

Essentials of Strategic Change Management and Employees Resistance on the Operations of Business Organizations

Oluwakemi O. OLADOKUN, M.Sc.¹; Anthony O. SOTUNDE, M.Sc.²;
and Kazeem O. MAKINDE, B.Sc. (Ed)^{2*}

¹Neuro Psychiatric Hospital, Abeokuta, Ogun State, Nigeria

²Federal University of Agriculture, Abeokuta, Ogun State, Nigeria.

Email: mkolajide@gmail.com*

ABSTRACT

Many individuals, organizations, cultures, and systems have a particular pattern of doing certain things. This study seeks to investigate effects of strategic change management and employees resistance on the activities of firm operations. The sample consists of 150 respondents which was made up of 120 employees and 30 management staff of business organizations. Methods of doing this include simple random sampling, stratified sampling, cluster sampling and systematic sampling. This research work therefore, concludes that change initiatives properly communicated by management and implemented by employees produces organizational success. It is however recommended that leaders should involve employees in change management issues, as this would reduce “employee resistance” and retain change initiatives.

(Keywords: strategic change management, employee resistance, operations, business organizations, decision making).

INTRODUCTION

All over the world, we hear of different settings, or communities which already have their own structure through some particular belief within their systems. There are usually laid down rules and regulations which have been adopted and must be strictly adhered to. These values and beliefs date back to ages and have been handed over to many generations in spite of the changing and developing environment.

Change is a modification of a current form, or state, of an organization or institution which results in a different form or state of the organism or institution concerned (Adeleke, Ogundele, and

Oyenuga, 2008). Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. It depends on leadership to be enacted. Change is a difficult process and really most organizations resist it because features of the evolution of change, new functionality, technology, etc. becomes difficult.

Problem Statement

According to Griffin (1999) the term management is defined as: “A set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization’s resources (human, financial, physical, and informational) with the aim of achieving organizational goals in an efficient and effective manner”. The robustness of the field of management can be found in an enhanced understanding of the various functions of the management process. The process of moving the organization to the future is the core of the academic disciplines of strategic management, organization development and organization transformation. Organization change leans on basic management concepts.

This research addresses the issue of strategic change, what to change? How to get people in the organization to embrace change? Maintaining change through leaders, resistance to change, and the solution to resistance factors to such change using selected private organizations in Nigeria as an example of operationalization of the change processes listed above.

Purpose of the Study

This study is designed to achieve the following objectives:

1. To identify the effect of change in an organization's business operations;
2. To ascertain the cause of resistance to change by employees; and
3. To ascertain the sustenance of change embraced by employees.

Research Hypotheses

- H₀: Change management does not affect the organization reforms.
- H₁: Change management affects the organization reforms.
- H₀: Resistance to change does not affect organizations' growth.
- H₂: Resistance to change affects organizations' growth.
- H₀: Change introduced in organizations is usually not sustained.
- H₃: Change introduced in organizations is usually sustained.

Research Questions

1. To what extent has change management affected the organization?
2. What is the effect of resistance of change on an organization?
3. If change is embraced, can it be sustained?

EXTANT LITERATURE

Importance of Change

Without change, people and organizations would remain the same. Change is a natural process and is important for the development of people and organizations. Development and growth is a continuous process for organizations in the domestic and international business environment. However, the pressures in the global business environment are much stronger than in the domestic business environment. To support this,

Jick (1993) observes that the reason is that competition in a global environment intensifies and organizations establish more complex relations with each other.

Types of Strategies for Approaching Change

A strategy or a model for approaching change is a general design or plan for action. There are four generally accepted types of strategies:

- A facilitative strategy depends on a shared responsibility and the involvement of everyone in the organization.
- An informational strategy is based on delivering education or knowledge.
- An attitudinal strategy recognizes the need to change mindsets and, as a result, change behavior.
- Political strategies depend on giving, withholding, competing, or bargaining for scarce resources to accomplish the planned change's objectives.

A key assumption underlying emergent theories is that in order to respond to change, managers must have an in-depth understanding of the organization, its structures, strategies, people and culture. Understanding these will allow managers to choose the most appropriate approach to change and identify the factors that might act as facilitators or barriers to the change (Burns, 1996).

Models Used to Explain Change Management Issues in Organizations.

Lewin's Change Management Model: One of the most influential perspectives within what are known as approaches is that of Lewin 1952. He argued that "change" involves a three-stage process.

1. Unfreezing
2. Moving
3. Refreezing

He noted that people tend to prefer and operate within certain zones of safety.

1. **Unfreezing:** This is the stage where motivation is initiated. Motivation becomes necessary to combat the attitude of people who resist change. Unfreezing can be used to determine problem areas in an organization and initiate change to alleviate problems before crisis erupts. Before change can occur, tension has to be created among the recipient of change that something is not good in the organization. This is to create emotional stir up and break complacency. It reduces the forces acting to keep the organization in its current condition.
2. **Moving:** It means moving from an existing position to the desired form. This stage involves the development of new values, attitude, and behavior through internalization, or change in structure. Adequate leadership is necessary for the process to be successful. Examples include a new evaluation system, restructuring a department or entire organization. Once an organization is unfrozen, it can be changed by Moving.
3. **Refreezing:** This last stage of the process refers to stabilization. Changes in organizational culture, organizational policy, staff norms and modification in organization structure attests to this. Refreezing is like maintaining a new organization.

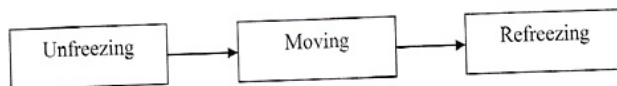


Figure 2: Lewin's Three-Step Change Model.
(Source: International Journal of Scholarly Academic Intellectual Diversity, V12, N1. 2010)

Greiner's Change Process Model

Greiner's Growth Model describes phases that organizations go through as they grow. He sees each phase as both an effect of the previous phase and a cause on the next phase. Each growth phase is made up of a period of relatively stable growth, followed by a "crisis" when major organizational change is needed if the company is to carry on growing. The evolutionary phases are

the calm stages of growth without major upheaval. The revolutions are those periods of substantial turmoil in organizational life. All kinds of organizations from design shops to manufacturers, construction companies to professional service firms experience these evolutionary and revolutionary growth pangs during the inevitable changes associated with this growth. Larry E. Greiner originally proposed this model in 1972 with five phases of growth. Later, he added a sixth phase (Harvard Business Review, May 1998). The six growth phases are described below:

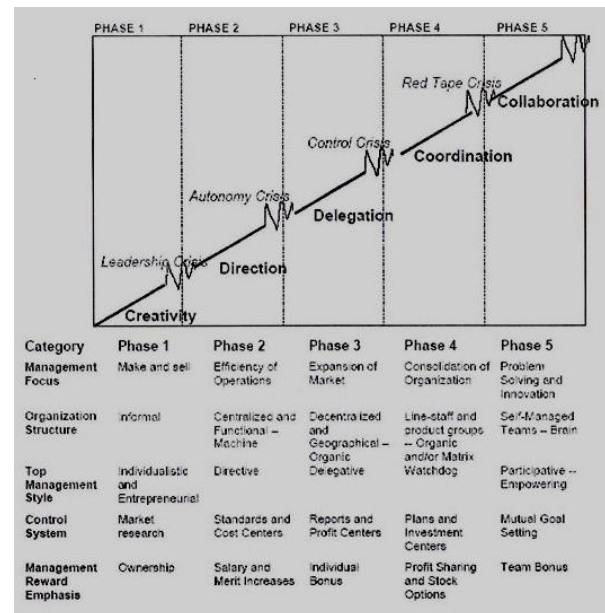


Figure 3: Greiner's Change Model Diagram
(Source: International Journal of Scholarly Academic Intellectual Diversity, V12, N1. 2010)

Phase 1: Growth through Creativity

Here, the entrepreneurs who founded the firm are busy creating products and opening up markets. There aren't many staff, so informal communication works fine, and rewards for long hours are probably through profit share or stock options. However, as more staff join, production expands and capital is injected, there's a need for more formal communication.

This phase ends with a Leadership Crisis, where professional management is needed. The founders may change their style and take on this role, but often someone new will be brought in.

Phase 2: Growth through Direction

Growth continues in an environment of more formal communications, budgets and focus on separate activities like marketing and production. Incentive schemes replace stock as a financial reward.

However, there comes a point when the products and processes become so numerous that there are not enough hours in the day for one person to manage them all, and he or she can't possibly know as much about all these products or services as those lower down the hierarchy. This phase ends with an **Autonomy Crisis**: New structures based on delegation are called for.

Phase 3: Growth through Delegation

With mid-level managers freed up to react fast to opportunities for new products or in new markets, the organization continues to grow, with top management just monitoring and dealing with the big issues (perhaps starting to look at merger or acquisition opportunities). Many businesses flounder at this stage, as the manager whose directive approach solved the problems at the end of Phase 1 finds it hard to let go, yet the mid-level managers struggle with their new roles as leaders. This phase ends with a **Control Crisis**: A much more sophisticated head office function is required, and the separate parts of the business need to work together.

Phase 4: Growth through Coordination and Monitoring

Growth continues with the previously isolated business units re-organized into product groups or service practices. Investment finance is allocated centrally and managed according to Return on Investment (ROI) and not just profits. Incentives are shared through company-wide profit share schemes aligned to corporate goals. Eventually, though, work becomes submerged under increasing amounts of bureaucracy, and growth may become stifled. This phase ends on a **Red-Tape Crisis**: A new culture and structure must be introduced.

Phase 5: Growth through Collaboration

The formal controls of phases 2-4 are replaced by professional good sense as staff group and re-group flexibly in teams to deliver projects in a matrix structure supported by sophisticated information systems and team-based financial rewards. This phase ends with a crisis of **Internal Growth**: Further growth can only come by developing partnerships with complementary organizations.

Phase 6: Growth through Extra-Organizational Solutions

Greiner's recently added sixth phase suggests that growth may continue through merger, outsourcing, networks and other solutions involving other companies.

Growth rates will vary between and even within phases. The duration of each phase depends almost totally on the rate of growth of the market in which the organization operates. The longer a phase lasts, though, the harder it will be to implement a change.

Barriers to Change

1. Managers feeling threatened by the process of change.
2. Resistance from employees-They think it will make their lives worse or complicate their jobs.
3. A lack of understanding about why change is to take place.
4. A lack of communication or trust.
5. Employees fearing the unknown.
6. Undefined goals and objectives.
7. Lack of capital.
8. Organization culture-the culture of the organization may resist change because employees have become too familiar with the current way of doing things.

9. Organization structure- Organizations that have too large hierarchical structure tend to resist change than those that have more flat structures.
10. Lack of preparation for new roles- failure to prepare and define the new roles when change is implemented will bring resistance.
11. Complexity- complexity of change is a barrier. As organizations develop, more complex processes, systems and products change become more challenging. Most organizations lack the requisite maturity to tackle a complex change.
12. Competitive forces-external forces usually drive organizational change. Technological change, competition, market conditions and economic forces all drive organizations toward change. Some organizations may expedite change due to external threats. If a competitor comes up with a new innovation ahead of others, there's a tendency that other organizations may be driven to an extreme pace of change that has a high risk of failure.

Resistance to Change

Resistance in the organization is the act of opposing or struggling with modifications or transformations that alter the existing status quo. Resistance to change can be covert or overt, organized or individual. Employees can realize that they don't like or want a change and resist publicly and verbally or resist comfortably. Whatever form resistance takes, it threatens the success of any organization.

Resistance affects the speed at which innovation is adopted. It affects feelings of employees at all stages of the adoption process. It affects productivity, quality and relationships. Publicly challenging change, gossips about change, late assignments, absenteeism can be signs of resistance to change.

Resistance to change is customarily mentioned in management literature as an inevitable consequence of organizational change initiatives and listed among the most crucial inertial forces

against any transformation (Carnall, 1990; Burnes, 1992; Coulson-Thomas, 1992; Kotter, 1996).

Change is for most people uncomfortable and can cause pain (Abrahamson, 2000; Kegan and Laskow, 2001). The reason is that it gives us a feeling of uncertainty, not knowing where to go, what to expect, what the future will look like, how we can reach the future, and what kind of person we will be after the change process is completed. Many people are afraid of change because of the fear of losing control of the known status quo and entering into an unknown territory and an unpredictable future. Thus, a change process is immensely personal and involves our emotions (Duck, 1993; Quinn, 1996).

METHODOLOGY

Population, Sample Size and Sample Techniques

This study was carried out using employees and managers of private business sectors of the following organizations within Ogun and Oyo States within the south west region of Nigeria.

- Black Horse Plastics Industries,
- Fumman Agricultural Products Industries PLC,
- Summal foods Nig, Ltd,
- HEBN Publishers PLC, and
- Nestle Nig. PLC.

The private sector refers to all economic institutions, business firms, foundations and cooperatives etc., that are not owned by the government.

A sample of 150 staff was selected from these companies. Methods of doing this include simple random sampling, stratified sampling, cluster sampling and systematic sampling (Earl, 1983). The sample consists of 150 respondents which were made up of 120 employees and 30 management staff of these organizations. It is assumed that respondents should identify themselves as employees and answer questionnaires in light of the daily occurrences within their organizations. The reason for this

sample size is due to the constraint of time and funds to reach all the potential respondents. These Organizations were chosen because they deal in different aspect of businesses like Agriculture & Agro allied business, manufacturing and Industry etc, as a result, numerous staff and experienced leaders. The sampling technique adopted by the researcher is the stratified random sampling technique.

Data Gathering and Procedure

Data was collected with the aid of questionnaires to evaluate the relationship between Change, its Management, and resistance by employees. Questionnaires were designed to:

- be easy (so less time and energy required),
- provide anonymity,
- be closed-ended, which made it easier to compare the responses to each item.

The questionnaires consist of 3 sections, A, B, and C. Section A contains demographic data such as age, marital status, occupation, Income, Number of years in service etc. Section B aimed at determining knowledge of change and management. Section C was included to rank options in order of importance. Also, Instruction guidelines were attached to the questionnaires to guide the respondents in choosing their options.

Questionnaires were personally distributed by the researcher to staff and management of different organizations in the private sector between Ogun and Oyo states, Nigeria. The researcher helped to complete questionnaires for those who couldn't really grasp the context.

PRESENTATION AND ANALYSIS OF RESULTS OF PERSONAL DATA

The table below shows that 6 of the respondents were aged between 18 and 25 years, constituting 7%, 67 respondents were between 26 and 35 years, which is 44.7%, 48 respondents fall between 36-45 years, representing 32%, 23 respondents were between ages 46-55 years, which is 15.3% while 6 respondents are over 55 years of age and 4%. This implies that a significant portion of the respondents are above

26 years, they are experienced on the job and will be reliable source of data gathering. 117 (78%) respondents were male and 33 (22%) respondents were female. It shows that more men are being employed than women, thus gender issues should be looked into.

Single respondents were 28 that is, 18.7%, while the married ones are 122 that is 81.3% as depicted in the table below. Most of the respondents were married which shows responsibility.

All the respondents are private sector employed, which is a more organized sector than the Public sector in Nigeria, 148 (98.7%) of them are fully employed while 2 (1.3%) of the respondents are fully employed but schooling as well.

Respondents who fall within the income category of less than ₦20,000 were 7, with a percentage of 4.7%. The ₦21,000-₦60,000 categories were 51 representing 34%. Those for the ₦61,000-₦100,000 were 52 respondents with a percentage of 34.7%. The next category, that is, ₦101,000-₦150,000 consist of 19 respondents and 12.7% while the last is "above ₦150,000", with 21 respondents and 14%. This is shown on the table below. Those with average or high income tend to be more sincere than those in the lower category of income.

The respondents that fall within less than one year of work experience were 2, that is 1.3%. Those of 1-2 years were 5, that is, 3.3%, those of 2-4years were 19, that is, 12.7%, for 5 years, 13 respondents and percentage of 8.7. Those who have worked for 5 years and beyond were 111 and 74%. Most respondents have worked for over 5years, so they have enough experience on the job, day-to-day relationship with managers, for more accurate information on the questionnaires.

On the educational background of the respondents, the school leaving certificate categories were 9 representing 6%. Those who hold an NCE or OND certificate were 21 respondents (14%). Those with an HND or Bsc were 108 and a percentage of 72. Some also have professional certificates along their first degrees; they are 11 which constitute of 7.3%. This shows that many staff has a first degree, as a result, they should understand what the questionnaire basis is all about.

From the table below, 36 (24%) of the respondents were finance department staff, 15 (10%) were Administration department staff, 45 (30%) were from the manufacturing department, 34 (22.7%) were Sales/Marketing staff, while those from other departments, example Engineering, Security, Maintenance etc., were 20 (13.3%). More of the respondents were from departments that co-ordinates activities in the organizations, as such, more reliable information.

Participation in Decision Making

Those who participate in decision making were 25 (16.7%), while respondents who don't participate in decision making are 125 (87.3%). Only a few were allowed to participate, so it's possible for some information to be hidden.

Reasons Why Respondents Don't Participate in Decision Making

Some respondents were "new entrants" 7 (4.7%), Low cadre form 26.7% from 40 respondents, those whose educational background were below standard, 2 (1.3%), those who gave other reasons were 74 (14.9%). Some could not ascertain the "reasons why", and were 25 respondents, representing 16.7%. Some claim decision making is only for their managers, others for stakeholders, others say managers rate staff low and assume they have no tangible idea.

Research question 1 states: To what extent has Change management affected the Organization?

To answer the question, questionnaire items were put forward to the respondents. Below are the responses obtained.

Many, 95 and 38 respondents agree from this table that new ideas introduced in the organization have brought change at one time or the other. The percentage representing these respondents is 63.3 and 25.3 respectively. Few 10 (6.7%) were undecided, while fewer 4(2.7%) and 3(2.0%) disagreed and strongly disagreed.

Table 1: Socio-Demographic Characteristics of the Respondents.

Variable	Number of Respondents	%
Age		
18-25years	6	4
26-35years	67	44
36-45	48	32
46-55	23	15.3
>56	6	4
Total	150	100
Gender		
Male	117	78
Female	33	22
Total	150	100
Marital Status		
Single	28	18.7
Married	122	81.3
Divorced	0	100
Total	150	100
Form of Employment		
Private sector employed	148	98.7
Student	2	1.3
Business person	0	0
Total	150	100
Income		
<#20,000	7	4.7
#21,000-#60,000	51	34
#61,000-#100,000	52	34.7
#101,000-#150,000	19	12.7
>#150,000	21	14
Total	150	100
Years of Experience		
<1year	2	1.3
1-2years	5	3.3
2-4years	19	12.7
5years	13	8.7
>5years	111	74
Total	150	100
Educational Background		
SSCE	1	7
NCE/OND	9	6
HND/Bs.c	108	72
Prof cert	11	7.3
Total	150	100
Department		
Finance	36	24
Administration	15	10
Manufacturing	45	30
Sales/Marketing	34	22.7
Others	20	13.3
Total	150	100

Source: Field Survey, 2014

Table 2: Section B: Regular introduction of change and its results. (Question 9).

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	2.0	2.0	2.0
Disagree	4	2.7	2.7	4.7
Undecided	10	6.7	6.7	11.3
Agreed	38	25.3	25.3	36.7
Strongly agreed	95	63.3	63.3	100.0
Total	150	100.0	100.0	

Source: SPSS Analysis, (2014)

Employees Opinion on Change

A lot of respondents 116 (77.3%) strongly agreed to this statement. Some 32 (21.3%) agreed, while only 2 (1.3%) disagreed. There were no respondents for “undecided” and “strongly disagreed.” Most people are certain that change is good and is needed in most Organizations.

Table 3: Section B: Employee opinion of change (Question 11)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	1.3	1.3	1.3
Valid Agreed	32	21.3	21.3	22.7
Valid Strongly agreed	116	77.3	77.3	100.0
Total	150	100.0	100.0	

Source: SPSS Analysis, (2014)

Staff Opinion on Duration of Change

A portion of respondents 12 (8%) strongly agreed to the gradual process of change in their organizations. A large percentage agreed 96 (64%) to this. Some were undecided, 15 (10%), 18 (12%) disagreed, while 9 of them and 6% disagreed to the extreme.

Table 4: Section B: Staff opinion on duration of change (Question 18)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	6.0	6.0	6.0
Valid Disagree	18	12.0	12.0	18.0
Valid Undecided	15	10.0	10.0	28.0
Valid Agreed	96	64.0	64.0	92.0
Valid Strongly agreed	12	8.0	8.0	100.0
Total	150	100.0	100.0	

Source: SPSS Analysis, (2014)

Research question 2 states: What is the effect of resistance to “Change” on an organization?

To answer the question, questionnaire items were put forward to the respondents. Below are the responses obtained.

There are some challenges that stand against the introduction of change in organizations. Some respondents 71 (47.3%) noted this, 49 (32.7%) also agreed to this, 13 (8.7%) were undecided, 11 (7.3%) disagreed while 6 (4%) totally disagreed. From this table, many believe resistance occurs as a result of these challenges.

Table 5: Section B: Employees and resistance to change (Question 10)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.0	4.0	4.0
Disagree	11	7.3	7.3	11.3
Undecided	13	8.7	8.7	20.0
Agreed	49	32.7	32.7	52.7
Strongly agreed	71	47.3	47.3	100.0
Total	150	100.0	100.0	

Source: SPSS Analysis, (2014)

Research Question 3 states: If change is embraced, can it be sustained?

To answer the question, questionnaire items were put forward to the respondents. Below are the responses obtained.

Sustainability is the main issue of change. It is one thing for change to be introduced; it is another, for it to be sustained. From this table, 69 respondents representing 46% disagreed, 20 respondents representing 13.3% strongly disagreed, 15 respondents representing 10% were undecided, a total of 46 respondents representing 30.7% were affirmative about the statement. This implies that, some companies need to buckle up in introducing change and working on its continuity. Also, those who have started should not drop in standard.

Table 6: Section B: Change and sustenance in organizations. (Question 14)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	13.3	13.3	13.3
Disagree	69	46.0	46.0	59.3
Undecided	15	10.0	10.0	69.3
Agreed	36	24.0	24.0	93.3
Strongly Agreed	10	6.7	6.7	100.0
Total	150	100.0	100.0	

Source: SPSS Analysis, (2014)

Analysis of ranking options in Section C.

This section contains 3 questions with already given options which are supposed to be ranked from 1-5 according to their opinion, '1' being the least and '5' the most.

1. In your opinion, what causes resistance to change in organizations?

- (a) Lack of proper communication between leaders and employees.
- (b) Financial constraint.
- (c) Lack of visionary leaders.
- (d) Satisfaction with status quo.
- (e) Too large organizational structure. The result is shown in the table below:

Table 7: Causes of resistance to change in an organization.

	5	4	3	2	1
Lack of proper communication	121	17	4	2	6
Financial constraint	2	63	95	8	12
Lack of visionary leaders	15	66	33	30	6
Status quo	4	11	7	60	66
Too large organizational structure	8	23	11	50	60
	150	150	150	150	150

Source: Field survey, (2014)

From the table above, 121 respondents ranked "Lack of visionary leaders as the major cause of resistance, 95 chose financial constraint as the next major cause, lack of proper communication and too large organizational structure ranked 3rd, while Status Quo chosen by 60 respondents ranks least.

2. Change in organizations is continuous. Change in organizations should be:

- (a) Daily
- (b) Weekly
- (c) Monthly
- (d) Quarterly
- (e) Yearly.

The results for this question is shown in the table below:

Table 8: Frequency of Change in an Organization.

	5	4	3	2	1
Daily	99	11	-	-	40
Weekly	2	99	8	42	-
Monthly	4	1	135	2	7
Quarterly	7	35	-	106	2
Yearly	38	4	7	-	101
Total	150	150	150	150	150

Source: Field survey, (2014)

From the table above, respondents agreed that change in organizations should be continuous, 135 suggesting that change should be "monthly,"

ranking the highest, others opined that “change” should be quarterly (106 respondents). 105 respondents also chose yearly for periodic change while 99 of them paired for “daily” and “weekly” as periodic check for change ranking 4th and 5th respectively.

3. What effects has “change” brought to your organization?

- (a) New relationship with customers
- (b) Increased sales
- (c) More profit
- (d) Molded managers to transformational leaders
- (e) Research and Development leading to new technology.

The result for this question is shown in the table below:

Table 9: Effects of Change in Organization.

	5	4	3	2	1
New relationship with customers	94	21	19	7	10
Increased sales	4	38	21	79	7
More profit	4	6	44	25	71
Molded managers to transformational leaders	8	21	62	15	44
Research and Development	40	64	4	24	18
Total	150	150	150	150	150

Source: Field survey, (2014)

The researcher as well as the respondents agreed that change have effects on an organization. They rated the options thus, “New relationship with customers” had the largest number of 5s from 94 respondents representing the most significant effect, next was “increased sales” with 79 respondents, “more profit” 71 respondents, “research and development” with 64 respondents and “molded managers to transformational leaders” with 62 respondents.

Hypothesis Testing

Hypothesis Testing I: Hypothesis I answers research question 9 and is tested as follows:

Hypothesis I: Change management affects Organization reforms.

If there is any difference in the respondents’ view, an “accept” or “reject” decision of the original hypothesis will be made. A sub-hypothesis will therefore be formulated:

H₀: Change management does not affect the Organization reforms.

H₁: Change management affects organization reforms.

In order to test this hypothesis, the chi-square statistical tool was used and the table generated is shown below:

Table 10: Chi-Square Analysis: New ideas have resulted in positive change in your organization.

	Observed (O)	Expected (E)	(O-E)	(O-E) ²	(O-E) ² /E
Strongly Agreed	95	30	65	4225	140.8
Agreed	63	30	33	1089	36.3
Undecided	3	30	-27	729	24.3
Disagreed	19	30	-11	121	4.03
Strongly Disagreed	54	30	24	576	19.2
Total	150	150	0	6740	224.63

Source: Field survey, (2014)

From Table 4.22 above, using the formula for chi-square (X²) which is given as:

$$\sum (O-E)^2/E = 224.63$$

The above calculation at 0.05 level of significance with 4 degrees of freedom, df(4) from t-table

$$X^2 \text{ calculated} = 224.63$$

$$X^2 \text{ at } 0.05 \text{ df } (4) = 9.488$$

Where df is gotten from the number of rows less 1 = (5-1 = 4)

Decision rule: If Chi-square calculated is greater than the value of the tabulated chi-square, the null hypothesis will be rejected, and the alternative hypothesis will be accepted, but if it is less than, then the null hypothesis will be accepted.

Here, the calculated chi-square (X^2) is 224.63 while the tabulated X^2 at 0.05 level of significance at 4 degrees of freedom (df(4)) is 9.488. Since the value of the calculated Chi-square (224.63) is greater than the value of the tabulated Chi-square (9.488), it implies that the null hypothesis be rejected and the alternative hypothesis be accepted which states that Change management affects the organization extensively.

Hypothesis Testing II: Hypothesis II answers research question 10 and is tested as follows:

Hypothesis II: Resistance to change affects organization development.

If there is any difference in the respondents' view, an "accept" or "reject" decision of the original hypothesis will be made. A sub-hypothesis will therefore be formulated:

H₀: Resistance to change does not affect organization's growth.

H₁: Resistance to change affects organization's growth.

In other to test this hypothesis, the chi-square statistical tool was used and the table generated is shown below:

Table 11: Chi-Square Analysis: Challenges of introducing change results in resistance.

	Observed (O)	Expected (E)	(O-E)	(O-E) ²	(O-E) ² /E
Strongly Agreed	71	30	41	1681	56.0
Agreed	49	30	19	361	12.0
Undecided	13	30	-17	289	9.63
Disagreed	11	30	-19	361	12.0
Strongly Disagreed	6	30	-24	576	19.2
Total	150	150	0	3268	108.83

Source: Field survey, (2014)

From Table 11 above, using the formula for chi-square (X^2) which is given as:

$$\sum (O-E)^2/E = 108.83$$

The above calculation at 0.05 level of significance with 4 degrees of freedom, df(4) from t-table

$$X^2 \text{ calculated} = 108.83$$

$$X^2 \text{ at } 0.05 \text{ df } (4) = 9.488$$

Where df is gotten from the number of rows less 1 i.e (5-1 = 4)

Decision Rule: If Chi-square calculated is greater than the value of the tabulated Chi-square, the null hypothesis will be rejected, and the alternative hypothesis will be accepted, but if it is less than, then the null hypothesis will be accepted.

Here, the calculated Chi-square (X^2) is 108.83 while the tabulated X^2 at 0.05 level of significance at 4 degrees of freedom (df (4)) is 9.488. Since the value of the calculated chi-square (108.83) is greater than the value of the tabulated Chi-square (9.488), it implies that the null hypothesis be rejected and the alternative hypothesis be accepted which states that "resistance to change affects organizational growth."

Hypothesis Testing III: Hypothesis III answers research question 14 and is tested as follows:

Hypothesis III: Change introduced in organizations is usually sustained.

If there is any difference in the respondents' view, an "accept" or "reject" decision of the original hypothesis will be made. A sub-hypothesis will therefore be formulated:

H₀: If change is embraced, it cannot be sustained.

H₁: If change is embraced, it can be sustained.

In other to test this hypothesis, the chi-square statistical tool was used and the table generated is shown below:

Table 12: Chi-Square Analysis: When change is introduced in our organization, it is usually sustained.

	Observed (O)	Expected (E)	(O-E)	(O-E) ²	(O-E) ² /E
Strongly Agreed	10	30	-20	400	13.33
Agreed	36	30	6	36	1.20
Undecided	15	30	-15	225	7.50
Disagreed	69	30	39	1521	50.70
Strongly Disagreed	20	30	-10	100	3.33
Total	150	150	0	2282	76.06

Source: Field Survey, (2014)

From Table 12 above, using the formula for Chi-square (X^2) which is given as:

$$\sum (O-E)^2/E = 76.06$$

The above calculation at 0.05 level of significance with 4 degrees of freedom, df(4) from t-table.

X^2 calculated = 76.06

X^2 at 0.05 df (4) = 9.488

Where df is gotten from the number of rows less 1 = (5-1 = 4)

Decision Rule: If Chi-square calculated is greater than the value of the tabulated Chi-square, the null hypothesis will be rejected, and the alternative hypothesis will be accepted, but if it is less than, then the null hypothesis will be accepted.

Here, the calculated Chi-square (X^2) is 76.06 while the tabulated X^2 at 0.05 level of significance at 4 degrees of freedom (df(4)) is 9.488. Since the value of the calculated Chi-square (76.06) is greater than the value of the tabulated chi-square (9.488), it implies that the null hypothesis be rejected and the alternative hypothesis be accepted which states that "If change is embraced, it can be sustained."

DISCUSSION AND SUMMARY OF FINDINGS

Through the field survey and data analysis carried out on some private companies in Nigeria, the following findings were revealed:

- i.) There are more male employees in these companies than female employees. This may be due to the manufacturing companies which require more males to handle difficult jobs.
- ii.) The management and employees of these Private companies are adequately educated and able to understand the meaning of "change" and "employees' resistance"
- iii.) Many of both managers and employee have worked for over 5years, so they have enough experience on the job and knowledge of relationship between their bosses and themselves.
- iv.) Decision making in most organizations are done by the top management or owners of the company. This is due to the fact that they are appointed as managers and see it as their role. Transformational leadership teaches that an individual may initiate an idea which could be shared by the leader and pursued by all.
- v.) According to the respondents, challenges involved in introducing change bring resistance. Some challenges like lack of communication between leaders and employees, financial constraint and lack of visionary leaders. Due to all these and more, employees prefer the status quo. Steps have been taken by managers to introduce change at one time or the other but resistance is an issue. Resistance affects productivity, quality and relationships.
- vi.) Finally, change management essentially affects the organization extensively. This is because it takes an organization from a present state to a desired future state. These effects range from technology, customer relationship, more profit, research and development etc.

CONCLUSION

Change is a natural process and is important for the development of people and organizational growth. Change must be well managed and it requires visionary leaders to be successfully

introduced and sustained. The researcher gathered from the selected private companies that change is good, it is necessary in organizations. Also change is for leaders as well as subordinates.

Many change specialists subscribe to the view that change is an everyday occurrence in any organization that wants to survive. The private organizations opined that change should be monthly. This may be so because of the preparations involved in implementing change in Nigerian companies. They must have taken into considerations the financial, organization structure, etc., implications.

Resistance affects the speed at which innovation is adopted. It affects productivity, quality and relationships. Employees resist change because of some challenges stated above. The process becomes too long and boring and unwillingness sets in.

RECOMMENDATIONS

Based on the research findings in this study, the following recommendations were made and it is hoped that these recommendations will assist in ensuring improvements on change management and employees resistance. This study recommends that there should be involvement of employees in the decision-making process of any type of change to be carried out in the organization. This will encourage employees, make them feel appreciated, boost their confidence and make them have a better understanding of change issues.

One strategy for reducing employee resistance is to empower them to make change themselves. Other ways include communication, participation and involvement, facilitation and support, and negotiation and agreement. There should be adequate training and development programs for employees of the private sector in order to keep them abreast of the latest technology changes and developments globally due to globalization. This will ensure comprehensive understanding of the new processes, procedures, products and services, which will go a long way in ensuring the aim and objectives of the change, is achieved.

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