

Change Management And Organizational Resilience

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Abstract: In Nigerian society, there are diverse uncertainties and challenges disrupting workflow in organizations causing them to restructure and re-strategies to stay afloat. This paper addresses some contemporary issues concerning organizational change and organization resilience. It also elaborates on the evolution of dimensions of change management with respect to organization acceptance and performance. Furthermore, it analyzes organizational resilience and associated measures to achieve the same. Finally, it recommends that Organizations should encourage in-house participative decision-making attitude as this will reduce the level of resistance among employees; Changes should not be introduced on compulsion rather they should be gradually introduced with all those to be affected given adequate training and briefing in advance. The organization should put in place measures that can help the employee less pressured in a relatively demanding adjustment situation or period.

Keywords: Change Management, Resilience, Organization, Adaptability, Resourcefulness, Organizational Learning

I. INTRODUCTION

In Nigeria, many uncertainties and challenges confront individuals and entrepreneurs alike for which proactivity could be useful to mitigate the effects. For these issues of uncertainty to be addressed head-on, Olu-Daniels & Nwibere, (2013) emphasizes a desire for reforms to be introduced daily. According to them, these reforms will restructure organizations to fit into and function more effectively, at par with all industries of the world. However, the advent of technology in last the decade has made for a great expose' of wrong organizational practices and has given a better understanding to the of extent organizational inefficiencies (Cascio & Ramiro, 2016).

Despite this increasing impact of technology, some Nigerian organizations are still slow to embrace the opportunities it brings. There are still high levels of unrest in various segments of the society, sometimes with devastating and far-reaching effects on the people and their environment. To clarify the far-reaching effect of the lukewarm attitude of people to change, most especially in Nigeria, Agbaje (2010) stated that a revolutionary cleansing of the society, which is

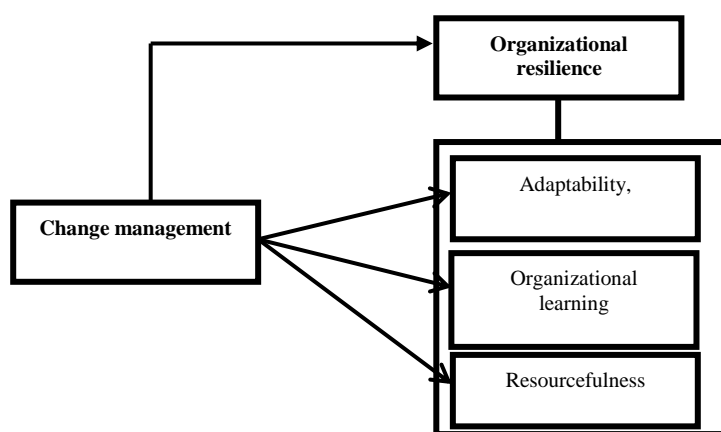
becoming increasingly complex and completely independent of disruptive events and threats, is necessary. In line with this claim, it is paramount to note that organizations are affected since they are part of society (Sutcliffe, 2010). However, Adeoti, Olawale & Abolarinwa, (2016) claim that having a good market information system in Nigeria or any part of the world that provides accurate information on controllable and non-controllable factors to customers, will rescue the great number of corporations struggling to survive the rapid and global business environment dynamics.

Adeoti, Olawale & Abolarinwa (2016) clarified that in a competitive market, the survival of an organization's products relies on their commitment to building and maintaining a reliable market information system that is not only all-encompassing but also effective with respect to organizational flexibility. To support the argument above, Tamunomeibi & Ofurum (2019) stated that "the emergence of a knowledge-sharing approach is vital to the achievement of sustainability since when information is managed effectively, it leads to improvement in stakeholders value, innovation, organization performance as well as in corporate governance". In essence,

the creation, storage, and sharing of information in concert can play a key role in an organization's continued existence.

Having reviewed the frequency with which changes are made/necessary within organizations, the rationale of this study is the frequent and continuous resistance to innovations within the organizations and the inadequate change adaptation consideration by the organization which reduces its employees' ability to cope with new development within the business environment. The purpose of the study is to determine the extent to which change management impacts on organizational resilience.

CONCEPTUAL FRAMEWORK



Source: Conceptualized by the Researcher.

Figure 1.1: Framework for analyzing the relationship between Change Management and Organizational Resilience

II. REVIEW OF RELEVANT LITERATURE

THEORETICAL FOUNDATION

The theoretical foundation is an explanation of ideas that are related to a particular subject. It is a critical review of the theoretical elements that serve as a frame of reference in an investigation. This critical review allows us to determine the variables to be measured and the relationship between them while determining the response to the research question. In our effort to search and conceptualize how change management impacts organizational resilience some theories have been raised. This study looks at theories like the 'unfreeze-change-refreeze'. The elementary theories underlying any change in a human system are derived originally from Kurt Lewin, he is widely considered the founding father of the "changing as three-step" concept (CATS); the 'unfreeze-change-refreeze' (Soneshein, 2010). However, some researchers like Wright et al (1992); Child (2005); Clegg & Kornberger (2016), did not only believe he did not deliberately contribute to this concept but also questioned his concept. They maintain that it was inappropriate for Lewin (1947) to consider the organization like an ice cube in today's complex world that requires flexibility. Regardless, his article on the concept of 'freeze', which was later rephrased to be 'refreeze' became the core foundation for change management (Festinger and Coyle, 1950).

LEWIN'S FORCE-FIELD THEORY OF CHANGE

This model represents a very simple and practical model for understanding the change process. The process of change according to Lewin (1951) entails creating the perception that a change is needed, then moving toward the new, desired level of behavior and finally solidifying that new behavior as the norm. Lewin (1951) introduced the three-step change model with the view that behaviour is a dynamic balance of forces working in opposing directions. These forces include the facilitating force which sees change as pushing employees in the desired direction while the restraining force hinders change as it pushes employees in the opposite direction. Therefore, the forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change. According to Lewin, the first step in the process of changing behaviour is to unfreeze the existing situation or status quo. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by first increasing the driving forces that direct behaviour away from the existing situation or status quo followed by decreasing the restraining forces that negatively affect the movement from the existing equilibrium and then finding a contribution of the two methods. The second step in the process of changing behaviour is movement. In the steps, it is necessary to move the target system to a new level of equilibrium either by persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective and connect the view of the group to well respected, powerful leaders that also support the change. The third and final step requires the integration of the new values into the community values and tradition. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and straining forces. Having elaborated on this theory, the concept of change be fully discussed.

CONCEPT OF CHANGE

Change is an alteration in people, structure or technology (Robbins and Coulter, 1999). Change is generally a response to some significant threat or opportunity arising outside of the organization. According to Draft (1983), "Changes within an organization take not only a response to business and economic events but also to the process of managerial perception, choice and actions. Managers, in this sense, see events taking place that, to them, possess the need for change." On the other hand, change refers to any deviation from the normal way of doing things. Simply, organizational change refers to a total modification in the organization's dominant culture with varying consequences (Appleby, 1982).

TYPES OF CHANGE

In this paper, we are looking at the two major types of change which are, the incremental and step change. According to Mathison (2005), the incremental change is a gradual evolutionary change concept that programs and organizes development by making small alterations over time; that is by changing components or activities in increments, thereby

building on the status quo. This change is ongoing and happens step by step, hardly noticed at a glance, but can be seen properly over a longer period. Over time, scholars (e.g. Streeck, 1997; Schickler, 2001; Thelen, 2000) distinguished five modes of incremental change: layering, conversion, drift, displacement and exhaustion (Heijden & Kuhlmann, 2017), explaining how relatively small policy changes may over time have accumulative effects on society. It is in the introduction and conceptualizing of these modes that their work has been particularly innovative and widely followed (Campbell, 2010).

Whilst, the step change is a significant change in policy or attitude, especially one that results in an improvement or increase (Baumgartner & Jones, 2009). This was also the view of Smith (2005) who additionally explained that step change was particularly challenging for managers as it occurred rapidly, in a dramatic course of action, was high risk and constituted a major alteration in their businesses but may be essential. The step change may occur as a result of external factors such as a country's laws and regulations, variations in economic conditions, technological breakthroughs and many more.

CHANGE MANAGEMENT

Change management is the process by which a business responds to the environment in which it operates in so to sustain its relevance, evolve, expand its operations and serve its society better (Grimolizzi-Jensen, 2018). Change management, according to Szamosi & Duxbury (2002) is an integral part of life and is a constant in most organizations. Burned (1996a, 1996b) maintains that organizations that effectively manage change have a greater advantage over their competitors. However, according to Stewart & Kringas (2003), Change management, like change is a difficult term to define. Thus, the term "change management", according to Stewart & Kingas (2003) has become a 'ubiquitous theme in management literature'. However, in spite of this label, Pettigrew Woodham & Gmeron (2001) Stated that change management has become one of the greatest themes in the social sciences. According to Nickds (2004) the term "managing change" has two meanings, both "the making of changes in a planned and managed or systematic fashion and the response to changes over which the organization exercises little or no control". In this sense, the need to identify organization-wide change has become one of the most critical and challenging responsibilities of organizations (Pettigrew, Woodman & Cameron 2001).

Change management is tightly linked to identifying and managing processes designed to make organizations more successful and competitive. All these processes are internally focused and they attempt to provide solutions to help management obtain a commitment to change and improve productivity with the least resistance. Change plans make the results tangible, help control the processes, guide decision-making and provide security around uncertainties. There are many different types of change and different approaches to managing change. Finding an approach that suits you and your situation goes to the heart of being an effective and professional manager (HEFCE, 2003). However, whilst recognizing each change situation will be unique, there are

still some common themes that will help ensure that the change process stands the greatest chance of success. Change process Change usually involves three overlapping aspects: people, processes, and culture. Organizations undergo major change approximately once every three years, whilst smaller changes are occurring almost continually (CIPD, 2007). In this context, managers have to be able to introduce and manage the change to ensure that the overall objectives of this change are met, while ensuring that they support their team through the change process, both during and after implementation. Generally, at the same time, they also have to ensure that business continues as usual.

Managing change can take dimensions of people, processes, methods, tools, operations, and results. People: Concerning the people dimension, Dievernich et al. (2015) observe that humans are at the heart of organizations and that Change Management (CM) is impossible without people. The change management team can constitute the employees or corporate staff. When this is so, there is a higher level of change awareness, knowledge and responsibility which can be easily integrated and people can easily be transformed and emotionally motivated (Hornstein, 2015). Process: The procedure dimension addresses how the activities in organizations are managed with respect to change. It is necessary for every organization that wants to evolve to always embark on projects and projections in order to prepare for such changes (Dawson, 2015). According to Hornstein (2015), to enhance the integration of change in an organization process, the team must ensure the CM activities begin early at project initiation; the earlier the launch, the more effective are the sequence, aligning and feedback. Lastly, the CM process-driven approach must have deliverables and milestones, which can easily be achieved as well as integrated with organizational goals from a practical and credible perspective (Baugartner, 2017).

Tools of Operations: The integration of change on a tool dimension simply means creating a single tool plan that fits both the technical side and people side, in other to achieve the desired projected change. Methodology: While most of the CM dimensions earlier discussed in this work occur at a project level, the methodological dimension occurs at the organizational level, this dimension of integration looks into the organizational policy, its learning and behavior (Olguin et al, 2009)

Results and Outcomes: In many ways, this dimension is the beginning and the end of any change process; for change to occur it must start from the mind voluntarily or involuntarily and for an organization to be at a safe zone, it must adapt to the new ways of doing things quickly. The result and outcome dimension brings all the stakeholders to evaluate the predicted change or the already carried out change, which will involve mental constructs, suggestions on the way forward and the best approach. Without this, the other four dimensions cannot, in reality, be confirmed and documented for future reference (Hayes, 2018).

ORGANIZATIONAL RESILIENCE

According to Folke (2006), the concept emerged in the late 1960s in relation to the resilience of the ecosystems,

where the focus was upon the ability of systems to cope with change and persist. From the mid-80s, resilience referred to human-environmental interaction and appeared in a behavioral study with respect to organizations by Wildavsky in 1988 (Ikpe, Edwinah & Amah, 2003). Currently, there is a broader discussion of resilience as it concerns healthcare systems, business supply chains, information systems and also resilience engineering (Hollnagel et al, 2006).

Organizational resilience is the capability to respond quickly to unforeseen changes, even chaotic interruptions to business processes, and also the ability to bounce back, then forward, with speed, determination, precision and with the proper support (Ikpe, Edwinah & Amah, 2003). Bell (2002) also explained that, for an organization to be resilient, it must anticipate, prepare for, respond and adapt to incremental change and sudden disruptions to its survival and thrive. However, in a competitive environment, an organization that is knowledgeable of its resilience strengths is also more equipped to find opportunities out of a crisis (Knight & Pretty, 1997). Supported by Madni & Jackson (2009), some organizations see the unexpected faster than others, and they can immediately react to it while others "wait and see", explaining that those that are prepared for the unforeseen do well off compared to the organizations that wait. Organizational resilience can be broken down into, its adaptability, resourcefulness and how it is learning.

ORGANIZATIONAL ADAPTABILITY

Organizational Adaptability can be termed the degree to which an organization can alter and conduct its structure and systems respectively, to carry on business as usual, in the wake of environmental change (Denison, 2007). It entails a transformation of the demands of the business environment into action. It is can be presumed that environmental uncertainties represent an important contingency for an organization's structure and internal behavior, insinuating that organizations need to have the right fit between internal structure and external environment (Ikpe, Edwinah & Amah, 2003).

ORGANIZATIONAL RESOURCEFULNESS

Organizational resourcefulness looks into the creativity of the organization in managing what it has to create, a balance and constant growth within the organization. Vilikangas (2010) considered this to be how an organization builds its flexibility beyond leadership capabilities, explaining that every employee is a resource and can generate ideas aligned to the organization's mission statement. He also stated that sometimes the most useful strategy may be counterintuitive-meaning using resource constraints as a catalyst to develop innovative capability.

ORGANIZATIONAL LEARNING

Organizational learning determines the behavior of an organization. Davis (2000) indicated two reasons for learning which are: a desire to maintain flexibility and competence in the face of rapid change and profound uncertainty and the

need to improve capacity to innovate and compete. Organization learning is the ability of an organization to learn from its daily activities and this has developed new and existing organization capabilities; learning is a two-sided experience, the organization can learn by its failure or success (Shipton, 2006). Tamunomiebi (2018) proffered that, to have a shared awareness and control vulnerability within an organization, ethics training must be frequently carried out to build capacity for dealing with disturbances and emergencies and to enhance the organization's ability to withstand shock.

III. CHANGE MANAGEMENT AND ORGANIZATIONAL RESILIENCE

With the help of knowledge information systems management, various ways in aligning change management to organizational resilience have been put forward in Nigeria. Organizational change can have a number of disruptive effects on employees. In the field of organizational behaviour, organizational or employee resistance as a result of organizational change is high, and the negative emotions that could result from organizational change (Sagie et al., 1985; Sagie & Koslowsky, 1994; Huy, 2002; Timmieson et al., 2004; Kiefer, 2005). Increased organizational resilience is a frequent result of change when examined within applied and occupational psychology as well (Motowidlo et al., 1968; Judge et al., 1999; Terry & Jimmason, 2003; Rafferty & Griffri, 2006; Hansson et al., 2008).

This underscores the negative effects of organizational change at the level of the employee. One reason for the problematic outcomes associated with change is that firms often fail to account for the highly unpredictable and stochastic feedback effects of their actions and decisions with consequences and decisions with repercussions (Pfetter, 1998, 2007; Hannan et al., 2003h). Employees are bound to react when firms do things that affect them directly. These reactions could manifest themselves as emotional distress.

Change can also influence the informal communication structure of a firm, leading potential to a partial breakdown in information flows. From the employees' point of view, these effects generate uncertainty and fear about the future direction of the firm. This could cause work-related mental health disturbance and in severe cases, cause some employees to leave the firm altogether. At a minimum, firms are likely to suffer from the diversion of employee's attention during these periods; the new processes and structures thus can distract from ongoing operations, leading to lower performance.

IV. CONCLUSION

The fact remains that the change process involves increasing frustration, uncertainty, fear and emotional insecurity. These articles attest that organizational changes can lead to increased employee stress. This is underlined further by research that links organizational change management with decreased job satisfaction and increased uncertainty (Rafferty & Griffin, 2006). Change is a constant variable in every social system like the business organization. It is sometimes

consciously programmed but at many other times, it emerges like a storm in the market place, hence business organizations must structure itself in the manner that it is self-regulating and adaptive. Likewise, the employees must be ready for any adjustments when and where necessary.

V. RECOMMENDATIONS

- ✓ Organizations should encourage a participative decision-making attitude within the organization as this will reduce the level of resilience among employees.
- ✓ Changes should not be introduced in a draconian fashion. Rather, they should be subtly and gradually introduced with all those to be affected given adequate briefs and training in advance.
- ✓ The organization should put in place measures that can help the employee adjust much smoothly to change situations or periods.

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