

**AFRICAN SOCIAL AND EDUCATIONAL JOURNAL**  
**FACULTY OF BUSINESS ADMINISTRATION**  
**IMO STATE UNIVERSITY**  
**NIGERIA**  
**VOL. 9 NO. 1 MARCH 2020**

**ORGANIZATIONAL CHANGE: THE WORKER AND ORGANIZATIONAL CHANGE  
DYNAMICS**

**SAMUEL, KINIKANWO-CHIMENIM PAUL, PhD.**

**Department of Sociology, Faculty of Social Sciences  
University of Port Harcourt  
Rivers State, Nigeria.**

**Abstract**

*Change is what necessarily defines the most actions of many organizations. As society evolves so also the dynamics of the changing working pattern of the society, societal evolution also reflects on the institutions of the society especially organizations. The worker must adapt to the working change dynamics of the organizations without which the worker would not be productive. This paper utilized the qualitative research approach to gain an insight into the aspects of the worker and organizational change dynamics. Based on this, content analyses and review of reports on the worker and the factors necessary for change were reviewed. The content finding is premised upon the fact that organization must adopt the various steps in organizational change for it to be productive. In doing this the worker should be considered as paramount in the process of change.*

*Keywords: Organizational change, Organization, change dynamics*

**Introduction**

Organizational change is unavoidable today, as associations' battle to adjust or confront decrease in the unpredictable condition of a worldwide financial and political world. The numerous powerful powers in these area; rivalry, mechanical advancements, demonstrable skill and socioeconomics, shape the procedure of organizational adjustment (National research committee, 1997). The capacity to advance and change rapidly and much of the time without deadening activities has gotten a basic quality for each association needing to effectively actualize a change (Optima Global Health, 2013). Associations have a future like other living beings. They conceived, develop and die like them. Today we live in a world in which there is a persistently change and competition. Along these lines, to be fruitful in this world, organizations must adjust to their condition and use innovation in their general vicinity (Nadia and Adnan, 2016). The idea of organizational change is with respect to association wide change, instead of littler changes, for example, including a renewed individual, adjusting a program (Asil Alkaya and Hepaktan, 2003).

Organizational change forms are unpredictable and have a high level of hesitance with respect to employees and their associates. With the obtaining of information, information over

**ORGANIZATIONAL CHANGE: THE WORKER AND ORGANIZATIONAL CHANGE.....**

the organization plans to encourage organization change forms. Organizational change is an unavoidable truth; it includes changes of organizational' crucial, or potentially forms, with both impact at both individual and organizational level (Bejinariu, Jitarel, Sarca and Mocan, 2017). The auspicious and proceeding with adjustment of organizations to the quick changes in the market is an essential to endurance and development (George and Dimitrois, 2012).

Considered studies like Tire and Haupton, (1992) recommend that escalated critical thinking endeavors can altogether improve change results, both shortening the time of disturbance experienced and expanding the working increases accomplished. What's more, there was some proof that the three authoritative critical thinking exercises are not similarly successful for reacting to a wide range of procedure change. A few associations acknowledge changes in the event that they think about them as fundamental and rapidly adjust their conduct in a longing new course yet much of the time changes are viewed as pointless or exceptionally troublesome and associations don't adjust to the new setting characterized by the violent condition wherein they works (Bejinariu, Jitarel, Sarca and Mocan, 2017). Change won't happen except if the requirement for change is basic. Since people and associations normally oppose transform, they ordinarily don't grasp change except if they should. Mosquera, Werbel and Henrique (2014) paper noticed that hierarchical changes include various sorts of modification for both the association and the individuals. In lieu of this, singular change in accordance with association is molded to uplifting perspectives, for example, work fulfilment, duty and ID with the association. Additionally Radović-Marković (2008) showed that most organizations' operational methodologies and structures reflect past business real factors—making authoritative idleness one of the hugest snags to change.

**Methodology**

This paper utilized the qualitative research approach to gain an insight into the aspects of the worker and organizational change dynamics. Based on this, content analyses and review of reports on the worker and the factors necessary for change were reviewed. Therefore, the study is using existing studies on workers change dynamics. To improve on the reliability and validity of the paper, multiple secondary sources of data were used.

**Theories of change**

Theories of Change (ToC): is a particular sort of strategy for arranging, support, and assessment that is utilized in organizations, charity, not-for-benefit and government segments to advance social change. Theories of Change characterize long haul objectives and afterward maps in reverse to distinguish essential preconditions. Theories of Change clarify the procedure of progress by illustrating causal linkages in an activity, i.e., its shorter-term, middle, and longer-term results. Serrat (2017) clarified that a theory of change is an intentional model of how an activity, for example, approach, a system, a program, or a venture contributes through a chain of right on time and middle results to the expected outcome. Theories of change help explore the intricacy of social change. For Rogers (2014) a 'Theory of change' clarifies how exercises are comprehended to create a progression of results that add to accomplishing the last expected effects. It very well may be created.

### **Concept of Organizational change**

Organizational change is an unavoidable truth; it includes changes of associations' mission, and additionally forms, with impact at both individual and association level. organization 'change' when they change their structure and activities (Quattrone and Hopper). George and Dimitrois (2012) characterized organizational change, as the activities that must be taken by the executives so as to more readily react to the more extensive financial condition, through the turnabout of structures, practices and procedures, intending to the turn of events and advancement of an organization. Organizational change can be viewed as an incorporating exertion to manufacture an increasingly profitable instrument. The part of organizational rebuilding, for example, incorporate scaling down and work upgrade and new standards of organizational structure, changes that in mix have pulled in such names as the level (Vorgelegt, nd).

Sindhuja (nd) gave two brief meaning of Organizational change as any modification that happens in all out workplace and furthermore the adjustment of basic connections and jobs of individuals in the association. In another definition, organizational change is the execution of new methods or innovations planned to realign an organization with the changing requests of its business condition, or to gain by business openings (Radović-Marković, 2008). organizational change looks both at the procedure in which an organization or any association changes its operational techniques, innovations, authoritative structure, entire structure or systems just as what impacts these progressions have on it (MBN, nd). Organizational change is an arranged exertion to improve a business' ability to get work done and better serve its market. Organizational change is about people (Petrescu, 2010).

### **Conditions and indicating factors necessary for organizational changes**

Asil, Alkaya and Hepaktan (2003) distinguished Three-advance Model of change; Unfreezing, Moving and Refreezing. Egan (1988) likewise proposed three models for the change procedure to incorporate; the appraisal of the present situation, the making of a favored situation and structuring an arrangement that moves the framework from the current to the favored situation. McNamara (2008) recognized five necessity for organizational change to incorporate; spurring change, making vision, creating political help, overseeing progress and supporting momentum. In spite of the fact that the variables of progress are various, issues like economic globalization, Asian market improvement, demographic progress, practical advancement necessities, speeding up of advancement, inescapability of PCs, NICT improvement, the need to share and create organizations, and re-appropriating of undertakings have will in general comprise the elements for changes (Optima Global Health, 2013).

The arrival of the procedure of organizational change happens when supervisors or proprietors of an association distinguish the presence of chances prompting improved business forms, or when things turn sour and there are different issues in the organization (Roiban, 2007). These elements are the organizations' workers, hierarchical structure, the educational framework, the nature of the executives, the authoritative culture, the instructive framework, the nature of the executives, financial matters factors, political variables, administrative elements, specialized and mechanical components, the board factors, socio-social elements, segment factors and environmental elements.

**ORGANIZATIONAL CHANGE: THE WORKER AND ORGANIZATIONAL CHANGE.....**

**How important is it for organizations to change**

Organizations and managers are presently confronted with profoundly powerful and perpetually complex working situations. Innovations and items alongside the enterprises they back and serve are uniting (Pardeep, nd), this makes it that change is basic for organizational development. In the situation of Gokan and Bojan (2016) change management rehearses are restrictive theory for creating competition through sustainability, and usage gaps do impede organizations in understanding the maximum capacity. Organizational change and development are fundamental to cause an organization to develop and adjust with its given market.

At the point when organization falls behind they have to adjust their arrangement to make the organization progressively effective (Banutu-Gomez and Banutu-Gomez, 2016). Organizational change and development influences all parts of an organization and workers are a significant perspective. They impact the organization as much as the organization impacts the workers. The advantages of organizational change for an association exceed the subsequent confusion and risks in the organization. Discontents in an organization likewise impact finding a way to begin change and to create alternative ways (Sinem, 2014).

**Steps in organizational change**

Lamb and Lamb (2008) portrayed the significance of recognizing the means to change by portraying the mix-ups of certain managers Sometimes directors who believe that they can simply build up an arrangement for the future state and afterward anticipate that the organization members should begin going about as though they are as of now working in that future state. Actually there should be a progress plan and an acknowledgment that the organization needs to experience a change state which they distinguished as; the current state, the change state and the future state. while Kotter, (1996) recognized eight stages in organizational change to incorporate; decide the direness of progress, structure a solid core, driving change, make another vision, tell all new vision, engage others to follow up on the vision, make a transient successes, keep up highly sensitive situation and tying down changes in corporate culture (reinforce change).

Sullivan, Kashiwagi and Lines (2011) distinguished twelve stages in authoritative change in this way; Actively Create Motivation for Change, Analyse Status Quo Problems and Needs, Identify Desired Solutions, Goals, and Vision, Identify Desired Solutions, Goals, and Vision, Identify Desired Solutions, Goals, and Vision, Secure Executive Support, Establish a Core Group to Lead the Effort, Convey the Change Message, Identify Readiness and Manage Acceptance, Plan the Implementation Strategy and Tactics, Implement on a Test Basis, Implement Full Change Program, Transition to Institutionalization and Long-Term Measurement. While Courtney (2016) distinguished six stages in hierarchical change in this way; Clearly characterize the change and adjust it to business objectives, Determine impacts and those influenced, Develop a correspondence procedure, Provide viable preparing and Implement a help structure, Measure the change procedure.

**Conclusion**

As society evolves so also the dynamics of the changing working pattern of the society, societal evolution also reflects on the institutions of the society especially organizations. Organizations who wish to survive must make drastic organizational change in the face of

sustenance and productivity. The right step is needed for such changes to be made. What so change that needs to be made must follows one of the many identifiable steps in organizational change.

Increasingly organizations that emphasis bureaucratic or mechanistic systems are ineffective, as Pardeep (nd) noted organizations with rigid hierarchies, high degree of functional specialization, narrow and limited job descriptions, inflexible rules and procedures, and impersonal management can't respond adequately to demands for change. Organizations need designs that are flexible and adaptive. They also need systems that both require and allow greater commitment and use of talent on the part of employees and managers (Pardeep, nd). Even in the position of Gomes da Silva & Ursula, (2007) organizations undergo changes during their existence and the emphasis of employees on these changes seems to be linked to the impact these changes have on their professional and personal lives.

### References

- Adnan, Ç. Nadir, O. (2016). Organizational change: Where have we come from and where are we going? *International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 6, No.1.*
- Asil Alkaya, A. G., & Hepaktan, A. G. E. C. (2003). Organizational Change. *Yönetim ve Ekonomi 10(1)31-58.*
- Banutu-Gomez, M. B. & Banutu-Gomez, S. MT. (2016). Organizational change and development. *European Scientific Journal August 2016 edition vol.12, No.22.*
- Bejinariu, A. C., Jitarel, A. Sarca, I & Mocan, A (2017). Organizational change management – concepts definitions and approaches inventory. Poland. *Management, Knowledge and Learning International Conference 2017 Technology, Innovation and Industrial Management.*
- Courtney, F. (2016). *6 Steps to effective organizational change management.* Insights, Pulse learning.
- Egan, G. (1988). *Change-agent skills b: Managing innovation and change.* San Diego: University Associates.
- George, E. H. & Dimitrois, B. (2012). Importance and influence of organizational changes on companies and their employees. *MPRA Paper No. 36811.*
- Gokan, M. & Bojan, S. (2016). The significance of organizational change management for sustainable competitiveness in manufacturing: exploring the firm archetypes. *International Journal of Production Research 55(15):4450-4465.*
- José Gomes da Silva" J. R. & Ursula, W. (2007). Organizational change and the meaning of time. *Braz. Adm. Rev. vol.4 no.3.*
- Kotter, J.P. (1996). *Leading Change.* Hovard. Hovard Business School Press.
- Lamb & Lamb (2008). Managing the Three Stages in the Organization Change Process. Retrieved from [https://www.unitar.org/hiroshima/sites/unitar.org/hiroshima/files/17\\_AF08\\_WSIII\\_AF08\\_WS3\\_Managing\\_the\\_three\\_stages\\_in\\_the\\_Organization\\_change\\_process.pdf](https://www.unitar.org/hiroshima/sites/unitar.org/hiroshima/files/17_AF08_WSIII_AF08_WS3_Managing_the_three_stages_in_the_Organization_change_process.pdf).

**ORGANIZATIONAL CHANGE: THE WORKER AND ORGANIZATIONAL CHANGE.....**

- McNamara, C. (2008). *Field Guide to Consulting and Organizational Development*. Authenticity Consulting, LLC.
- Mosquera, P. Werbel, J. & Henrique, P. L. (2014). Dealing with Organizational Change: Predictors and Outcomes. *Conference: 17<sup>th</sup> IAMB Conference*, At São Paulo.
- National research Council (1997). *Enhancing organizational performance*. Washington, DC. The national academic press.
- Optima Global Health (2013) *Organizational change*. Reference document.
- Pardeep, G., (nd). Organisational change and interventions. *Department of Business Management, Guru Jambheshwar University of Science and Technology, Hisar-125 001 (Haryana)*.
- Petrescu, R. (2010). Organizational change process – steps to a successful change. [http://feaa.ucv.ro/annals/v3\\_2010/0038v3-025.pdf](http://feaa.ucv.ro/annals/v3_2010/0038v3-025.pdf).
- Quattrone, P. & Trevor Hopper, T. (2001). What does organizational change mean? Speculations on a taken for granted category. *Management Accounting Research*, 12, 403–435.
- Radović – Marković, M. (2008). Effective organizational change management. *Serbian Journal of Management* 3 (1) 119 - 125.
- Roiban, R. N. (2007). Methods of identification of the need for organizational change as being opportune. *Sectorial Operational Programme Human Resources Development 2007-2013, project number POSDRU/107/1.5/S/77213. career in interdisciplinary economic research at the European standards” (DOCCENT)*.
- Rogers, P. (2014). *Theories of change*. Methodological Briefs Impact Evaluation No. 2
- Serrat, O. (2017). Theories of change. *Knowledge solution*, Pp 237-243.
- Sindhuja, S. (nd). Organisational change: Meaning, causes and its process. <https://www.businessmanagementideas.com/notes/management-notes/organisational-change/organisational-change-meaning-causes-and-its-process/9178>.
- Sinem, S. İ. (2014). Organizational Change: Importance of Leadership Style and Training. *Management and Organizational Studies Vol. 1, No. 2*.
- Sullivan, K. Kashiwagi, D., & Lines, B. (2011). Organizational change models: A critical review of change management processes. *Proceedings of RICS Construction and Property Conference. School of the Built Environment University of Salford*.
- Tyre, M. J. & Haupton, O. (1992). Effectiveness of organizational response mechanisms to technological change in the production process. *Organization science*, 3(3) 301-320.
- Vorgelegt, V. (nd) Organizational Change: Formulating, Implementing, and Sustaining a Fundamental Organizational Change in South American Central Banks Pilot Study Colombia. *DISSERTATION der Universität St.Gallen, Hochschule für Wirtschafts-, Rechts- und Sozialwissenschaften (HSG) zur Erlangung der Würde eines Doktors der Wirtschaftswissenschaften*.