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AN INTEGRATIVE REVIEW OF THE EFFECT OF ORGANISATIONAL CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE

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Abstract

In the current business landscape, organizations face various challenges, with one of the most pressing being the necessity to improve performance. As organizations adapt to a rapidly changing environment, the ability to facilitate performance enhancements during periods of change is crucial for achieving long-term success. Additionally, the ongoing advancement of technology, evolving consumer behaviours, and introducing new regulatory frameworks require organizations to effectively manage the complexities arising from these swift transformations. Considering this, the objective of this study was to examine the impact of change management on employee performance. To accomplish this, an integrative review was conducted, which began by defining the concept of change and exploring the motivations behind it. Furthermore, the study discusses various perspectives on the organizational management concept of employee performance and assesses the effects of change management on employees. The findings reveal that change can harm employees, particularly regarding motivation and job satisfaction. Conversely, the results indicate that well-designed and effectively executed change management strategies can have a positive impact on employee performance and help reduce turnover.

Keywords:

Change Management, Employee Performance, Employee Behaviour, Motivation

1. INTRODUCTION

Change has become an integral aspect of organizational life, driven by rapid developments, heightened employee awareness, and evolving job descriptions. According to [1] [2], while many organizations acknowledge the necessity for change, it is observed that up to 70% of implemented changes do not achieve their intended outcomes, often due to unanticipated results. Considering this reality, an increasing volume of literature is concentrating on the concepts and processes of change and their impact on employees. It is important to recognize the diverse theoretical perspectives associated with this topic. [2] contends that the field of change management faces several challenges, characterized by conflicting and ambiguous viewpoints and research findings.

2. LITERATURE SURVEY

2.1 DEFINITION OF CHANGE MANAGEMENT

Change management is a structured and systematic process aimed at developing and implementing strategies and interventions to transition an organization from its current state to its desired future state [3] This discipline typically emphasizes both incremental change (also referred to as primary change) and transformative change (secondary change) [4].

Change management experts assert that effective change necessitates meticulous planning, diligent effort, and, crucially, open dialogue and involvement of those impacted by the change. In this regard, [5], who posits that change management fundamentally encompasses processes, tools, and procedures aimed at addressing human factors in business transformation to attain desired business outcomes and facilitate successful organizational change.

2.2 REASONS FOR ORGANIZATIONAL CHANGE

According to [6], organizational change typically arises in response to both internal and external pressures. Internal factors pertain to elements that influence organizational performance, which are within the organization's control [7] Conversely, external factors are those beyond the organization's control [8]. [9] posits that change agents play a vital role in prompting the organization to critically assess broader changes. [10] identify external factors that may influence change, including management practices, competition, customer preferences, and technological advancements. In addition, internal pressures can stem from various sources, such as service and product issues, lost business opportunities, emerging markets, organizational shifts, workforce dissatisfaction, new cultural practices, and interpersonal conflicts among diverse personnel.

2.3 MODELS FOR CHANGE MANAGEMENT

2.3.1 Lewin's Three Step Model:

One of the most recognized theories of change management, as presented by Lewin (1952) and further elaborated by [11], underscores the necessity of three distinct stages for effective organizational change. The first stage involves recognizing and addressing current negative behaviours, followed by the implementation of new behaviours, and ultimately establishing renewed habits. This process requires careful planning and specific actions.

In response to various critiques of traditional change management theories, the "contingency approach" has emerged as a viable alternative. This perspective emphasizes the potential risks of implementing change too rapidly and challenges the notion that change can solely be managed from the top down. Rather, it advocates for viewing change as a learning process, whereby an organization adapts to both internal and external environmental shifts. [12] asserts that this approach prioritizes "planning for and supporting change" over exhaustive pre-planning for every potential change scenario.

1. Case Study of the Successful Implementation of the Lewin Model:

Kurt Lewin's Change Management Model, comprising the stages of Unfreezing, Changing, and Refreezing, has been instrumental in guiding organizations through transitions. A

notable example of its successful application to reduce employee turnover is the Harwood Manufacturing Corporation in the late 1930s.

Harwood Manufacturing, a textile company, faced significant challenges after relocating its operations from New England to Virginia. The new facility struggled with high employee turnover, low productivity, and difficulties in training an inexperienced workforce. To address these issues, the company's managing director, Alfred Marrow, enlisted the expertise of psychologist Kurt Lewin.

2.4 APPLICATION OF LEWIN'S MODEL

2.4.1 Unfreezing:

- **Identifying the Problem:** Lewin recognized that the traditional autocratic management style and lack of employee involvement were contributing to dissatisfaction and high turnover.
- **Creating Awareness:** He initiated discussions with both management and employees to highlight the negative impacts of the existing practices, fostering a collective acknowledgement of the need for change.

2.4.2 Changing:

- **Implementing Participative Decision-Making:** Lewin introduced group meetings where workers could discuss challenges and contribute to setting their own production goals. This participatory approach empowered employees and increased their commitment to organizational objectives.
- **Leadership Training:** Supervisors underwent training to adopt a more democratic leadership style, focusing on collaboration and open communication.

2.4.3 Refreezing:

- **Establishing New Norms:** The company reinforced the participative culture by consistently involving employees in decision-making processes and recognizing their contributions.
- **Continuous Support:** Ongoing training sessions and feedback mechanisms were implemented to sustain the new management practices and ensure lasting change.
- **Outcomes:** The application of Lewin's model led to a significant reduction in employee turnover at Harwood Manufacturing. Productivity levels improved as workers felt more valued and engaged. The collaborative environment fostered better relationships between staff and management, contributing to a more stable and satisfied workforce. This case exemplifies how Lewin's Change Management Model can effectively address employee turnover by promoting inclusive practices and supportive leadership.

2.5 ADKAR CHANGE MODEL

According to [13], change is often a complex and challenging process that is inevitable. A prevalent reason for project failure is the challenges faced on the human side of change. Despite this, organizations frequently allocate more resources to the change process itself than to supporting stakeholders through the transition. The initial step in managing any form of change within

an organization is to comprehend how to address the change experienced by individuals. Implementing effective change at both the individual and organizational levels require innovative thinking, updated models, and new tools. The ADKAR model has proven to be beneficial in optimizing transformation efforts within organizations. Each step of this model aligns with typical tasks associated with change management and establishes objectives for these tasks [14].

- **Awareness:** is the outcome of early communication regarding organizational change. In this phase, companies will communicate change with employees for example regarding the implementation of new software systems aimed at enhancing operational efficiency.
- **Desire:** reflects the goals of engaging with and addressing resistance to change. This phase allows organisations are emphasise that new software will streamline repetitive tasks, enabling employees to concentrate on more strategic initiatives and fostering a greater interest in organizational change.
- **Knowledge:** signifies the results of education and training initiatives. In the application of ADKAR at this stage, a company implementing a change program will facilitate comprehensive training sessions and provide resources to enhance employees' understanding of the effective use of the new software.
- **Ability:** represents the capacity to implement change at a high level of performance. In this phase of the application of ADKAR in the change management process, Employees practice using the software in a controlled environment, receiving feedback and support to build confidence in their abilities.
- **Reinforce:** skill encompasses the continued learning, practice, and time required to achieve proficiency. Generally, encouragement for change is the objective that results from authorizing, evaluating, taking corrective action, and recognizing change. In this phase the company doing the change will implement regular check-ins, offer incentives for effective usage, and share success stories to promote the ongoing adoption of the new software.

The ADKAR model serves as a valuable framework for change management teams to strategically plan and execute their initiatives, thereby highlighting the benefits of effective change management.

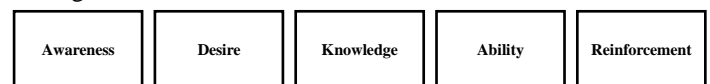


Fig.1. ADKAR Model

2.5.1 Case Study of a Successful Implementation of the ADKAR Model:

Microsoft's Customer Success Organization, particularly within Microsoft 365, has effectively utilized the ADKAR model to enhance customer adoption and success. Their approach includes:

- **Building Awareness:** IBM educates their customers on the necessity of change by illustrating the benefits and addressing potential challenges.

- **Fostering Desire:** IBM engages stakeholders to cultivate a genuine interest and willingness to support and participate in the change process.
- **Providing Knowledge:** IBM offered comprehensive training and resources to equip customers with the necessary skills and information.
- **Developing Ability:** IBM ensured that customers could translate knowledge into action, effectively implementing new tools and processes.
- **Reinforcement:** IBM continuously supports customers to sustain changes and prevent regression to old practices.

This structured application of the ADKAR model has enabled Microsoft to drive the successful adoption of complex, cloud-based technologies among its customer bases.

2.6 EMPLOYEE PERFORMANCE

Hermira and Yosepha [15] posit that the term 'performance' is derived from the words "performance" or "show," which refers to an individual's work or achievements. Good performance is characterized by the quality and value of the work an employee accomplishes during their tenure. Additionally, Yang et al. [16] assert that performance encompasses the actions that employees choose to undertake or refrain from. Performance management involves the systematic efforts to enhance the performance of a company or organization, encompassing the contributions of all individuals and teams within the organization. According to Shmailan's [17] research, engaged employees are those who effectively align their efforts with their company's objectives. Additionally, job performance is determined by collaboration and encompasses employees' satisfaction with their roles and the associated rewards. It is also shaped by individual skills, intelligence, aptitude, traits, and personality.

2.6.1 *Effect of Change Management on Employee Performance:*

The human element within an organization is crucial, yet it presents challenges in management due to the unpredictable nature of human behaviour. This behaviour can vary significantly between individuals and may evolve within the same individual. While our cultures and traditions may be similar, differences in appearance and capabilities often stem from diverse backgrounds, education, and experiences. Therefore, human resources—or employees—represent a vital component of any organization which can be affected by negative changes that can adversely impact employee morale and motivation. As previously noted, unfavourable changes can have lasting effects on employee performance, ultimately influencing the long-term success of the organization Daft, [19]

Daniel [20] analysed the effects of labour market reforms in Nigeria primarily by utilizing secondary data from both published and unpublished research. The findings indicate that global leaders must adapt to the evolving business environment, as change is an unavoidable reality that necessitates efficient management practices. Effective change management equips leaders to maintain a competitive edge, approach change with seriousness and ensure the success of their organizations.

As noted by Khosa et al. [21], organizational changes such as restructuring, downsizing, and mergers can result in stress,

uncertainty, and diminished personal expectations among employees. The psychological contract fosters trust in the workplace, enhances employee-employer relationships, builds confidence, promotes commitment, and ensures honesty, process integrity, loyalty to the organization, and reassurance for remaining employees Kamugisha, [18].

Daft [19] posits that maintaining the psychological contract can be challenging during periods of change, resulting in a heightened likelihood of disruptions to this concept. Kamugisha [18] acknowledges that such changes may foster feelings of anger and disappointment, potentially diminishing organizational commitment, job satisfaction, and organizational citizenship, while also leading to an increase in employee turnover. Consequently, it is imperative for employees experiencing change to approach the transition thoughtfully and strategically.

Zamanan, [22] conducted a study on the impact of change management practices on employee performance, specifically focusing on the leadership roles within Kuwaiti schools. The research identified technological advancements, cultural shifts, structural realignments, and human resource transformations as key drivers of change management. The findings indicated that technological changes and human resource development significantly influenced the workforce in Kuwaiti schools. Furthermore, the results suggested that the progress of Kuwaiti schools, along with their administrations, departments, and councils, resulted from changes in staff understanding, behaviour, and attitudes. According to Tefera and Mutambara [23], ineffective communication during layoffs can result in ethical issues, diminished trust, and misaligned objectives, which may adversely impact organizational performance. This scenario does not foster an environment conducive to change Daft, [19]. Consequently, it is evident that any organizational change must be well-planned, incorporate employee input, be monitored, supported by employees, and communicated effectively and promptly to ensure its success.

2.6.2 *Effect of Change Management on Employee Behaviour:*

Employee reactions to organizational change are a critical aspect of change management studies. Employees may respond positively or negatively to change, and their attitudes and behaviours play a significant role in the successful implementation of organizational change, making it essential for management and change agents to understand these dynamics. Organizational change encompasses the competencies of managers, employees, and the work environment. It influences employee attitudes and behaviours by transitioning from familiar situations to unfamiliar ones, which can lead to feelings of uncertainty, strain, and anxiety among employees [24].

2.6.3 *Effect of Change Management on Employee Motivation:*

Employee participation in organizational change can significantly influence motivations within the workplace. Brown [25] emphasizes that when employees' resources and talents are fully engaged, their morale improves, making them more inclined to pursue organizational objectives. Robbins and Coulter [26] describe motivation as a process that fuels individual efforts toward achieving specific goals. Bhattacharyya [27] elaborates on this by defining motivation as a process of choice. Additionally, Robbins [28] characterize motivation as the framework that drives an individual's strength, direction, and persistence toward goal

achievement. Colquitt et al. [29] define motivation as a collection of energy forces that guide employees' work-related initiatives, influencing their orientation, intensity, and sustainability. This discussion underscores the importance of motivation as a critical factor in effective performance, which relies on both high competence and sustained motivation.

2.6.4 Effect of Change Management on Job Satisfaction:

Premised on the management literature, Job satisfaction plays a crucial role in the change management process of contemporary organizations. To illuminate the effect of change management on job satisfaction, Noble [30] examined the extent of employee involvement in the change management process and its effects on job satisfaction and employee attitudes following organizational changes. Utilizing a descriptive research design, a survey was administered to a random sample of 1,000 participants through a self-designed questionnaire. The collected data were analysed using SPSS and presented in a descriptive format. The results revealed that employee participation in the change management process primarily involved the provision of relevant information. Additionally, the study indicated that the changes implemented generally had a positive effect on employee job satisfaction, and employees exhibited favourable attitudes post-change. Notably, respondents expressed disagreement regarding the prevalence of trust issues following the change process. Moreover, the findings highlighted that previous studies had reported contradictions and indicated that change management practices were limited in terms of their impact on organizational performance in Nigeria, where dedicated research on this topic is scarce. Therefore, this study is essential as it aims to contribute new insights and enhance the existing body of knowledge on change management in the Nigerian context.

3. OBJECTIVES OF THE STUDY

- To Explore the Concept of Organisational Change and its Underlying Motivations
- To Gain an Understanding of Employee Performance
- To Determine the Effect of Change Management on Employee Performance

4. RESEARCH METHODOLOGY

This article employs an integrative review methodology and utilizes a variety of sources, including conference papers, academic publications, and historical articles, to explore the impact of change management on employee performance. An integrative review is a non-experimental research design in which researchers systematically evaluate, synthesize, and derive conclusions from high-quality existing studies across various topics [31].

An integrative review systematically examines research data from diverse research designs to reach comprehensive and reliable conclusions Soares et al., [32]. For instance, this type of review encompasses both qualitative and quantitative studies in its analyses. This methodology supports the development of a well-rounded understanding of topics by synthesizing all available forms of evidence Torraco, [33]. The advantages of an integrative review include the ability to analyse research

literature, assess the quality of evidence, identify knowledge gaps, expand findings across various research designs, generate research questions, and develop theoretical frameworks Russell, [34]. Aveyard and Bradbury-Jones [35] suggested that integrative reviews may be deemed rigorous due to their adherence to systematic methodologies. The use of research databases such as Scopus, EBSCO, and ABI Inform, along with free online research platforms like DOAJ, ResearchGate, and SABINET, has been instrumental in gathering comprehensive and valuable information. In the application of the integrative review inclusion and exclusion criteria was established. The inclusion criteria ensured that only articles addressing change management, the reasons for change management—including its impact on employee performance—and the effects of change management on employee performance were considered. Articles that did not meet these criteria were deemed inappropriate and subsequently excluded by the established exclusion criteria.

4.1 LIMITATION

The complexity of various approaches may result in insufficient rigour, inaccuracy, and potential bias. However, the preceding was delimited by clearly outlined research objectives which served as the research aim that was intended to be addressed.

5. RESULTS AND DISCUSSION

5.1 TO EXPLORE THE CONCEPT OF ORGANISATIONAL CHANGE AND ITS UNDERLYING MOTIVATIONS

The literature review indicates that change management is a systematic process aimed at developing and implementing strategies and interventions that facilitate an organization's transition from its current state to a desired future state Aslami and [3] [5] highlight the importance of transforming governance by incorporating processes and tools designed to address the human aspects of business transformation, which is crucial for achieving desired outcomes and supporting successful transformations. Moreover, there are various reasons and justifications for these changes, as noted by Burns [6], who explains that organizations evolve in response to both internal and external forces. Internal factors pertain to elements that influence an organization's performance and are within the organisation's control. Conversely, external factors encompass elements beyond the organization's control. Kotter, [8]. Pettinger [9] posits that addressing factors that compel the organization to reassess its wider context will ultimately lead to change. This outcome is supported by the perspective of Moran and Brightman (2001), as referenced by Xanthakis [36], which defines change management as “the process of continually adapting an organization's direction, structure, and capabilities to meet the changing needs of internal and external customers. In with reasons or motivation for change, Tajudeen et al., [37] state that it is essential for organizations to recognize the significance of establishing a clear vision to enhance their performance. By digitizing their operations, organizations can develop new capabilities that not only support their survival but also provide a competitive advantage in the marketplace Hwang et al. [38]

5.2 TO GAIN AN UNDERSTANDING OF EMPLOYEE PERFORMANCE

The literature review conducted by Hermina and Yosepha [15] indicates that the term “performance” is derived from concepts such as “show” or “demonstration,” signifying an individual’s work and accomplishments. Performance encompasses the effective and efficient execution of duties by employees while in their roles. Additionally, Yang et al. [16] emphasized that performance also relates to the choices employees make regarding their work engagement. Performance management entails strategies aimed at enhancing the overall performance of a company or organization, involving the active participation of all individuals and teams within the organization. In line with the preceding assertion Szabó [39] state that employee performance is a key indicator of a company’s overall performance and success within the business environment. To maintain a competitive edge, the organization needs to prioritize the efficiency, management, impact assessment, and performance measurement of its human resources.

5.3 TO DETERMINE THE EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE

Findings from the human resources and employees represent the most critical component of any organization, and they can be significantly impacted by negative changes that affect their morale and motivation. As previously discussed, adverse changes can have lasting implications for employee performance, ultimately influencing the organization’s long-term success Daft, [19]. The literature supports this perspective, indicating the advantages of effective change management. Daniel [20] emphasizes that proficient change management equips leaders to navigate transitions successfully, facilitating the pursuit of excellence, rapid adaptation, and organizational achievement. Additionally, Khosa et al. [21] highlight those organizational changes, such as restructuring, downsizing, and mergers, can lead to employee stress, uncertainty, and diminished expectations regarding the organization. Daft [19] points out that maintaining commitments to mental health during periods of change can be challenging, resulting in an increased risk of breaches in this area. Kamugisha [18] acknowledges that change may evoke feelings of anger and frustration, ultimately decreasing organizational commitment, job satisfaction, and community engagement, while simultaneously increasing staff turnover. Moreover, Zamnam [22] notes that technological advancements and human resource development have significantly influenced the workforce in Kuwaiti schools. The findings indicate that enhancements within Kuwaiti schools, as well as improvements among principals, administrators, and boards, are attributed to changes in staff perceptions, attitudes, and character. Chiavoghi and Emerole [40] conducted a study on the effects of change management on contract employees at Umuahia Deposit Bank, revealing that employee performance improved as a result. The findings indicate that effective change management positively influences employees thus limiting turnover. In this research, a cross-sectional survey was administered to 122 employees across ten banks, utilizing a simple random sampling technique. The Spearman rank correlation coefficient (ρ) was employed to

assess their willingness to utilize the SPSS Statistical Suite for Social Sciences (version 20.0)

5.4 IMPLICATION OF FINDINGS FOR ORGANISATIONAL SUCCESS

This finding indicates that organisational change has the potential to adversely impact employee motivation and job satisfaction if not managed effectively. However, a well-structured change management process can significantly alleviate these negative effects, resulting in enhanced employee performance, increased engagement, and lowered staff turnover, thereby contributing to the overall success of the organization.

6. CONCLUSION

The objective of the study was to examine the impact of change management on employee performance. Initially, the study defined the concept of change management and explored the motivations behind it. Insights were also provided regarding the organizational management aspect of employee performance. Furthermore, the study established the effects of change management on employees, supported by substantial evidence indicating that change management can negatively affect employee performance.

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