on managing creativity in support of practical action. Organizational change process through BPR does not suggest obliteration, but supports the invention of better and new methods of accomplishing work more effectively and efficiently. It fundamentally embraces the major redesign of how work must be done because of the assumption of a close positive relationship between work design and work efficiency. Moran and Kothari through their organizational change compass identify three elements of organizational change, as reflected in figure 3.

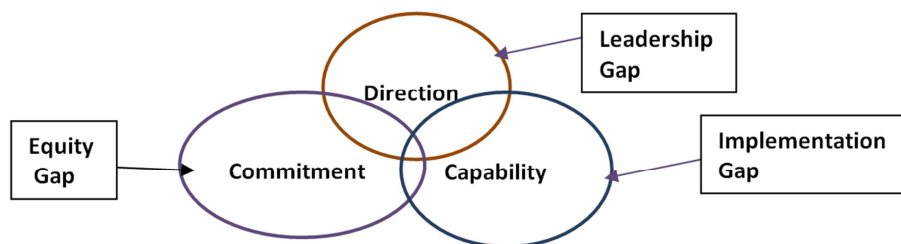


Figure 3. Organizational Change Compass.

Source: Author Fieldwork (2018) Adapted from Moran and Kothari [28]

The compass tasks management to reflect on the depth of commitment from people in the organization to the desired change; the organization's capability – including technology, structures and people to accomplish the desired change, and the leadership needed to effectively move the organization in a new direction. They state that gauging the degree of alignment among these three elements can serve as a helpful and immediate diagnosis for management, as all the three must be aligned. They state for example, that a gap in leadership makes

it difficult for an organization to move in its desired direction, and differing belief systems about equity hinder commitment to change. They argue further that regardless of the scale or greater impact an organization aspires to in managing the changes needed to accomplish new goals it is fundamentally about building and deploying superior organizational capabilities. They insist that OG can be achieved not just through expansion to new sites, which is the traditional way, but can also be achieved through additional ways, which

include: going deeper in a current programme and focusing on programme sustainability, creating long term sustainability, spreading principles and beliefs during the change process, as staff turnover occurs, sustaining momentum of the essential change programme elements, and shifting ownership of reform or change programme activities to become self-generative and compliant.

3. Methodology

3.1. Research Design

The exploratory research design was employed for the study. The exploratory design is historical in nature and does not usually require a large sample nor a structured questionnaire. A combination of qualitative and quantitative techniques can be used in exploratory design [29-30]

3.2. Sources of Data

Data were generated through primary and secondary sources. Secondary data are information that have been previously collected for some other purposes other than the research project at hand, while primary data are information gathered and assembled specifically for the research project at hand. Each data collection method has advantages and disadvantages. However, the best approach is to use multiple methods of data collection because it offers the research era chance to cross-check the information obtained through the various methods [31].

3.3. Sample Frame

The sample frame comprised of the population in Nigeria interested in the topic of effective OCM and OG.

3.4. Sampling Technique

Purposive sampling technique was adopted to select the sample for the study. This technique involves the selection of units based on factors other than random chance [32]

3.5. Sample Size

The sample size for the study was determined through the sample ratio concept at 112, comprising of 50 females and 62

males.[33]

3.6. Area of Study

The study was conducted in South East Nigeria that comprised of 5 out of 36 states in Nigeria.

3.7. Decision Rule

The decision rule for the cut-off point for the analysis of responses to the research questions was at 3 points. This method is most appropriate to answer research questions [34].

3.8. Data Analysis

Data were analyzed through descriptive and Chi-square statistical methods and result presented in tables. The Chi-square equation used was: [35-36]

$$X^2 = \sum_{n=i}^n \frac{(O_1 - E)^2}{E}$$

Where O_1 = Observed frequencies

E = Expected frequencies and

n = no. of categories considered

4. Presentation of Result

Table 1. Profile of Respondents (n=112).

S/N	Description	Category	Total	Percentage
1	Gender	a) Female	50	44.64
		b) Male	62	55.36
2	Education	a) Diplomas	40	35.71
		b) Degrees	51	45.54
		c) Others	21	18.75
3	Age	a) 18 – 35	45	40.18
		b) 36 – 60	48	42.86
		c) 61 and above	19	16.96
4	Experience	a) Less than 10 years	35	31.25
		b) 11 – 20 years	52	46.43
		c) over 21 years	25	22.32
5	Status	a) Low	42	37.50
		b) Middle	50	44.64
		c) High	20	17.86

Source: Author Fieldwork (2018)

Table 2. Frequency and Mean for Responses to Research Questions.

S/N	Restatement of Research Questions	Scores								Row Total
		Agreement				Disagreement				
		A	SA	Σx	\bar{x}	SD	D	Σx	\bar{x}	
1	New vision does not contribute to effective organizational change	24	56	80	1.4	20	12	32	3.5	112
2	Strategic mission does not contribute to effective organizational change and growth	30	37	67	1.67	25	20	45	2.49	112
3	SPR can contribute to effective organizational change and growth	30	62	92	1.21	12	8	20	5.6	112
4	BPR is not the only one best way for effective organizational change and growth	38	67	105	1.06	5	2	7	16	112
5	Sustainable management is critical to effective change management and growth	42	51	93	1.20	12	7	19	5.89	112

Source: Author Fieldwork (2018)

Table 3. Contingency Table Reproduced From Table 2.

S/N	Description	Agreement Category	Disagreement Category	Row Total
1	New vision contributes to effective organization change	80(87)	32(24.6)	112
2	Strategic mission does not contribute to effective organizational change and growth	67(87)	45(24.6)	112
3	SPR can contribute to effective organizational change and growth through employee motivation	92(87)	20(24.6)	112
4	BPR is not the only one best way for effective organizational change and growth	105(87)	19(24.6)	112
5	Sustainable management is critical for effective organizational change and growth	93(87)	19(24.6)	112

Source: Author Fieldwork (2018)

Table 4. Chi-square Calculation.

Cell	OI	EI	OI-EI	OI-EI ²	$\frac{OI-EI^2}{E}$
1	80	87	-7	-49	5.632
2	32	24.6	7.4	54.76	2.226
3	67	87	-20	-400	4.597
4	45	24.6	20.4	416.16	16.917
5	92	87	5	25	2.873
6	20	24.6	-5.6	-21.16	1.058
7	105	87	18	324	3.724
8	7	24.6	-17.6	-309.76	44.251
9	93	87	6	36	4.137
10	19	24.6	-5.6	-31.36	1.650
Total	560	560	0.2	44.64	87.062

$$df = (r-1) (c-1)$$

$$= (5-1) (2-1)$$

$$= (4) (1)$$

$$= 4$$

Level of significance is 0.05

X^2 t 4 under 0.05 = 9.49 (critical chi-square value)

Calculate chi-square (x^2 1) = 87.06

4.1. Discussion

Since the calculated X^2 value in table 4, is greater than the tabulated value: 87.062>9.49, the null hypothesis was rejected and the alternative hypothesis which stated that there is a relationship between effective OCM and OG was accepted. This result supports the analysis in table 2 which substantially suggests that effective OCM is positively associated with OG. For example, the highlight of the result in table 2 showed that new vision, SPR, sustainable management, among others contribute to effective OCM and OG. This new result makes an important management case for the relevance of SPR in the organizational change process. For proper effect therefore, organizational change programmes must take cognizance of organizational design because it is fundamental to the stability and overall good functioning of the organization. A good organizational design ensures proper identification of duties and clear arrangements for authority relationships necessary for efficient work performance. It tries to eliminate the duplication of duties and responsibilities but rather provides the superhighway for speed and accuracy of functions by both employees and

managers. Fine organization design also paves the pathway for both job and organizational stability, continuity, effectiveness and growth. Organizations need stability and continuity in order to function effectively. The term organization implies that the individual team and informal group activities need a stable structure for the desired effectiveness. OCM and organizational design is closely related because organizations may at a time have narrowly defined jobs, and limited flow of organizational information that must be changed to provide clearly identified lines of authority and responsibility required for higher organizational performance and effectiveness. It is believed that more adaptive organizational designs are often used to douse the problems of resistance to change and make the necessary room for organizational effectiveness and growth. Success in organizational change would hinge to a large extent on the power and effective application of necessary scientific approaches to the change management process. As the world and people are changing, organizations are also in the state of constant change. In the circumstance therefore, a clearly formulated set of action plans for organizational change must be implemented and monitored to enhance the efficacy of effective OCM strategy and OG. OCM programme that can overcome the ever present resistance to change needs a focus on changing human attitudes through SPR. Motivation and transformation of employee attitudes are critical to align with change imperatives because ensuring co-operation and creating winning attitudes can be congruent with effective OCM and OG. Attitude transformation is also important in a change process because to a high degree, it helps to provide employees with a better understanding of the process of change and provides them with psychological safety net to overcome the problems of fear and uncertainty often associated with organizational change arrangements. Therefore, SPR, and not only BPR, is essential for effective OCM and OG. Organizational change will remain a constant phenomena in business and management as organizations grow increasingly complex and face the challenge of effective management of constant change. To remain competitive organizations need new and better ways of organizing and carving out their activities through more flexibility and adaptive abilities and capabilities, different from the traditional approaches, and breaking away from

rigid standardized rules and procedures known to the organization. Despite its limitation, BPR as a change management programme focuses for the most part to reduce organizational hierarchies and boundaries, and on collapsing tall organizational arrangements towards flat and horizontal organizational frameworks to enhance organizational effectiveness and growth. The present result supports the earlier findings that OCM is positively correlated with OG. This is the interest of this study. SPR is unique to effective organizational change management because the main objective of planned organizational change is to alter the behavior of individuals within the organization. It is believed that in the final analysis, organizations survive, grow, prosper, decline or fail because of employee behavior, relating to the things which they do or fail to do. Behavior change is therefore a primary focus of planned organizational change management. In the circumstance, successful change programmes must have an impact on employee roles, responsibilities, working conditions and relationships, but managing effective organizational change depends on the ability of management to identify specific aspects and areas of the enterprise that will become the initial target of change imperatives. The need for SPR cannot be overemphasized in effective OCM and OG because as Pugh suggests understanding and managing organizational change is consistent with the consciousness that organizations are organisms and not mechanisms which can be taken apart and reassembled differently. They are occupational and political systems, and all members of an organization operate simultaneously in all three systems, like the rational, the occupational and the political systems. He posits that change is most likely to be acceptable and effective in those people who are basically successful in their tasks but who are experiencing tension or failure in some particular part of their work. The present conceptualization of effective OCM and OG is auspicious today because most traditionally, strategic change is commonly thought of in terms of strategic planning. Therefore, the implication becomes that, the traditional planning approaches to the management of strategic organizational change even though necessary, are in themselves insufficient and potentially dangerous. Quinn suggests that CEOs managing strategic change in large organizations should not follow highly formalized textbook approaches in long-term planning, goal-generation and strategy formulation. Instead, they should artfully blend formal analysis, behavioural techniques and power politics to bring about a cohesive, step-by-step movement towards ends which are broadly conceived to ensure effective organizational change. They posit that implementing change involves moving an organization to some desire future state, in which case, there is need for a contingency or congruency approach that would recognize and address factors related to

competition, technology, regulation, organizational strategy, employees, other stakeholders and shareholders with the aim of achieving effective OCM and OG [37, 38]. Since change creates a sense of loss, for effective organizational change to occur, people need sufficient time to mourn the old or familiar ways of doing things, time and opportunity to disengage from the present, and well equipped to face the future. As change management in large and complex organizations is a difficult task, and involves changes in policies, procedures and structures, individuals and groups have to be motivated to continue to perform in the face of major turbulence, because they are presented with the fact that familiar tasks, jobs, procedures, and structures are no longer applicable. It is believed that effective OCM does not require the manipulative stance which elevates a selfish, ruthless and get-ahead-at-all-costs mentality in the corporate change management process [39-41].

4.2. Scope for Further Study

Further study could examine the relationship between SPR and productivity as a way of finding a solution to low productivity in some organizations despite BPR in Nigeria.

4.3. Recommendations

Organizations should aim at creating a new vision when engaging in a change management endeavour to enhance its effectiveness.

Effective OCM can best be achieved when there is a strategic mission to guide the process. Without this, the programme can lose momentum.

Human effort is critical in any successful adventure. Therefore, the issue of SPR is very important to obtain the right attitude from people and ensure the success of a change management programme.

Management must engage in effective communication with stakeholders and obtain their buy-in on a typical change management process to douse fears of uncertainty and to achieve success.

Change management as a competitive tool must focus on strategic issues that influence the 20 percent of organizational matters that increase productivity.

5. Conclusion

As the world gradually becomes a global village organizations are virtually on their toes in efforts to remain competitive in the global market space. Organizational change process takes different dimensions aimed at reinvigorating the structures and processes to become more flexible and adaptive and to increase organizational

effectiveness and efficiency. Encouraging organizational members to cultivate new attitudes and capabilities increases the chances of successful organizational change and better performance. Variables like SPR and change sustainability are critical to effective OCM and OG. Based on empirical review and analysis this study found a positive correlation between OCM and OG and that change management, organizational sustainability as well as effective communication relationships influence OG.

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Biography



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