

## ASSESSING THE IMPACT OF TRADITIONAL CHANGE MANAGEMENT ON ORGANISATION

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### ABSTRACT

*This study examined traditional change management in terms of technological change management and structural/transformation change management. Technology Change Management involves identifying, selecting, and evaluating new technologies, and incorporating effective technologies into the organization. The objective is to improve software quality, increase productivity, and decrease the cycle time for product development. Structural/Transformational change differs from other change-related concepts in terms of the following dimensions: the philosophical stakeholders and the prominence of transformation in the business environment. This three step model is associated with intentional change in the organization and change initiators may choose to use a range of strategies to implement the intended change. The three steps are unfreezing, initiating the change (moving) and refreezing. This study recommends that change management is a specialist role and should be undertaken by individuals who are equipped with the essential knowledge and skills required, and who can devote the required time and effort to see the change through from beginning to end.*

**Keywords:** *Traditional, Change Management, Technological and Structural*

### INTRODUCTION

Organizations have some form of formalized structures which Beer, et al. (2019) defined them as a composition of tangible and regularly occurring features that helps to shape the organizations staff behavior, organizations management structures incorporate a network of roles and relationships and it helps in the process of ensuring the collective effort is organized in order to achieve desired results. A study conducted in the United Kingdom showed that the growth in technology has a secondary effect of increasing the availability and therefore accountability of knowledge (Dicke, 2016). Easily accessible information has resulted unparalleled scrutiny from stockholders and the media. Imploring eyes and attending ears raise the incentives for failed business environment experiencing so much change; organizations must then learn to become comfortable with change as well. The ability to manage and adopt to traditional change is an essential ability required in the workplace today (Burnes, 2014). Change management affects the performance of employees during and after change. During the change process, the behavior of the employees, they tend to fear. They often assume a defensive and resistant role. It is important to note that employees do not perceive change positively. Change interferes with their routine activities and they are subjected to a deviation from what they used to doing. They feel threatened and unsure of their future. This brings about mental and emotional instability, often with implications on their performance (Wanberg & Banas, 2015).

During the implementation of change, the employee are noted to have negative feelings and they struggle in finding how to cope with the effects of change. Resistance displayed is deeply rooted in pre-conditioned and routine subjection that the employees were previously exposed to work environment (Walker, et al., 2017).

A study conducted in US according to Dicke (2016) concluded that employees who are engaged during a change management initiative are likely to have increased "buy-in" and better performance. Views concerning change management strategies, lists employee engagement as a

primary function for successfully implementing a change management initiative. The key functions associated with successful change management also share a strong relationship with employee engagement. Communication is the most common of these functions followed by collaboration, information flow, trust, and effective problem solving. Some of these management changes include; mission changes, strategic changes, operational changes (including structural changes), technological changes, and the attitudes and behavior change. As a multidisciplinary practice change management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, contents, and process of change are specified as part of a change management process (Oreg, 2013).

In South Africa, organizations create change-related strain for their employees in two ways; first, the level of strain depends on the impact the change has on the individual's own job. This means high personal demands tend to translate into high strain. Second, if change has a significant impact on the work unit and that change is not managed well, in terms of fairness, this also tends to lead to experiences of personal strain. If change is not well managed it can result in high labour turnover and low production (Burnes, 2014).

Organizational change can be considered from the perspectives of levels: individual, group, and larger systems. However, these three levels of understanding are not discrete. Although taking the organization apart by level, one must remain highly cognizant of the fact that organizational change deals with totalities, wholes and systems (Miller, et al., 2014).

This study operationalizes traditional change management in terms of technology or technology change management and structural/transformation change management.

### **Concept of Traditional Change Management**

Change is alter, make radically different, give a position, course, or direction and make a shift from one to another are different definitions of change (Merriam-Webster): amongst the shades of the meaning, change has noticeable effects on human life in psychological, social, and cultural terms. The nature of change has been a philosophical debate through the human history, and it remains a subject of matter of scholarly exploration in the contemporary developed world, as researchers try to understand the complexities of moving human groups from one state to another (Oreg, 2016). The organizational theory literature is about continuity and stabilization in the most cases, and organizations change all the time, each and every day. No organization today, large or small, local or global is immune to change and many scholars recognize change as a must for survival of organizations. Organizational change refers a difference in form, quality, or state over time in an organization entity (Dicke, 2016).

Organizational change is not a self-growing process that can be achieved without management. That is organizational change needs well-structured management strategies. Thus change management has become extremely popular within organizations that would like to initiate significant change processes that include both work tasks and culture. Together with academic interest in the change management, the amount of significant, often traumatic change in organizations has grown remarkably over the past two decades because of the transformation in the external environment.

All change efforts in the organizations include people-related issues. Most attention is usually given to organization in terms of structure, processes, tools, measurements, policies and procedures. But for the transition to be successful, people need to internalize and be committed to change process. Their individual interests, values and competencies must be effectively aligned with the organization's new vision, strategies, climate and capabilities (Wanberg & Banas, 2015). Otherwise, employees may have misfit or value misalignment. Additionally, when situations are not well-defined or seem chaotic, which is typically the case for employees when organizations introduce a significant change, people tend to respond by turning inward and becoming preoccupied with their own needs. Also, some employees may not believe the need for a change, perceive the change process. For situational and individual reasons, these employees may or

cannot express themselves or state their concerns and complaints (Allan, 2018). They rather pretend to embrace the new values, regulations and support the change while hiding their true feelings and thought from their peers and managers (Walker, et al., 2017).

These efforts in understanding and managing organizational change impelled researchers to develop a number of models, each of them has various backdrops and philosophical groundings. Traditional change management is linear- a step-by step approach with a beginning middle and end. It can work well for certain types of organizational change, particularly those affecting a single department or process. Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre-and post-change activities to ensure successful implementation. Significant organizational change can be challenging. It often requires many levels of cooperation and may involve different independent entities within an organization. developing a structured approach to change is critical to help ensure a beneficial transition while mitigating disruption (Oreg, 2016).

Change management has been defined as the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers' (Dunphy & Stace, 2013:911). According to Wanberg and Banas (2015) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required getting there. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Beer, et al., 2019). Due to the importance of organizational change, its management is becoming a highly required managerial skill (Dicke, 2016). Burnes (2014) goes as far as suggesting 'Against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographical trends, few would dispute that the primary task for management today is the leadership of organizational change.'

Change management is the effective management of a business change such that executive leaders, managers and front line employees work in concert to successfully implement the needed process, technology or organizational change. 70% of change programs fail to achieve their goals, largely due to employee resistance and lack of management support. When people are truly invested in change it is only 30% more likely to stick to the change. The goal of change management is to implement these business changes quickly in an attempt to improve organizational performance through minimizing the impact on productivity, avoiding unnecessary turnover or loss of valued employees, eliminating any adverse impact on their customers and achieving the desired business outcomes as soon as possible (Beer, et al., 2019).

The characteristics of organizational change are mainly categorized along the following two dimensions; radical versus incremental change and reactive versus proactive change. Radical changes is defined as changes that have an impact on the whole system of the organization and fundamentally redefine what the organization is or change its basic framework, including strategy, structure, people, processes, and (in some cases) core values (Carroll & Hatakenaka, 2014).

Change can be reactive or proactive in nature. Reactive change can be defined as a change that is implemented in response to some external event and or serious internal operational and managerial problems. They see proactive change as that where the company put the company in a better position or avert potential future problems. Though this anticipatory approach to change is generally preferable, in practice most companies tend to take reactive approach, usually as a consequence of the commonly held view that there is no need for change if current performance is satisfactory (Walker, et al., 2017).

In the context of business operations, change management affects the performance of employees during and after change. During the change process, the behavior of the employees is greatly impacted upon through emotional responses. When the issue of change is introduced to the

employees, they tend to fear. They often assume a defensive and resistant role. It's important to note that employees do not perceive change management positively. It interferes with their routine activities and they are subjected to a deviation from what they are used to doing. They feel threatened and insecure. This brings about mental and emotional instability, often implicating on the performance. During the implementation of change, the employees are noted to have negative feelings and they 'scrabble' about in finding how to cope with the effects of change (Burnes, 2014). The resistance which is displayed is deeply rooted in pre-conditioned and routine subjection that the employees are previously exposed to within the work environment (Erurk, 2018).

### **Reasons of Change**

In today's turbulent work environment, where change is common experience, organizations must continually cope with new situations in order to survive and prosper. The central strategic challenge for administrators is managing changes. Managing change is a complicated and sensitive mission, which requires moving through several stages and executing different tasks: organizational diagnosis, planning, formulating a vision, communicating, persuading others, and consolidating the change. These activities require using a variety of abilities and overcoming many potential pitfalls long the way (Frahm & Brown, 2019).

Change for an organization also means change for the people in it. Change can be received with excitement and happiness or anger and fear, as a result, employees' responses to change many range from positive intentions to support the change to negative intentions to oppose it (Carr, 2016). Individual characteristics of every single actor play an important role in understanding the human behaviors in a group, society, or organization. Apart from individual characteristics of change, Jones, et al., (2018) assert that organizational change is the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers. Large numbers of U.S firms are involved in a major organizational change; however, only a small minority of these efforts becomes successful, even change failure is constant (Dicke, 2016). Generally, results of unsuccessful change efforts are overwhelming, because the failure means wasted resources, scared and frustrated employees. Nevertheless, managers engage in change efforts by taking the risk of failure in order to change their organizations.

### **Resistance to Change**

Oreg (2016) stated that resistance to change consists of two main factors: personally and context. Personality relates to the person's dispositional resistance to change and people's internal inclinations that affect whether one adopts or resists the change. Oreg (2016) found dispositional resistance to change was a stable personality trait. The second factor, context, consisted of six variables: 1) power and prestige, 2) job security, 3) intrinsic rewards, 4) trust in management, 5) information, and 6) social influence. These contextual variables were related to employees' resistance to change and concerned both the outcome of the change and the way the change was implemented. The first three, power and prestige, job security, and intrinsic reward were related to the individual outcome of the change and were predicted to affect how the person relates to the change. The last three, trust in management, information and social influence concerned how the change is implemented and will influence how employees perceive the change process.

### **Dimensions of Traditional Change Management Technology Change Management**

The purpose of Technology Change Management is to identify new technologies (i.e., tools, methods, and processes) and track them into the organization in an orderly manner. Technology Change Management involves identifying, selecting and evaluating new technologies, and incorporating effective technologies into organization. the objective is to improve software quality, increase productivity, and decrease the cycle time for product development. The organization

established a group (such as a software engineering process group or a technology support group) that works with the software projects to introduce and evaluate new technologies and manage changes to existing technologies. particular emphasis is placed on technology changes that are likely to improve the capability of the organization's standard software process ( as described in the organization process Definition key process area) (Wanberg & Banas, 2015). By maintaining an awareness of software-related technology innovations and systematically evaluating and experimenting with them, the organization selects appropriate technologies to improve the quality of its software and the productivity of its software activities. Pilot efforts are performed to assess new and unproven technologies before they are incorporated into normal practice. With appropriate sponsorship of the organisation's standard software process and current projects, as (Oreg, 2013).

Technological change management will have an impact on all organizations. There will be a need for new types of managerial diplomatic, and social skills and a concomitant need for a new type of decision making process that will not be accommodated by existing organizational structures. Three particular aspects of the organizational environment will be affected by technological change: the amount of market competition and uncertainty will be affected by technological change: the amount of market competition and uncertainty will increase; there will be requirements for more diversity and higher quality in the organisation's products or services; and external politics and legislative reform will increase in complexity (La Grange & Geldenhuys, 2018). Each of these changes will provoke responses from the organization in its structure and relationships with employees and customers. Technological change will force changes will force changes in basic managerial functions. There will be increased responsibility on management for organization outcomes leading to added emphasis on planning, decision making, control, and coordination. These will often rely on computer-based managers. This will produce strain on managers and other individuals, potentially affecting morale, productivity, and output.

Technological change management can positively affect individual values leading to increased time for consideration of both the heart and the brain in decision making. This may lead to greater sensitivity and more tolerance and compassion for others, all coupled with a more rational approach to decision making. A possible effect of technological change management may be increased loyalty to one's profession rather than to one's organization. The effect of technological change on the manager's quest for self-actualization is still debatable. The net result of technological change management for all organization is a greater requirement for strategic planning. All of us must continually ask the question "What do we have to do now to attain our objective tomorrow?" through this process we can anticipate changes, including those brought about by technology, evaluate the various alternatives available to us cope with those changes, and be prepared for the future as it arrives (Walker, et al., 2017).

Technological change and its impact on the workforce have become a focus of attention all over the world. However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labor saving innovations is diffused more widely (Judge & Douglas, 2019). Technological change and its impact on the work force have become a focus of attention all over the world. The innovations include advanced communication systems, industrial robots, flexible manufacturing systems, computer-assisted manufacturing (CAM). These modern technologies incorporate powerful and low –cost microelectronic devices that have the potential to increase productivity in office and factory production tasks (Beer, et al., 2019).

However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labor saving innovations are diffused more widely. These experts contend that recent innovations represent a sharp departure from earlier changes, and that techniques for maintaining job security was essential. Technological

change is beneficial for all groups in our society, whichever the changes are more evolutionary than revolutionary in nature, and that technology ultimately creates more jobs than it eliminates. Concerns about changing technology have been continual over our history-usually increasing during periods of higher-than-average unemployment, and abating somewhat (Dicke, 2016).

### **Structural/Transformational Change Management**

Transformational change differs from other change related concepts in terms of the following dimensions: the philosophical nature of the new vision for the organization, the required level of involvement (commitment) from internal stakeholders and the prominence of transformation in the business environment (Burke & Litwin, 2019; Raukko, 2015; Dawson, 2017).

Transformational goals shape an organization into something "radically different" very often from having reflected one end of the continuum to reflecting the opposite side of the same issue: organizational alchemy. (Alchemy is the ancient art and science of changing plain metals into precious metals like gold and was a typical task of wizards.) Judge and Douglas (2019) therefore also refer to transformation as organization reorientation.

When organization structures are more consistent it gives employees security and positive attitude. A consistent structure is one where the hiring of employees are within the organization, when employees are promoted when they are effective and when employees can relax about job loss. An organization has a consistent structure; employees will devote themselves and perform the best at the jobs, which gives an organization a higher production rate. An organization structure is the way of doing business, how each change is implemented and how each job description is made, how the communication of the organization will work and strategic plan to improve productivity (Dicke, 2016). Further, organizations strive to be the best competitors in the environment they are competing in, and thus must ensure that the structure they are using impacts positively on employees' performance for the organization to achieve competitive advantage ( Walker, et al., 2017).

### **Theoretical Review**

#### **Lewin's Change Management Model**

The planned approach to organizational change emerged through the work of Kurt Lewin (1951) relating to group decision-making, implementation and social change. For Lewin (1951), a major concern was the issue of group conduct. He observed that the behavior of individuals differed from group to group. Thus, in an attempt to understand the uniformity of some groups' behavior against others, he was able to argue that people may come to a group with different reasons, but if they share a common objective, they are more likely to act together to achieve it. He maintained that there was a need to change group conduct so that it would not revert to the old level within a short time. In support of Lewin's theory, Burnes (2004) suggested that 'only by resolving social conflict, whether it be religious, racial, marital or industrial, could the human condition be improved'. Hence, Lewin's theories were premised on the fact that the planned change, through learning, would enable individuals to understand and reframe their views on how to resolve social conflict.

From Lewin's work resulted a model that views change as a three-step procedure. This three step model is associated with intentional change in the organization and change initiators may choose to use a range of strategies to implement the intended change.

The three steps are unfreezing, initiating the change (moving) and freezing. To elaborate in the unfreezing steps, employees break away from the way things have been done. In organizations, for effective change to occur, employees must embrace new work practices with a sense of urgency. In order to achieve this, employees are encouraged or forced to distance themselves from comfort zones that they were accustomed to so that they acclimatize to new work practices, even if there is uncertainty regarding their future. Organizations that are implementing change management should encourage employees to abide by a plan that allows for the 'sloughing of

yesterday' because 'it will force thinking and action ... make available men and money for new things... create a willingness to act'.

In step two (initiating the change), employees engage in activities that identify and implement new ways of doing things or engage in new activities in order to bring about change. For effective change to take place, management must ensure that all relevant stakeholders are given the opportunity to be engaged in decision making and problem solving in a collaborative manner. Whilst the latter was predominantly the role of management, the current thinking is that employees who become involved are most likely to accept change and become committed to making change may result in little or no resistance on the part of change recipients. In the third and final step (refreezing), the emphasis is on the reinforcing of new processes and tasks in the organization by the employer. For this step to be successful, employees must be acknowledge, as reward is an important consideration. Reward is crucial for behavior modification. Employees should receive appropriate recognition for changes in behavior if they embrace or accept the change. In this instance, reward serves to recognize that the new behavior is valued and prevents previous behavior from reoccurring.

Lewin's model of organizational change can be accomplished in the three ways: changing the individuals who work in the organization (their skills, values, attitudes, and eventually behavior) – with an eye to instrumental organizational change; Changing various organizational structures and systems- reward systems, reporting relationships, work designs; or Directly changing the organizational climate or interpersonal style – how often people are with each other, how conflict is managed, how decisions are made.

Lewin's model focused on the interdependence and ordering factors within a relationship. In the context of the organization, this meant that there was a process of dependence among the different units and subunits within the organization. also, the level of dependence was based on the importance of the various units within the organization. however, a major drawback of this model is that it is based on the assumption that organizations operate under stable conditions and can move from one stable state to another in a planned manner, meaning this model might not be useful in more turbulent and chaotic business environments.

## CONCLUSION

Organizational change is a significant event in the life of private and public sector organizations of the twenty first century. In today's rapidly changing business environment, organizations are faced with the challenging task to either adopt to the changes or to perish altogether.

Technological Change Management allows organizations to reach new economic markets. Organizations can increase their employees' productivity through the use of technology. Computer programs and business software usually allows employees to process more information than manual methods. Business owners can also implement business technology to reduce the amount of human labor in business functions. This allows organization to avoid paying labor costs along with employee benefits. Organizations may also choose to expand operations using technology rather than employees if the technology will provide better production output.

Structural Change examines the effects of the incorporation of new technologies, aspects of international economic integration and development, the changing structure of employment and income distributions, the interdependence between environmental and economic change, and related issues. Structural transformation will eventually run its course and industrialization will reach its limits.

## RECOMMENDATIONS

In the context of this discussion, the researcher maintains that if change initiatives are to be successfully introduced in an organization, the following conditions should be met:

1. Employees should feel the need to participate in the change process; the change in which employees are involved should be closely related to their own work environments; the

change initiators have to share information with employees in order to empower them with enough background to embrace the change; only employees who are directly involved, or employees who are knowledgeable about the change under discussion, should be allowed to participate in decisions regarding the change.

2. Change management is a specialist role and should be undertaken by individuals who are equipped with the essential knowledge and skills required, and who can devote the required time and effort to see the change through the beginning to end.
3. Taking sufficient time to introduce change to the members of the organization and involving them in the change improves an organisation's ability to understand and align the multiple perspectives that exist within the organization. a good change management plans takes these different perspectives into account and successfully communicates a shared vision of the change to each group, in a manner appropriate to each group.

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