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Influence of change management on modern organizational efficiency

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Abstract

In today's businesses, change is inevitable; hence it is crucial to research how change management and change variables impact organizational performance. This study's main objective is to examine change management and how it affects contemporary organizational effectiveness. A qualitative research method was used in this study, the primary source of information on the subject under consideration was previously published literature and contextual analysis was employed. The dynamics of change management and how it may be used to boost contemporary organizational effectiveness were examined in this study. The study also considered the function and actions of change-facilitating leaders. The study concludes that if certain conditions existed in organizations such as a strategic plan for implementing change, communication of change plans for employee buy-in, strategic change agents, implementation costs and maintenance of change tools, among others, change management would be successful. This study makes several recommendations, one of which is that organizations should convey the necessity of change because majority of people see change as disturbing and harmful. People tend to resist change if they don't have a feeling of urgency. Making existing conditions seem more needless than the desired changes is important to encourage an organization's acceptance of change.

Pengaruh manajemen perubahan pada efisiensi organisasi modern

Abstrak

Perubahan tidak dapat dihindari; maka masih perlu dilakukan penelitian mengenai bagaimana manajemen perubahan dan variabel perubahan berdampak pada kinerja organisasi. Tujuan utama studi ini adalah untuk menguji manajemen perubahan dan bagaimana pengaruhnya terhadap efektivitas organisasi kontemporer. Penelitian kualitatif digunakan dengan sumber informasi utama adalah literatur yang diterbitkan sebelumnya dan analisis kontekstual. Dinamika manajemen perubahan diharapkan dapat meningkatkan efektivitas organisasi kontemporer diperiksa dalam penelitian ini. Studi ini mempertimbangkan fungsi dan tindakan pemimpin yang memfasilitasi perubahan. Diperoleh kesimpulan jika dalam organisasi terdapat rencana strategis untuk mengimplementasikan perubahan, komunikasi rencana perubahan untuk pembelian karyawan, agen perubahan strategis, biaya implementasi dan pemeliharaan alat perubahan, antara lain, manajemen perubahan akan berhasil. Kajian ini memberikan beberapa rekomendasi, salah satunya organisasi harus menyampaikan perlunya perubahan karena mayoritas orang melihat perubahan sebagai hal yang mengganggu dan merugikan. Orang cenderung menolak perubahan jika mereka tidak memiliki perasaan mendesak. Menciptakan kondisi tampak lebih tidak diperlukan daripada perubahan yang diinginkan adalah penting untuk mendorong penerimaan organisasi terhadap perubahan.

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INTRODUCTION

Change is commonplace in our society and inevitable in businesses. Organizations in the public and private sectors experience change on a regular basis. Consequently, it is a recurring event that cannot be prevented. In the commercial world of today, it is increasingly clear that nothing stands still. Either to increase effectiveness or to adapt to outside changes, modifications are made. Change is something that is either created or happens on its own and requires adaptation. The ability of firms to embrace and adapt to change appears to be their distinct competitive edge in the quickly evolving business world of today. New organizational structures and working arrangements are what define organizational change. For some, the changes may present chances for growth and development, while for others, the emergence of new relationships, competencies, and pursuits may pose a threat. For the majority of change programs, researchers found that organizations have a high failure rate of up to 70% (Kotter, 2008; Olubayo, 2014).

Organizations associate change management techniques with the maximization of performance, claim Horngren (2000) and Anantharaman (2003). Firms constantly look for newer sources of competitive advantage due to intense competition, shorter product life cycles, and volatile product and market environments. One of the most significant is change management practices, which have the power to enhance and decide the future of an organization (Kelliher & Perrett, 2001). Numerous corporate and public organizations now have excellent economic opportunities as a result of the formation of new economies. Due to this, most conventional organizations, like public sector organizations, have learned to manage change and accept its phenomena. They have also frequently come to the realization that they must change or risk extinction (Beer & Nohria 2000). The same is true of Macredie, Sandom, and Paul (1998), who argued that effective organizations of the future private as well as public must be ready to embrace the concept of change management or risk extinction.

Additionally, according to Beer and Nohria (2000), many organizations struggle with their change initiatives because some senior staff members have a tendency to rush these initiatives within their organizations, lose focus, and become overawed by the body of literature outlining the benefits of change, goals that organizations should aim to achieve, and methods for putting change into practice. According to Burnes (1996), Kanter (1989), and Peters and Waterman (1982), many modern organizations, especially those in the public sector, are currently operating in a volatile environment where successfully implementing and managing change has turned into a prerequisite for survival. The phenomena of organizational change is a well-documented aspect of modern life, and it has been well investigated and clearly described by a large number of theorists involved with change and change management, according to the researcher's reading of various literatures. Because there are so many various ways that change can be categorized, many well-known authors in the area provide a variety of distinct emphases or perspectives on change. We are forced out of our comfort zones by change, which is unavoidable. According to Sidikova (2011) and Kitur (2015), there are many ways that an organization can undergo change, including mergers, acquisitions, joint ventures, the hiring of new management, the adoption of new technology, organizational restructuring, and changes to its products or regulatory compliance. A change in the environment may force an organization to make the change, or it may be planned out years in advance.

Many times, the term "content of change" refers to how some theorists categorize change in terms of the kind or rate of change necessary (Dawson 1994). Semler (1993) argued that the typical manager-employee narrative should be abandoned in order to create an organization with entrepreneurs as the majority of the workforce. The scale of change, however, has been broadly defined by Bate (1994), who believes that it may be incremental or radical. Organizational development was viewed by Kanter, Stein, and Jick (1992) as a process-driven activity. In contrast, authors like Dunphy and Stace (1992) have combined ideas about the role of the individual in the organization with models of organizational design and the facilitation of change based on a situational analysis of forces of change and requirements for leadership style. Senge (1990) developed the idea of change as learning. John F. Kennedy predicted in 2005 that people who oppose progress will only have a limited future. He argued that people who just pay attention to the past or the present will unavoidably miss the future because change is a fact of existence.

The economic, political, social, and technical problems the world is currently experiencing are unparalleled. These issues are prompting government organizations to consider fresh approaches to enhancing the public sector, including implementing a number of reforms (Bhuiyan & Amagoh, 2011). A reform (change) is a tool used to change something that is judged undesirable or to increase functional efficiencies. The impact of these factors of change has been empirically researched, despite studies showing that they are associated to improving organizational performance, including change communication, participation, top management attitude, leadership, and preparation for change (Sidikova, 2011; Kitur, 2015). Every nation's economy must include the public sector, which is susceptible to changes in the outside environment. The public sector needs flexibility to quickly respond to and adapt to environmental concerns if it is to continue operating effectively. In reaction to environmental changes, we internally encourage change as a process. People continue to struggle with the disruptive and disorienting effects of change. Even while the majority of change initiatives aim to promote growth, not everyone will be ready and eager to accept change just because it might lead to benefits. People oppose changes for a variety of reasons, such as self interest or a limited tolerance for change. To raise the bar of performance, organizations typically alter their plans, technologies, organizational structures, human resources, etc. In times of change, effective leadership will take into account the type of change (as well as its impact) to make it possible to choose from a variety of tactics to overcome resistance. Consequently, unlike changes in the environment, we have control over the process of transformation (Sullivan & Harper, 1996). Therefore, the goal of this research article is to examine how change is managed for organizational effectiveness.

Concept of Change

Organizations must uphold a solid foundation of work values and ethics, including appropriate methods and work cultures, in order to be productive and increase performance. It also became critical that employees and employers have the same perspective on change. Additionally, both sides had to pledge to modify whenever it was necessary (Bennett, Fadil & Greenwood, 1994; Cross, 2019). In support of this viewpoint, Fitz-Enz (1997) suggested that strategy must be connected to corporate culture and systems in order to achieve consistency and efficiency. Similar to this, Gibson, Ivancevich, and Donnelly (2000) emphasized that group effectiveness and individual effectiveness will determine organizational effectiveness, efficiency, and success even though organizational effectiveness (being more than the sum of individual effectiveness) is determined by a multitude of factors. For more information, see what Bennett et al. (1994), Fitz-Enz (1997), McHugh (1997), and Gibson et al. (2000) said about how elements including employee ability, knowledge, attitudes, motivation, and stress from the workplace affect group performance. Employees who are exposed to one or more of these factors typically perform better at work. However, group effectiveness, as demonstrated by cohesion, leadership, structure, status, roles, and norms, is a key factor in determining the effectiveness and efficiency of an organization. Additionally, the environment, technology, strategy, structure, procedures, and work culture all affect how effectively a business operates. Therefore, companies are more likely to outperform their rivals if they are aware of the perspectives offered by Gibson et al. (2000) in regard to effectiveness and efficiency and support change and change management. In light of the aforementioned discussion, it is necessary to define change in the context of modern companies right away.

Change, in Kanter's words (1992), entails the crystallization of new possibilities (new policies, new behaviors, new patterns, new techniques, new goods, or new market ideas) based on the institutional patterns that have been rethought. The architecture of change entails creating new patterns or rethinking existing ones in order to enable new and presumably more fruitful, actions. Change can take many different forms and have an impact on an organization's policies, organizational structures, legal requirements, technological advancements, training and development programs, and customer preferences. Change, according to Kanter et al. (1992), is the change in behavior throughout the entire organization. In other words, environmental changes that necessitate internal process adaptation have an impact on the majority of firms. However, Robbins (1990) argued that change should not be accidental in nature, bringing a new dimension to the notion of change. Planning a change endeavor must involve employee input. Similar to Dunphy (1996), who believed that all change projects needed to be actively coordinated with all the pertinent stakeholders. Furthermore, for the organization to continue to function, planned change needs to serve a clear goal.

In order to influence workers so that they buy into new concepts or shape the construction of employees' identities so that their intuitions become congruent with the organizational strategic direction, such transformation should also be a continual and adaptable process (Lawrence, Dyck, Maitlis & Mauws, 2006; Cross, 2019). These academics contend that if firms do not practice continuous and adaptive change, they will not benefit from the energy that comes from their workforce embracing new ideas and viewpoints and redefining their identities to fit the new course. It's also crucial to give staff significant opportunities to take part in change projects. Employees should always be the main players in the facilitation, implementation, and management of effective change, according to Zimmerman (1995), as they are directly involved in the process of change in some way. It's also critical to realize that employees could be the biggest obstacle to change implementation. Businesses dealing with this dilemma were advised by Swedberg and Douglas (2005) to use the incremental change strategy to lessen resistance to change. This process, referred to as "fine-tuning," involves only minor system modifications. Additionally, in some businesses, the ongoing "fine-tuning" of processes may entail coming up with improved ways to involve employees in organizational procedures, enhancing employee access to one another, or supplying useful information about the company to employees. Over time, these small adjustments, which could require a lot of resources, could result in a fundamental change in the way a company conducts business as well as improved performance of specific tasks. Therefore, incremental change entails the same kind of "continuous tinkering" that all successful and efficient organizations do to enhance the fit between their various parts.

Reasons for Change

Since one of the main areas of investigation in this study was directly tied to this aspect of change and change management, the examination of motivations for change is crucial. Why alter? Too many of the present approaches to organizational change, according to McMillan (2004), are based on a worldview that is no longer appropriate for the early twenty-first century. While traditional notions of organizations and approaches to administering them were appropriate in stable times, this cannot be true of the present. At this time, the majority of businesses are dealing with the uncertainties that come with living in a modern world that has been influenced by globalization and new technologies. According to McMillan (2004), there are six reasons why organizations and the modern world are changing. These six reasons are as follows:

1. New technologies, which have transformed communications, electronics, consumer markets, and industries;
2. New technologies, which together have sped up the rise and fall of market leaders and increased competition;
3. Globalization, which has made the world more interconnected and dependent;
4. New change processes and practices are occurring more quickly than at any other time in recorded history;

5. Product life cycles are measured in months rather than years, as well as in people's daily lives (the majority of us feel as though we are moving as quickly as we can just to stay put); and
6. Complexity and paradox, which are growing as a result of all these changes and placing harder demands on managers used to pursuing certainty and "either/or" type answers to uphold the principles of stability and order, are a major cause of these developments.

It should be emphasized that change can happen due to internal or external influences, or a combination of both, as a result of the variables listed above by McMillan (2004). Nadler (1988) claims that:

1. Political variables from the past and present could still have an impact on external forces. For instance, the current administration may pass new laws that will affect the forms of change selected.
2. The type and nature of change are significantly influenced by the economic environment. Privatization, private sector competition, a regulated market economy, and economic rationalism all have a significant impact on change.
3. Technological forces and social factors both have an impact on transformation. Change is impacted by the use of computer technology, international communications, service outsourcing and new online, cable, and satellite buying techniques. It must be underlined that there are additional external forces that put tremendous pressure on businesses, demanding them to move fast or, more crucially, to foresee change and, as a result, implement strategies that are suitable for doing so.
4. Harris (1997) elaborates on other elements influencing change by stating that competitor conduct and the situation of the market may motivate firms to implement change.

Change Management

Academics, consultants, and practitioners frequently discuss the topic of change management approaches. According to Korir, Mukotive, Loice, and Kimeli (2012), change management is the process of successfully managing a business change such that executive leaders, managers, and front-line employers collaborate to successfully implement the necessary organizational, technological, or procedural changes. Change management, according to Moran and Brighton (2011), is the act of routinely updating an organization's direction, structure, and capabilities to meet the constantly changing needs of both internal and external consumers. According to Burnes (2004) and many other academics, change is a constant aspect of organizational life on both an operational and strategic level. Change management is essential in today's world and requires the right managerial abilities and approach. Public and commercial businesses must be able to properly manage change, which is actually required if they are to flourish and remain competitive in today's extremely unpredictable and constantly changing business climate. According to Burnes (2004), organizations always experience change on both an operational and strategic level. Therefore, there should be no question about how crucial it is for any business to be able to see where it needs to go and how to manage the changes necessary to get there. As a result, organizational strategy and change cannot be isolated from one another.

According to Armstrong (2009), the focus of change management is on the necessity of developing change management plans and strategies within the context of overall organizational strategies and objectives and being receptive to the organization's external environment's changing dynamics. To achieve the best possible match between corporate objectives and plans, practitioners must interpret and adjust this method. Thus, the three primary areas of change management are the integration of all institutional tasks, dedication to overarching corporate goals, and responsiveness to the external environment (Armstrong, 2009). The importance of organizational transformation makes handling it a key managerial skill (Senior, 2002). According to Graetz (2000), few would dispute that, in the face of accelerating globalization, deregulation, the pace of technological advancement, an expanding knowledge workforce, and shifting social and demographic trends, management's primary responsibility today is the leadership of organizational change.

Although the paradigm for organizational change management has not been agreed upon, there appears to be agreement on two crucial topics. One, it is widely acknowledged that change can be brought on by internal or external sources and that it can take many different shapes, forms, and sizes. Two, it is also acknowledged that the rate of change has never been faster than it is now in the business world (Paton and McCalman, 2000; Senior, 2002; Carnall, 2003; Luecke, 2003; Moran & Brightman, 2011). However, outside causes like market dynamics, new laws or regulations, the implementation of new performance standards, and modifications to the market's structure are typically what cause such changes to occur (Dalziel, Murray & Schoonove, 1988). Consequently, managing change entails responding to external factors over which the organization has little to no control. As a result, the key differentiator between organizations that successfully implement change and those that struggle and fall behind is frequently whether they predict external events and develop proactive responses or whether they wait until the events actually occur and then develop reactive responses.

How to Manage Change Successfully in an Organization

According to Kotler (1995), the following phases are necessary for an organization to successfully undergo transformation:

1. Make goals more urgent; motivate individuals to take action by making them relevant and real.
2. Create the Guiding Team: Assemble a group of individuals with the appropriate emotional commitment, talent mix, and level. Change agents are those people.

3. Create a Clear Vision: Work with the team to create a clear vision and strategy. Put your attention on the creative and emotional elements that are essential for effective service.
4. Express for Buy-in: Involve as many people as you can, communicate the crucial information clearly, and do your best to meet everyone's demands. Make technology work for you rather than against you and the team by clearing up communication.
5. Encourage Action: Remove barriers, encourage constructive criticism, and receive a lot of leadership support. Reward and recognize progress and accomplishments.
6. Set goals that are simple to accomplish in manageable portions to create short-term wins. a manageable number of projects. Complete the current steps before beginning the next.
7. Don't Let Up-Foster: and promote perseverance and tenacity Encourage ongoing progress reporting, continuing transformation, and the highlighting of current and upcoming milestones.
8. Make Change Last: Increase the number of change leaders through hiring, promoting, and appointing new ones. Change should be incorporated into organizational culture.

Resistance to Change

Since many employees associate change with loss, the theoretical foundation on employee resistance to change provides an adequate setting for this case study. Loss is a stressful and anxiety-provoking emotional event. Employees' emotional responses to change are thus comparable to the bereavement experience (Carr, 2001). As a result, it is expected for those who are being affected by change to object because opposition is a defense mechanism for preserving the status quo. Even though Hultman (1995) contends that some employees are prone to resisting change, it may ultimately be to their advantage. Given that resistance causes unanticipated delays, expenses, and instability during the course of a strategic shift, it could be said to be a complex phenomenon. According to O'Connor (1993), resistance might take the form of an unwillingness to cooperate with change or even a slow-moving response to agreements. Resistance in an organization refers to opposition to or withholding of support for particular strategies or concepts. It might be overt or subtle, purposeful or inadvertent. According to Hultman (1995), there are two types of resistance to change that can be seen in employee behavior: active resistance and passive resistance. Employees that actively fight the organization display manipulative, mocking, blaming, and fearful actions. On the other side, passive resistance is linked to ignorance, withholding of knowledge, and inaction after verbal cooperation.

According to Dent and Goldberg (1999), resistance is the behavior that employees take to protect the status quo when under pressure or if they feel that their security or status is at jeopardy. The status quo is kept by doing this. In other words, when presented with change management approaches, employees engage in actions that serve to disrupt, confront, challenge, test levels of authority, and engage in critical debate. Another negative connotation of resistance to organizational change is that it represents unfavorable employee attitudes and unproductive behavior (Waddell & Sohal 1998). Resistance might, nevertheless, be seen as having a good impact on the organization. According to Robbins (1990), resistance can help to weed out bad ideas that have not been thoroughly vetted by the change initiators or ideas that may have been impulsive reactions to external events. Resistance can also serve to test the commitment of those initiating the change. If the resistance is based on valid viewpoints, then important truths could be heard, understood, and taken into account by the change initiators if they want change to succeed. When resistance impedes corporate advancement and employee adaptability to change, it takes on a negative connotation.

The Causes of Resistance to Change

Individual and organizational resistance to change is discussed in the literature. Numerous authors have agreed that organizational barriers to change include things like unclear goals and objectives, financial and environmental constraints, structural flaws, a lack of resources, poor resource allocation, poor leadership, a lack of training for new roles, and cultural concerns. Individual barriers include things like anxiety, a lack of understanding of the change, a loss of power and control, a lack of competence, a lack of compensation, past change experiences, and loss of motivation. Many employees are resistant to change because they do not think it will benefit the organization or because they are unable to handle the pace or nature of the change (Zander 1950; Kotter 1996; Maurer 1996; Robbins 1998; Bolognese 2002). Dent and Goldberg (1999) listed six typical reasons why employees resist change, drawing on Zander's (1950) articles on the subject. Resistance happens when the change's nature is not made clear to the affected employees, when the change is open to a wide range of interpretations, when the employees feel powerful forces preventing them from changing, when they feel pressured to comply rather than having a say in the nature or direction of the change, when the change is made for personal reasons, and when the change disregards the rules that have already been established.

According to Kotter (1996), resistance to change can be attributed to issues with employees who are dubious about the benefits of change, the unpredictability of change, leadership philosophies, internal business dynamics, and an unfavorable work environment. Employees are more likely to exhibit resistance, if they identify with coworkers who support the old way of doing things, if they don't have role models for the new activity, if they're worried about their ability to change, if they're overworked and overwhelmed, and if they think the change is being implemented for sinister reasons. If workers are to support the change, they must actively engage in the cognitive and emotional transformation processes. Furthermore, he claims that individuals implementing change have a limited awareness of the emotional factors that contribute to resistance. According to Waddell and Sohal (1998), the mismanagement of employee opposition frequently makes managing change more difficult. Their investigation into how managers evaluated employee resistance levels found that most managers seldom ever identified the type of resistance to determine whether there was likely to be any utility in it. These authors came to the conclusion that resistance may help an organization successfully implement change if it was effectively managed by looking for methods to leverage it rather than trying to overcome it. Supporting this perspective, Goldratt (1990) said that resistance is a necessary and beneficial component of every company since it enables employee participation in the change process. The successful implementation of change follows from this. According to Maurer (1996), the many manifestations of resistance to change can be seen in the organization through quick criticism and complaints, silence, diversion, sabotage, non-agreement, and compliance with malice. Robbins (1998) states that opposition to change can be publicly expressed, is frequently instantaneous, is ingrained in human nature, and can be delayed. A loss of commitment, an increase in employee error, a high absence rate, and a loss of staff drive are some of the ways Skoldberg(1994) describes resistance.

Benefits and Consequences of change management to Organizations

Revenio (2016) asserts that while change can cause anxiety and confusion within businesses, it can also have good effects on both the workforce and the business as a whole, given that management gives it considerable thought. The manager will be able to assess the company's development and progress in developing policies related to change management in the organization with the aid of his thorough grasp of change and its beneficial effects. The benefits of change management include the following:

1. **Competitive Advantage:** The organization's adaptability to change and flexibility will help the business gain a competitive edge. For instance, if competitors used new systems to boost the effectiveness of their operations, the organization's ability to respond quickly by creating and implementing its own system to counter the competitor's move would effectively maintain its competitive edge. In other words, the organization will acquire and maintain its leadership in the industry as a result of its advantage in implementing the change more quickly than its rivals.
2. **Employee Confidence:** When change is recognized and successfully implemented inside an organization, both employees and the organization can more easily enjoy its good effects. The faith that the staff members have in the management's ability to make the best management decisions is additional proof of the beneficial effects. As a result, workers are more driven and self-assured in their ability to complete their jobs and make everyday decisions that make their lives easier.
3. **Dynamic:** When combined with corporate culture, dynamism is also a beneficial quality for the effective application of change initiatives. The corporate culture of the business should embrace change as a component of the strategic goals and programs in order for it to continue to be dynamic in the marketplace and for employees to continue to have faith in the management's ability to manage both the current and upcoming changes. Employees would also believe that they can freely express their opinions and adapt to any challenges because they see the business as dynamic and the workplace as being flexible and open to any changes, which,

according to Gohar and Masood (2022), can promote higher levels of productivity and better organizational performance.

4. **Growth:** Businesses must accept change as a necessary component of their daily operations in order to experience growth (Zamanan, 2021). Employees cannot be forced to maintain the status quo as workplace demands alter since changes in technology, job requirements, management structures, and other factors are obvious. Additionally, there is a growing need for infrastructure to support shifting consumer demands and even industry shifts. Additionally, it takes into account new marketing ideas, altered target market demographics, and altered production methods, all of which compel businesses to make the necessary changes for expansion.

Change, nevertheless, can sometimes have a detrimental impact on an organization. These drawbacks include the following:

1. **The status quo concept:** The status quo concept: When management and staff are content with present performance without any plans to improve, it might be difficult to implement the necessary change. Any employee in the organization may refuse to learn new things since the motivation to improve performance has lost its value. In their study, Wanza and Nkuraru (2016) found that many employees in businesses resist change when it does not advance their own interests.
2. **Failure of Change Agents:** The importance of change cannot be understated. Any preparations for change should take into account determining if the change is ready to be implemented. In order to manage and control the change processes, it is necessary to have individuals with the necessary knowledge and competence. For instance, according to Zamanan (2021), newly hired managers and leaders frequently prioritize their own interests over the interests and welfare of the business, which leads to failures and miscommunication between the management and employees. They also frequently lack the means to implement the necessary change. Additionally, it will result in personnel churn, sales losses, and incorrect communication of sensible choices.
3. **Selective Perception:** Employees typically welcome change when it directly and indirectly affects their personal ambitions and objectives. They frequently disregard the significance of changes for the prosperity of the company where they receive their salary and daily necessities.
4. **Resistance to Change:** Even if most people are open to change, some workers are probably going to be resistant. It is now impossible to disregard resistance in any change initiative, whether it be at the individual or corporate level. Resistance is a phenomenon that is inherent in every organization and can occur at the individual or organizational level, according to Hussain, Lei, Akram, Haider, Hussain and Ali (2018), Gohar and Masood (2022). Failure to meet organizational goals and objectives is the most frequent adverse effect of resistance to change. Employee resistance to change, according to Zamanan (2021), is a result of their concern that it will conflict with their own interests. As a result, they will act defensively by

obstructing the implementation of change. Instead, they advocate for the status quo, whether due to a refusal to leave their comfort zone, the comfort of their current employment, a reluctance to grow and improve, or a fear of the unknown.

5. **Lack of Management Support:** The implementation of the change plan depends on how top management and shareholders react to it. Many businesses don't believe in the benefits of change because they see it as a waste of time, resources, and effort. The significance of establishing organizational success if the change is in line with the corporate aims and objectives was lost on them.

Frameworks and Models for Change Management

Many models can be used to manage change, but for the sake of this study, two models, notably Kotter's 8-Stage Model and McKinsey's 7s Model, are used as common models. The 8-Step Kotter Model In dealing with change attempts, Kotter's model of change underlined the significance of a holistic approach. Many businesses fail at least 70% of the time if this consideration is not given. The following features of this model are shown in diagrammatic format below:

Figure 1: Kotter’s 8-Step Model
Source: Adapted from Kotter, 1996

Engender urgency creating a situation where change must happen quickly. To construct a team that can lead and assist in the transformation endeavor is to build a guiding team. Creating a change-related vision and taking steps to ensure its realization are referred to as developing the vision. To ensure buy-in, it is important to ensure that all organization members are aware of the change's mechanisms. To ensure that there won't be any obstacles preventing the implementation of change is to empower action. To "create short-term wins" means to implement change in a way that yields positive results quickly and rewards people's efforts. By maximizing change efforts, you can gain momentum and make change a never-ending project. Additionally, by incorporating change into the company culture, you may institutionalize the change and make it stick (Kotter, 1996).

Model McKinsey's 7s

The seven areas of change have been identified by the McKinsey model, which further divides these areas into two groups: the soft and the hard areas. The hard areas are the system, strategy, and structure, while the soft system areas are the skills, style, personnel, and shared values. The hard areas are typically challenging to manage but are thought of as the cornerstones of the company and a source of long-term competitive advantage.

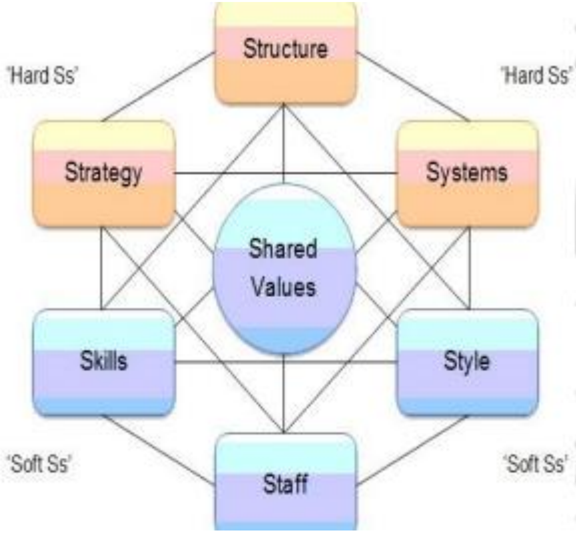

Figure 2: McKinsey's 7s Model
Source: Peters, T. and Waterman, R. (1982)

Strategy is a plan developed to achieve long-term competitive advantage that is also consistent with the other six elements of McKinney's 7s model. It is also a good long-term strategy that is supported by a strong mission, vision, and values. Structure takes into account the company's organizational chart, which shows the departments or units with corresponding responsibilities and accountabilities of the workforce and the hierarchy. Systems are the processes and procedures that a company has in place that reflect daily activities and how decisions are made, as well as determining how the business is carried out practically. Skills refer to a worker's ability to perform their tasks, which includes their capabilities and competencies to get things done. In times of organizational transition, it will address the issue of what skills are needed to support new strategy or structure. The staff factor is determined by the number of workers needed by the firm, which can be attained by hiring, training, incentivizing, and rewarding. Top-level managers' management strategies and leadership philosophies, which have an impact on the organization's overall success, are referred to as style. Shared values are thought of as the cornerstone of every company since they reflect the model's core, which is defined as the norms and standards that serve as a guide for how people conduct and act.

Change Management and Organizational Efficiency

The business world is not a static environment, and globalization and technological advancements are just two elements that force businesses to undergo constant change. Managers from all over the world concur that change has now become a constant phenomena that must be observed and effectively handled if a company is to survive, serve its purpose, and grow in the market (Niculescu & Hill, 2011). Technology, market, information system, social, demographic, and political environment changes have a big impact on all the processes, goods, and services a company produces. Depending on how well all of these aspects are managed, these consequences may be either beneficial or bad. Geoff Lewis (2014) listed the advantages of effective change management in his paper, and these include: lowering risk and inefficiency, providing possibilities for growth, staying up to date with market trends, lowering expenses, and increasing return on investment (ROI). Given that change is a constant and can weaken any organization if not effectively handled, inadequate deployment and management of change factors is one of many aspects that have a significant impact on an organization's efficiency. If the transition is poorly managed, it may lead to various conflicts within the company.

The human centered approach to management is one of the most crucial elements in the service sector that may help in achieving long-term sustainable results, and public sector enterprises should adopt it. Effectively managing a change in the workplace, whether it be technological, economic, leadership, financial, or social, can therefore take time. All of these changes will lead to an organization's growth and profitability. The broad view is that a mix of job features (role ambiguity, skill diversity), individual qualities (age, work, knowledge, values), and organizational factors (leadership, organizational procedures) impact an efficient organization (Kalleberg 1977; Glisson & Durick, 1988). Organizational processes would require effective change management implementation to deal with ongoing changes in both an organization's internal and external environments. It can be inferred that effective change management procedures enhance a number of variables that influence organizational effectiveness. Because change management is rooted in the same factors that drive organizational efficiency, such as training, which decreases waste and increases profit, organizational culture, two-way communication, vision building, leadership (change agents), employee motivation, and reward system, many organizations strategically use change management to improve organizational efficiency (Onyeneke & Abe, 2021). A study by Otuko, Chege, and Douglas (2013) that focused on Mumias Sugar Company and examined the impact of training factors on employee work performance provided support for this. According to the study, there was a substantial and favorable relationship between employee performance at Mumias Sugar Company Lim and the assessment of training needs. In addition to training, the change process necessitates efficient communication with the affected personnel. For instance, introducing new job characteristics for organizational development calls for two-way communication and employee buy-in; additionally, knowledge sharing encourages organizational transparency, which lowers turnover and creates synergistic working relationships among employees (Ahmad & Schroeder, 2003).

If an organization does not handle change effectively, it can have a negative impact on employee morale. Low employee morale or dissatisfaction has a negative impact on productivity, which can result in a financial loss for the organization as well as a significant reduction in the organization's effectiveness and efficiency. According to Kalimullah (2010), a motivated employee has goals that are aligned with those of the organization and directs his or her efforts in that direction." Furthermore, these organizations are more successful because their employees are constantly looking for ways to improve their work. Motivating employees can help you achieve the challenging goal of getting people to work under stressful circumstances to the best of their abilities. Hygiene factors and motivators are two distinct sorts of demands that Herzberg (1959) identified. Both are autonomous and have different behavioral effects. People who are not happy with their occupations worry about the workplace, whereas contented workers feel at ease at work. Organizational policies, supervision, working environment, financial stability, and interpersonal interactions make up the first category of components (hygiene factors). Although these elements are not innate to the job and do not affect a worker's capacity for output, they do avoid subpar performance brought on by work constraints.

The second group, on the other hand, is represented by elements that relate to accomplishment, professional development, and acknowledgment. These elements not only boost one's capacity for overall productivity but also have a beneficial impact on job happiness. Although they will eliminate unhappiness and job limits when hygienic factors are met, they have no bearing on achieving excellent performance. On the other hand, strengthening a person's motivators will aid in their growth and development. As a result, motivational variables affect an individual's ability while hygiene issues affect their willingness. Without employees, firms wouldn't likely be able to achieve their aims and objectives (efficiency) (Bello, 2012). One of the main elements behind managing change and enhancing organizational efficiency is leadership (change agent). The acquisition, development, and deployment of organizational resources, their transformation into valuable goods and services, and the delivery of value to organizational stakeholders are all decisions made by leaders, who are also the major decision-makers in the company.

Kute and Upadhyay (2014) looked at the relationship between changes, effective change management, and its effects on worker productivity and efficiency in the commercial printing sector. The study discovered that changes had a variety of effects on workers' productivity and organizations' efficiency, including layoffs, employee turnover, and levels of workplace motivation, low productivity, and waste. It was highlighted that technical advancements had an impact on the abilities and output of personnel in the commercial printing sector. Businesses must change in order to prosper; it is crucial to handle change management in a way that would not lead to low employee morale, increased absenteeism, and high employee turnover, taking into account how people react to changes that are meant to advance the firm. Participating staff members in the change process and maintaining effective communication lessen morale issues related to unhappiness, which would also impact organizational effectiveness. Employee turnover affects the distribution of job functions to inexperienced workers who lack the technical know-how to carry out organization services effectively, which significantly reduces the quality of organization services and leads to a low level of stakeholder satisfaction, a decline in sales revenue, and a reduction in organization efficiency, according to Phillips (2009). Additionally, Blashka (2007) argued that productivity and employee morale are related. Employee happiness at work enhances motivation, which boosts productivity.

The Role of Leadership in Change Management to Improve Organizational Efficiency

A transformation program for organizational performance and efficiency must be developed and implemented under the visionary leadership of top management. The majority of large-scale organizational change programs call for fundamentally altering the way business is conducted, which has an impact on every individual. According to Nanus (1992), the secret to effective visionary leadership is built on the idea that there is no one thing that can be done to guide a company through a transformation endeavor. No matter how suitable or how much of an influence they make on the organization, organizational reforms alone won't suffice. Neither effective individual engagement nor collaboration by itself will suffice, regardless of how capable or well-supported they may be. A formula that incorporates all of these factors is necessary. The literature contains a wealth of theories and approaches that explain how management can steer change initiatives. Two other possibilities have been identified in the literature, though, and they may be somewhat applicable to this investigation. Boston (1999) describes the leadership model for change that includes the following factors in John Kotter's book What Leaders Really Do. Setting the course involves creating a future vision and the plans to bring about the changes required to realize that vision.

The chief executive should get involved in three ways to keep people moving in the right direction: by clearly outlining the organization's strategic priorities; by involving the organization at the appropriate level; and by linking management controls and incentives to project success. By appealing to basic but frequently untapped human needs, values, and emotions, the chief executive can turn fear into promise. Kotter and Buckhout's theory is less thorough and structurally robust than Nanus' theory, which covers the complex difficulties of implementing change throughout an organization. A vision is merely wishful thinking until it is widely accepted and shared. The organization will then be able to change and go in the desired direction. According to Nanus (1992), the vision is essentially how a leader articulates the future goals of his or her firm. A shared purpose combines a vision with internal messaging for the organization. The leader must engage every employee in order to increase involvement in order to gain organizational commitment to the vision. Every employee in the company needs to feel like a partner in the business, relating the vision's goals to their own interests and concerns.

The common thread that ties the fabric of human wants into a vibrant tapestry is what leaders look for. They look for the growing agreement among the people they would lead. They achieve this through developing a profound grasp of the group's aspirations. They keep a close ear out for any soft whispers in the shadows. They take notice of minute indications. To detect the aroma, they sniff the air. They look at faces. They gain an understanding of what people value, desire, and seek. The vision must be developed by leaders using their understanding of the values currently present in the organization, and it must be integrated with each stakeholder's preexisting mental model. Therefore, values and beliefs are a crucial element in developing a relevant framework for an organizational goal or vision, especially those that strengthen commitment and offer direction for everyday actions. Since they are the mechanical engine that drives the vision's adoption and realization, their choice is essential. The greatest way for leaders to do this is through communication. Leaders can convey the vision through a variety of media. Without communication, there is a very high likelihood that the vision will fail (Amin, 2013).

The strategy, structures, procedures, and corporate culture that jointly determine how the organization will operate make up an acceptable organizational shift. To adapt the environment of the organization to the terms and objectives of the vision, the visionary leader must get through opposition to change. The functional and cultural goals of the organization must be aligned with the vision by the visionary leader. Therefore, top management can promote an organization that is able to adapt to change by placing less emphasis on adhering to a clear strategic plan than on creating a rich, engaging corporate purpose, focusing more on effective management processes than on formal structural design, and putting less emphasis on controlling employee behavior than on enhancing their capabilities and broadening their perspectives. In conclusion, they have abandoned the outdated ideology of strategy, structure, and systems in favor of a softer, more natural approach based on the growth of purpose, process, and people (Onyeneke & Abe, 2021).

By making decisions regarding hiring, staffing, and training, the leader has the opportunity to capitalize on the human capital. The visionary leader will have created the essential structure to support the organizational changes required to realize the vision by forging strategic relationships, outlining precise goals and objectives, and allocating both physical and human capital. Shared purpose, empowered employees, proper organizational adjustments, and strategic thinking must be optimized in accordance with each organization's competences or capabilities to be successful at visionary leadership (Onyeneke & Abe, 2021). Change leadership, an event-based construct, is crucial to the implementation of planned, episodic, and top-down reforms. The phrase "change leadership" was first used in more recent works (e.g., Higgs & Rowland, 2005; Kotter, 2011), and it typically refers to work on change processes, which examines the steps change agents take to bring about a particular planned change. The majority of the literature on the change process is concerned with the roles that managers and change agents play as change leaders and how these leaders can affect how a change is implemented and how it turns out through a sequential process. However, the realization that successful change implementation requires a complex responsive process, rather than occurring through a linear or step-based implementation process, was the diverging point of emphasis from process to leadership-oriented literature, making more facilitating and engaging models of leadership preferable (Dumas & Beinecke, 2018; Higgs & Rowland, 2011). Researchers have suggested leadership practices that aid in transformation, drawing on literature on the change process. Creating a concise and clear change vision, encouraging active participation, persuasive communication, assembling a coalition to support and advance the change, demonstrating concern for those who struggle with the change, offering support for the change, assessing the implementation of the change, and consolidating the change successes are a few of these (Armenakis & Bedeian, 1999; Higgs & Rowland, 2005; Szabla, 2007). Those in positions of change leadership facilitate the aforementioned efforts (Kotter, 2011).

CONCLUSION AND RECOMMENDATIONS

This study's main objective was to evaluate how change management affected organizational effectiveness. The question of whether change will happen in the dynamic society that surrounds today's enterprises is no longer important; what matters is how managers and leaders manage the daily onslaught of changes that they must deal with in order to sure that their organizations are viable and current. The condition in which the majority of organizations presently operate is the result of the economic transition, in which the industrial revolution brought about new and continuously changing methods of conducting business. A lean change initiative's success depends heavily on top management's strong leadership and dedication. In addition, a critical enabler for the failure of a lean change program is top management's lack of strong leadership and commitment. For instance, when a lean program didn't work out as planned, it was primarily due to a lack of senior management backing and leadership. Changes can be attributed to internal factors such as restructuring, diversification, downsizing, and the adoption of new technology, as well as external factors such as governmental policies/regulations and market trends. The study also considered how employees may resist change out of a combination of reasons, including control issues, a lack of necessary training, a lack of two-way communication, a lack of relatedness, or a fear of the unknown. The study therefore concluded that successful change management in organizations depends on a number of factors, including a strategic plan for implementing change, communication of change plans for employee buy-in, strategic change agents, implementation costs, and maintenance of change instruments. On the basis of the above, the following suggestions were made:

The organization needs to emphasize the value of change. Most individuals consider change to be hazardous and disturbing. People frequently resist change when there is no pressing need for it. Existing conditions must seem more needless than the suggested changes in order for change to be more acceptable in an organization. On a regular basis, goals and objectives should be revised and shared with all personnel. This will assist in removing any ambiguity and potential change-related opposition. To encourage and recognize adherence to change, employers could offer their staff additional incentives. If staff members experience work-family conflict as a result of the new change, they should be urged to speak up and top management must also demonstrate strong leadership and commitment to the reform endeavor.

Organizations are increasingly incorporating change management practices into their strategic plans due to the changing nature of work and workforce demographics, as it improves employee efficiency and effectiveness. Despite the documented benefits of change management, its implementation is frequently perceived as difficult due to a number of organizational constraints within the organization. The study indicate that it is in the best interests of management to promote and encourage the implementation of change management strategic plans throughout the organization in order to improve organizational outcomes, employee work-life balance, employee satisfaction, and performance as the nature of work and workforce demographics continues changing.

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