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Management of change for survival in the public sector in Nigeria.

Ayogu,Deborah U.[1] and Agu,Everistus Ogadimma[2]

1.Ph.D,Department of Business Administration,Micahel Okpara University of Agriculture, Umudike,Abia State,Nigeria.
2.Ph.D,Administrative Unit,National Root Crops Research Institute Umudike,Abia State,Nigeria
*Corresponding Author

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Abstract

This paper is on Management of Change for Survival in the public Sector in Nigeria. The study seeks to ascertain the need for organizational change in public sector in Nigeria, to ascertain why employees resist to organizational change in public sectors; to ascertain how to manage organizational change for effective management of human and material resources. The study was carried out in Power Holding in Enugu district. The findings indicate that the need for organizational change will lead to the survival of the organizations, misunderstanding and fear are the reasons why employees resist organizational change and that Management of organizational change will lead to an effective survival of human and Material resources. The study however recommend that organization's management, employees and business owner should adopt organizational change as a strategy that will enhance the survival of their organization. Organization's members should also implement a process that includes leadership support, development, effective communication and success measures.

Introduction

Today, business environment produces change in the workplace more suddenly and frequently than ever before. Mergers, acquisitions, new technology, restructuring, downsizing and economic meltdown are all factors that contribute to a growing climate of uncertainty. The ability to adapt to changing work conditions is key for individual and organizational survival. Change will be ever present and, learning to manage and lead change include not only understanding human factors, but also skill to manage and lead change effectively (Pettigrew and Whipp, 1991).

Change is inevitable. It is the only element of human phenomenal that is constant. There is nothing as certain as change (and death). Managing change is a persistent challenge which must be met in order to promote progressive organizational performance. Change is both inevitable and desirable for any progressive organization (Fajana, 2002).

Rao and Rao (1997) define organizational change as the creation of imbalances in the existent pattern or situation. This requires adjustments in management skill for favourable organizational results. People adjust with their jobs, working conditions, colleagues, superiors etc. Abba, Such variables include demands of employees and customers, market forces, economic conditions and government regulations.

The ability of organization to successfully adapt itself to a changing environment is a primary characteristic of organizational effectiveness. Inyang (2004) defines organizational change as an alteration in people structure or technology. Planned change according to Stoner et al.(2007) is the deliberate design and implementation of a structural innovation, a new policy or goal or a change in operating philosophy, climate or style.

Change implies transforming or passing from one form to another, a significant and basic alteration or mutation. It is an organizational response to some exogenous or endogenous threat or opportunity to business and economic events to processes of managerial perception, choice and actions or to other catalyze influence (Osisioma, 2004).

Ejiofor in Ossisioma (2004) emphasizes that the challenge facing organizations is not to avoid change and attain a state of changelessness. It is to manage change that is seeking change, initiate it, and keep looking for something new to do.

Something old to discard and do all these with minimum description of the status quo, thus attaining a state of profitable dynamic equilibrium. Organizations that do not change are forced to change from existence to non-existence.

According to Lawler and Worley (2008), in today's rapidly evolving business climate, building an organization which can change rapidly, is valued more highly.

1.2 STATEMENT OF THE PROBLEMS

With each new day, customer and financial markets, the environment, and our business is no longer the same. Managing any change initiative while the ground swells is sometimes overwhelming. Sustaining competitive advantage is increasingly complex as it is the effect organizational change has on its people. Managers must understand the escalating effects change has on the organization and its many parts, including individuals. Unfortunately, as change is inevitable, so is the tendency for workers to feel the change as an indictment of their performance or an unnecessary whim of their management. Employees quickly move to blame management for the loss of comfortable roles and tasks, seniority, income and, sometimes, jobs rather than take up the challenge of change. Organizations are continually immersed in transition, and, since change is an inevitable part of organizational life, we believe that resistance is correspondingly inherent and should be reframed, explored and worked, not eradicated or "fixed". The study focuses on management of change for survival in the public enterprise in Nigeria: Enugu District.

1.3 OBJECTIVE OF THE STUDY

1. To ascertain the need for organizational change in public sectors
2. To ascertain why employees resist to organizational change in public sectors
3. To ascertain how to manage organizational change for effective management of human and Material resources.

2.0 REVIEW OF RELATED LITERATURE
2.1 CONCEPTUAL FRAMEWORK

Conceptually, the change process starts with an awareness of the need for change. An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics and an indication in which action needs to be taken. Change signifies the willingness of the affected parties to embrace and function in a newly established order and their commitment to effect and implement the changes (Armstrong, 2004). Effecting change can also be painful. When planning change, there is a tendency for people to think that it will be an entirely logical and linear process of growing from point A to B, it is not like that at all. As described by Pettigrew and Whipp (1991), the implementation of change is an interactive, cumulative and reformulation in-use process. In order to manage change, it is first necessary to understand the types of change and why people resist change. It is important to bear in mind that while those wanting change need to be constant about ends, they have to be flexibe about means.

2.2 CONCEPT OF ORGANIZATIONAL CHANGE

Burnes (2000) depicts that change is a multi-level, cross-organization process that unveils an iterative and messy fashion over a period of time and comprises a series of interlocking projects. Thus, organizational change management is a continuous process of experiment and adaptation aimed at matching an organization's capabilities to the needs and dictates of a volatile environment (Burnes, 2000).

Nonetheless, in the article, Managing Rapid Change: From Theory to Practice, written by McDonald (2000), theoretical and practical perspectives on organizational change are distinguished. He notes that some academics have applied Darwin's "survival of the fittest" theory to the organizational change theory. Meaning that any organizations, which fail to make changes, are likely to be eliminated from the competition.

In practice, several organizations have put an emphasis on measurable 'results driven change' because it serves as one of the most powerful approaches to change management. Such evaluation result primarily purports to spell out the level of corporate performance improvement. Scrutinized from those perspectives, both academics and practitioners have contributed to the notion of changes that aims to help the firm outperform competitors.

Burke and Litwin (1992) argue that, despite the complexity of change issues, the notion of transformational and transactional dynamics inherent in successful change efforts can be identified. Transformational factors deal with areas that require new employee behaviors as a consequence of external and internal environmental pressures, such as leadership, culture, and mission.

On the contrary, transactional factors deal with psychological and organizational variables that predict and control the motivational and performance consequences of a work group's climate. These variables include management practices, structure, systems (policies and procedures), and task requirements.

2.2.1 The Change Process

The change process is inevitable because of technological and social developments and one way whereby one can determine effectiveness of an executive is his ability to create and or manage a change process. The rational change process suggests the following steps in bringing about change (Jolaoso, 1991).

i) Problem definition
ii) Data collection around the problem
iii) Problem diagnosis

iv) Suggestion of credible options
v) Making a decision
vi) Making an alternative decision
vii) Action implementation.

Organizational change invariably involves people and it is people who resist change. We know that much of the resistance to effecting a change is a response to the uncertainty that accompanies a change process. Any organization change effort has to energize people around something that they typically do not want to do and has to anticipate the obstacles in the way.

2.2.2 Understanding the Process of Change

In describing the psychology of change, Lewin (1959) identifies three stages of process change: unfreezing (overcoming inertia and dismantling the existing mindset), implementation (when the change occurs—typically a period of confusion) and refreezing (the new mindset is crystallizing and a comfort level is returning at previous levels). Change must be realistic and attainable. The cooperation of all stakeholders is a matter of necessity. Instead of forcing a change, it is better to ensure that a reasonable number of stakeholders buy into the change and the process of effecting the change. Criticism should be encouraged from the proponents and opponents of the change and should be objectively analyzed. Every change process should begin with asking at least four basic questions:

1. **What needs to be changed?** Change should not be introduced into the system just for the sake of it. Changes can be induced from within the organization or outside of it. In either case, the question of what to change is critical. The question is best answered when the limitations of the present process are identified. The answer to this question should be able to address why the change is necessary.

2. **To what should it be changed?** It is one thing to know that there is a need to effect changes in the present system, but another critical question is to what it should be changed. Change cannot be justified if the organization does not know of a better alternative to the current system/process. The proposed change must offer better benefits to the system than the current system does.

3. **How should this change happen?** This question is as relevant as the first two questions. Some laudable process changes (that successfully answer the first two questions) end as disasters, and all the management time and investments are wasted because the question of how to make the change happen was not properly addressed. Whatever approach is adopted to effect the change must address the Change Management in Process Change *issue* of how to ensure no or minimal disruption to the system and must effect the change at a minimal cost.

4. **How can the change be sustained?** This question may be the most critical of the four. The question, if properly answered, justifies the wisdom behind the change. The three previous questions might be answered correctly, but if the question of how to sustain the change is not well addressed, all the efforts are merely a waste in the long run. This is the stage where many process changes face turbulent storms and, when they fail, it is said they were "not able to stand the test of time."

2.2.3 Principles Underlying Organizational Change Best Practices

There are some key principles underlying organizational change best practices that are pertinent to the realization of the goals organisations. And it is generally believed that, if such principles are adhered to by organizations their efforts at achieving the objective of management of change can be- attained. The principles are summarized below:

1. Business processes must support business needs.
2. Stage an organization with people that can successfully support and execute the business processes.
3. Plan change efforts to maximize return on investment and minimize risk**.**
4. Measure process and product quality.

Every process should increase organizational value by supporting the business vision and supporting strategies. To do otherwise would lower the utility of a change effort and would place it at risk because it probably would not gain the necessary organizational support to make it successful. The support of management personnel at multiple levels of an organization is critical to the success of a change effort. This is because their positions give them the ability to motivate others to adopt change, through various mechanisms, and lead their staff in accepting change. In addition, personnel most directly affected by change must exhibit several traits and skills that permit them to effectively adopt change. Such traits include intelligence and integrity, among many others. Successful change is the direct result of planning. The planning process must identify the effects of a change, the benefits of a change, the barriers to change, and alternatives for infusing change within an organization. The measurement of process and product quality permits an organization to determine its rate of change, which it can use to evaluate the success of a change effort. It also permits an organization to compare the rate of actual change against its planned change, and to allocate resources based on the gaps between actual and expected progress.

2.3 THEORETICAL FRAMEWORK

2.3.1 Dynamic Model of Structural Change

Static or contingent theories such as contingency theory, organizational configuration theories, transactions cost economics and theory of multidivisional firm argue that the choice of organizational forms involves matching structures, which differ in functionality, to environments, exchange conditions, or market strategies. In these theories, organizational choices remain unchanged and static unless and until market strategies, exchange conditions, or environments change. Organizational functionality, which is the quality, state, or relation of being able to perform some set of actions, can be described by a wide variety of dimensions such as capacities to coordinate, adapt, innovate and capacity to be flexible.

2.3.2 Adkar Change Management Model

Adkar is a goal-oriented management model that allows change management to focus their activities on specific business results intended to help and coach employees through the change process (Prosci, 1998). This model aligns traditional change management practices by creating Awareness, Desire, Knowledge, Ability and Reinforcement. For example, awareness of the business reasons for change creates the desire for change in the knowledge of the ability to reinforce the organizations goal. The desire for change needs to be shared and communicated to all employees as soon the change is anticipated. The success of the Adakar model requires effective management of the people dimension requires managing five key goals namely:-

- Awareness of the need to change;
- Desire to participate and support the change.
- Knowledge of how to change (and what the change looks like).
- Ability to implement the change on a day-to-day basis.
- Reinforcement to keep the change in place.

2.3.2 Kotter's 8-Step Change Management Model

The Kotter‘s change management model (1995) focuses on Leadership as the critical ingredient for change. Change can be championed through a coalition of leaders; with at least 75% of the company‘s management needs to —buy into the change. However, the principle of creating the urgency for change similar to Lewin‘s Model prevails. The change should be crafted into a Vision that the organization identifies with and communicate the same across the organization. This corresponds to formulation of a strategy for directing organizations activity implementation in which opportunities underpinned by strengths are exploited to reduce the impact of threats and weaknesses. This may in part call for enforcing existing competences, resources and capabilities to maximize outcome. Quick wins will soften change and lay the foundation for the difficult changes. While it is encouraging to reward reformers in form of promotion, training, awards among others to hasten the process of change care will be taken to build on momentum of achievements (Kotter, 1995). Change should be anchored on the Corporate Culture, ideals and values to make it stick.

Other eminent scholars in the area of organizational change are: Bateman and Zeithaml (1990), who identify four major areas of organizational change: strategy, technology, structure and people. All the four areas are related and companies often must institute changes in the other areas, strategy changes can take place on a large scale for example, when a company shifts its resources to enter a new line of business or on a small scale for example, when a company makes productivity improvements in order to reduce costs.

There are three basic stages for a company making a strategic change: realizing that the current strategy is no longer suitable for the company's situation, establishing a vision for the company's future direction and implementing the change and setting up new systems to support it,

People changes can become necessary due to other changes, or sometimes companies simply seek to change workers' attitudes and behaviours in order to increase their effectiveness. Attempting a strategic change, introducing a new technology and other changes in the work environment may affect people's attitudes (sometimes in a negative way) (Bateman and Zeithaml,1990).

But management frequently initiates programs with a conscious goal of directly and positively changing the people themselves. In this case, people changes can be the most difficult and important part of the overall change process. The science of organization development was created to deal with changing people on the job through techniques such as education and training, team building and career planning.

2.4 RESISTANCE TO CHANGE

Resistance to change based on the existing theoretical and empirical study, the negative evaluation of and resistance to change may occur on account of a number of factors. Bateman and Zeithaml(1990) outline a number of common reasons that people tend to resist change. These include: inertia, or the tendency of people to become comfortable with the status quo; timing, as when change efforts are introduced at a time when workers are busy or have a bad relationship with management; surprise, because people's reflex is to resist when they must deal with sudden, radical change or peer pressure, which may cause a group to resist due to anti-management feelings even if individual members do not oppose the change. Resistance can also grow out of people's perceptions of how he change will affect them personally. They may resist because they fear that they will lose their jobs or their status; because they do not understand the purpose of the change; or simply because they do not understand the purpose of the change, or simply because they have a different perspective on the change than management.

Making a solid case for the change is critical for the change to have a lasting effect. The source of information about the change must be credible. Strohs (2002) indicates that their participation of employees in organizational and its communication leads to more positive relationships with the organization and thus greater willingness to change.

According to Jolaoso (1991) the most common reaction to change is resistance and this can be categorized as follows in

i) **Active Resistance: -** Active resistance to change may be as a result of ignorance on the part of those affected or misconception or problem of poor communication, this invariably leads to frustration, aggression, resignation etc.

ii) **Passive resistance:** A mild level of resistance to change.

iii) **Indifference: -** Some employees would not be bothered whether there is a change process or not.

iv) **Deliberate Sabotage:** In which case the employee concerned is aware of the change process but deliberately obstructs the path of progress.

v) **Acceptance/Co-operation:-** Here those affected identify with the change process and try to do all that is within their power to ensure the success and effective implementation of the change process. Managers often resist change for several reasons. Some of these include the following:-

a) **Political Factor: -** Nigerian managers resist change because this tends to reduce their power and status.

b) **Misunderstanding: -** people resist change when they don't understand its implications, misunderstandings and lack of trust build resistance.

c) **Assessments:-** Employees also may resist change if they assess the situation differently than do their managers or team members.

d) **Fear: -** Some people resist change because they fear that they will be unable to develop the competencies required to be effective in the new situation.

g) **Variance of Goals: -** Management vis-a-vis staff is responsible for a large proportion of resistance to change in many organizations. While management's interest centers on policy issues like sales expansion, cost reduction, high turnover, industrial peace etc, the staff is interested in fat salaries and allowances, job security, bonus, scholarship grants, recognition etc. The change process can only be successful if the two sets of goals are harmonized.

2.4 WAYS OF OVERCOMING RESISTANCE TO CHANGE

Resistance to change can be overcome or at best reduced through the use of one or more of the following methods.

a) Set clear objectives: - Setting objectives for the company is the prerogative of the executives of the company but there should be an involvement of the operatives as well i.e. those who are going to be affected should be involved in the entire process.

b) Sell the disadvantages of the status quo i.e. get the people to recognize that they have a problem.

c) Introduce the change gradually i.e. give as much notice as possible to ensure that the lag time gives enough room for preparations.

d) Involve people; ask for their opinion about how they want the change process implemented.

e) Sell the advantages of the new method to show that change will lead to increased satisfaction.

f) Let people air their views i.e. be a good listener and show sympathy for their fears.

g) Find the opinion leader of group and concentrate your persuasion efforts on him.

h) Sell yourself as well as the desired change.

i) Provide full information about the nature of the change and its effects, (Burnes, 2000).

2.4.1 Dealing with resistance

How can we make use of these ideas in the management of change? Fundamentally we need to be more concerned with getting the process of change right and worrying less about the product. In this approach, Lichtenstein (2000) identifies number of important guidelines to include:

1. All concerned parties must be involved in order to gain the commitment of everyone to the change. This is generally known as 'getting a contract for change.'

2. People should be encouraged to express their resistance. So long as resistance remains hidden, it remains a problem and a potential threat to the success of the change.

3. The commitment of all parties to a change is vital, if the necessary time and effort are to be invested. This commitment will be most readily given, if the people involved feel that it is their own change. This is known as sharing the ownership of change. None of the above strategies will guarantee the effectiveness of any change, but as a general approach they are at least consistent with the studies of how people react to change, described above

2.5 STRATEGIES FOR IMPLEMENTING CHANGE

Effective Leadership: - There is need for effective leadership and motivation for organization to achieve successful change. Change cannot be achieved without people. Amah (2006), postulate that people, throughout the organization need to be made interested and active in helping it meet its challenges. Organizations need managers who are leaders and can get and communicate a vision for the organization. Leaders that can motivate people towards the achievement of the vision. Such leaders partner with employees to achieve the continuous adaptation needed for today's organization. It takes motivated employees to endure the hardships and stress associated with change.

Successful Change: - A successful change occurs when an organization has moved from one state to another in a planned future after the change, when the new state meets the expectations in the plan and when this is accomplished without excessive cost to the organization and its members. There is a sequence of elements for achieving a successful change which include: idea, needs, adoption, implementation resources (Amah, 200). Ideas could come as a result of internal creativity, suppliers, professional associates, consultants or research literatures. Needs could arise from perceived problems or opportunities, customers, competition, legislation, regulation or from labour force. When ideas meet with needs or vice versa, it leads to adoption. The idea and needs are considered by key managers and employees and when· there is an agreement to support the change, adoption occurs. Implementation occurs after adoption and it refers to the actual use of the new idea technique of behaviour. Resources are generally needed for creating and implementing the new idea.

2.6 TECHNIQUES FOR SUCCESSFUL IMPLEMENTATION OF CHANGE:

Implementation of successful change involves Managers and Employees, Amah (2006) techniques for change implementation include:-

- Identify a true need for change. A careful examination of the existing situation will enable one achieve this. Find an idea that fits the need from ideas sources e.g. employees, suppliers, professional associates, consultants and research literature.
- Get top management support.
- Design the change for incremental implementation.
- Plan to overcome resistance by:-

a) Education and Communication: If people are persuaded they will help with implementation. This is time consuming.
b) Employee Commitment to Implementation of Change.
c) Negotiation and Agreement: - Resistance can be easily avoided by negotiating with powerful resistant individuals.
d) Ensuring that Change Meets with Actual Needs of Users: - If people are sure change will benefit users, they will support it.
e) Manipulation and Co-operation: Manipulation has to do with trusting and distorting of facts to make them attractive while cooperation seeks to buy off the leaders if the resistant group by giving them key role in the change decision. Both are inexpensive ways of gaining support but it lead to future problem. If the people become aware that they were mocked or used.
f) Forcing and Coercion: - This is use of power to overcome resistance. It can be risky because it may leave people angry at change managers and change can be sabotaged.
g) Facilitation and Support: - Involves providing training and other needed resources for employees to carry out the change and do their work. It works well with adjustment problems as employees have all the support they need.

- Create Change Teams: - Task forces can be created to implement the change. The teams can be responsible for communication, training and other activities.
- Foster idea Champions:- Idea champions are individuals who take an innovation and actively and enthusiastically promote the idea, build support, overcome resistance and ensure it is implemented.

2.7 MANAGING ORGANIZATIONAL CHANGE

What Are Organizational Change and Organizational Change Management? Change has several meanings, but for the purposes of this paper, change or, more precisely, organizational change will be define this way: Organizational change is the implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. In addition, organizational change management is the process of recognizing, guiding, and managing these human emotions and reactions in a way that minimizes the inevitable drop in productivity that accompanies change.

Organizations have to deal with new technology, and with upgrades for existing technology. They have to cope with reorganizations, process improvement initiatives, and mergers and acquisitions. Which specific aspects of change are currently impacting most on practicing managers? How do they react to change? How are they dealing with them? And how successful are their attempts? How do the problems identified and solutions described, relate to the theory and research on organizational change? Mergers, acquisitions, new technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. The manager who moves straight into why the change is best for everyone and how business is going to be conducted disregards the human nature element - the emotions that are normal and natural for anyone feeling threatened by change to feel.

At every step in the process of implementing an organizational change, a good manager will ask him/herself “How might I react to these changes “?As the organization implements the changes though, the reality of the change becomes present and employees may either resist the changes or start to adjust to the changes depending on the person. The employee who continues to resist, remains angry and is labeled as “difficult” is feeling more threatened and may need some one-to-one time with the manager to discuss the changes or at some point, may need clarification from the manager about performance expectations in light of the changes .

External triggers include: developments in technology; developments in new materials; changes in customers’ requirements and tastes; the activities and innovations of competitors; new legislation and government policies; changing domestic and global economic and trading conditions; shifts in local, national and international politics; changes in social and cultural values.

Internal triggers include: new product and service design innovations; low performance and morale, triggering job redesign; appointment of a new senior manager or top management team; inadequate skills and knowledge base, triggering training programmes; office and factory relocation, closer to suppliers and markets; recognition of problems, at triggering reallocation of responsibilities; innovations in the manufacturing process; new ideas about how to deliver services to customers.

Top management’s actions are usually reactions to some outside force, such as stiffer competition, shifts in the marketplace or new technology. It is important to realize that change is a key to surviving and growing in today’s global economy. Without change we would run the risk of becoming stale and unresponsive.

The challenge we face is to learn to move through this wave of transition as easily and creatively as possible. The organizations that succeed at change do so by considering the people who are affected by, will have to live with, and are often crucial to effecting the change in question. Even better, not only does managing the human aspects of an organizational change initiative help ensure the successful implementation and use of the technical solution, it sets the groundwork for implementing future solutions.

As organizations seek to implement new technology and take other actions to keep themselves competitive in their chosen markets, they must ensure that the changes they implement achieve the full scope of their technical, financial, and human objectives. This is the ultimate objective of the organizational change management process: to ensure that tactics for addressing human reactions to change are fully integrated with other aspects of the implementation in order to achieve the full scope of objectives intended by the initiative.

2.8 FAILURE OF ORGANIZATIONAL CHANGE

This represents a tremendous cost to companies in money, resources, and time. Several of the most common reasons for failed change programs include a lack of commitment from the top, change overload, lack of incentives tied to the change initiative and a lack of training. Commitment from senior management is required if the change program is to succeed. People reveal their values through their actions, not their words. Employees infer what is important from management's behavior.

Trying to do too much at once is often an obstacle because trying to accomplish too many activities can create confusion. Helping the group to on well-defined steps that carry them from one initiative to another will instill a sense of order and confidence in the process. Often change programs are initiated without changing incentives to reinforce the desired new behavior. Change is expected, but the old behavior is still being rewarded. The organization must publicly recognize and reward employees who change by linking promotion and pay rewards to the desired behaviors. Rewards that reinforce old methods must be eliminated. Another cause of failure is that too little attention is given to developing the skills people require to make a new technology work. The organization must develop experiential training that provides real time hands-on experience with new processes and procedures. The physical environment must also reinforce these changes.

Jolaoso (1991) indicates that organizational change fails generally as a result of several reasons which include the following:-

i. The assumption is made that everybody understands and shares the issues or the problems. This is often not so.
ii. The tendency to rush to action, the tendency to go for the quick fix in a frustrated situation where the problem has been around for a long time and something drastic has to be done.
iii. The presumption that the data and diagnosis are obvious of course there is a lack of skills at data collection and on feedback of data.
iv. A lack of readiness or willingness to change even when the problem is critical. People have some investment in their illness and they don't give them easily.
v. Confusing a strategy plan or action plan with implementation which is crucial to change. Many people contract consultancy forms but they do nothing about their recommendations.
vi. lack of energy for implementation. Most people are so weighted down with their daily routine that is hard to get the energy that is required for change. Energy needs to be built in as a part of the change process.

2.8 THE CHANGE AGENTS:

All managers are change Agents irrespective of their professional leaning. Seven groups have been identifies by Jolaoso (1991) namely:-
i) **Investigators:** These are those who are driven by curiosity to seek knowledge. Some of the staffers of the central bank belong to this category, into their quest to unearth various happenings at the commercial and merchant banks.
ii) **Investors:** These are the successful investigators.
iii) **Application Engineers:** These are those who evaluate market potentials and how inventions are received. The marketing executives fall into this category.
iv) **Innovators:** Those who introduce new ideas of the society.
v) **Entrepreneurs:** Those who combine resources and come up with new products.
vi) **Facilitators:** These are financiers. Some financial houses fall into this category.
vii) **Life Cycle Extenders: -** These are those who rescue products from decay.

2.9 EMPIRICAL REVIEW

2.9.1To ascertain the need for organizational change in public sectors

They often face a significant stumbling block. Quite simply, most organizations don't know how to prepare their employees to handle these change initiatives. In fact, only 25% of respondents to a recent poll conducted by Right Management agreed that their workforce effectively responds to change. In contrast, 31% reported their workforce was not able to adapt to change, putting productivity and engagement at serious risk. Forty-four percent reported that their workforce was coping with change, but that morale was suffering. But this lack of planning and preparedness has an unfortunate result: Change management strategies tend to fail, undermining an organization's ability to achieve the goals the change initiative was designed to produce. It doesn't have to be that way. In fact, companies that understand the inextricable connection between preparing employees to accept change and effective implementation of new initiatives are likely to see their efforts succeed. With careful planning and the support of top leaders, organizations can help their workforces adapt to change and the businesses retain its competitive edge. Failure to act can have severe consequences. According to a recent survey by Leadership IQ of workers who remained at their employers after a downsizing,74% of respondents said productivity declined and 69% felt the quality of the company's product or service had dropped. In fact, when managers and employees are unwilling to embrace change, the result can be everything from high turnover and absenteeism to decreases in employee engagement, performance, productivity, brand reputation and customer loyalty. And that, of course, ultimately impacts the bottom line.

2.9.2 To ascertain how to manage organizational change for effective management of human and Material resources

Rowland (2005) have identify the change leader competencies for successful change implementation which includes creating a need for change, engaging others in the change process and developing follower's capabilities to implement and sustain change. Similarly, Tyler & Cremer
(2005) have found procedural fairness of change leaders to have an impact on follower's acceptance to change.

2.9.3 To ascertain why employees resist to organizational change in public sectors

Another important finding of this review is an underlying assumption in change leadership research. This research assumes employee's resistance to change i.e. they always be resistant. Employee does not resist change per se rather resist the loss if any emanating from change. Successful change implementation is very much dependent on employee support and participation. Therefore, leaders have to generate employee enthusiasm and support rather than overcoming resistance to change while implementing change. They have to deal with issues emanating from change rather than blaming others for failures of their initiatives. Role of leader follower relationship is crucial here. Procedural fairness and high level of trust between leader and member will help to overcome the issues and create support for proposed organizational change.

3.0 METHODOLOGY

The study was carried out primarily through interviews of employees in Power Holding in Enugu State, Nigeria. Secondary data were collected through books, journals and internet,

3.1 FINDINGS

The findings of the study include the following:

(1) The need for organizational change will led to the survival of the organizations.

(2) The reason why employees have resistance to organizational change are as follows:

- Active Resistance
- Passive resistance
- Indifference
- Deliberate Sabotage
- Acceptance/Co-operation
- Political Factor
- Misunderstanding
- Assessments
- Fear
- Variance

(3) Management of organizational change will led to an effective survival of human and Material resources.

Conclusion

Change is required in any society. Old procedures must be turned into new processes. Many observers agree with the phrase that the only condition permanent on earth is change. While accepting such principles, there are also those that argue that if a situation is good, then why change it. These are the people that readily cite the phrase 'if it is not broken, why fix it?' However, our immediate realities in Nigeria portend the need for radical changes in our social, economic, and political lives.

Change has become the most permanent feature of life on our planet today. These changes could be disruptive and constructive, immense or minimal, traumatic or ameliorative, all embracing or restricted. If carefully handled, could make a turning point for many organizations, but if shoddily handled, they could spell doom and disaster. Change is moving at a fast pace and to contain it, we must develop managerial confidence and capability to sense, articulate and implement it. The most important factor in carrying this out is people. They are the ones that can forestall the turning of minor irritants and problems into major catastrophes.

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