



BELVEDERES
IN SOCIAL AND
MANAGEMENT SCIENCES

Edited by
David O. Imhonopi
Ugochukwu M. Urim

**Belvederes in the Social and
Management Sciences**

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Published by
Department of Sociology
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DEDICATION

This book is dedicated to the Chancellor of Covenant University, **Dr. David Olaniyi Oyedepo**, for the large visionary appetite he has and the pioneering role he has continued to play in the education sector. His vision for quality and life-changing university education has continued to redefine existing benchmarks and bring about record breaking results in such a short while. He is one of the shining tesseras in the modern university education mosaic in Africa, restoring hope to the black race that it does not have to be white to be right and that black does not mean lack, bad, scrap, daft, stark, quack, drawback, holdback, kickback or setback. He remains an inspiration, a shining beacon and a model in the pursuit of African renaissance.

ACKNOWLEDGEMENTS

We thank Almighty God for the grace, the strength and inspiration to produce this work. Every scholarly project presents its own unique challenges but staying focused and working till the goal is reached have been made possible because of the abundance of grace and marvellous helps the Father made available to us. We are grateful to the Most High.

The visionary and inspirational leadership of **Dr. David Olaniyi Oyedepo** continues to drive and push us not to rest on our oars. Like the working dreamer that he is, every accomplished dream pushes us to the next project and then the next. This trait of “no arrival mentality” has kept us restless and uncomplacent. Sir, thank you always for helping us maximise our potentials!

We are grateful to the Vice-Chancellor, **Professor AAA Atayero**, who has continued to shine the light of progress on the path of glory for Covenant University. Your commitment, Sir, to the vision of Covenant University and building on the achievements of your predecessors have seen the university grow in leaps and bounds.

We cannot forget the uplifting roles of other high-ranking members of the Top Management, the Deputy Vice-Chancellor, **Professor Shalom Nwodo Chinedu**, the Registrar, **Dr. Olumuyiwa Oludayo**, the Dean, College of Business and Social Sciences, **Professor Philip Olasupo Alege**, and the HOD of Sociology and our mentor **Professor Patrick A. Edewor**, in stimulating us towards excellence in scholarship. We thank colleagues in the Department of Sociology for holding fort and shining the light of sociological scholarship on the path of the next generation of managers, scholars, researchers and knowledge workers.

We are grateful to contributors whose works are bounded in this opus. Their nuanced belvederes to the various subjects they treated have brought an interesting kaleidoscope to the doxies presented in their chapters. We look forward to working with many more international and indigenious scholars, producing works from Africa that break shimmering potsherds of light on the African social and management scenes.

Finally, we thank everyone who has believed in us, contributed to our growth, supported our dreams, not forgetting our past and present students.

The Editors

FOREWORD

Scholarship is mainly anchored on and advanced by knowledge production. Without it, scholarship suffers atrophy, becomes redundant and stale. Therefore, when academics publish their works or research findings, they are only assisting the intellectual, artistic and industry communities to locate important pieces in the knowledge montage that would benefit the latter's reading appetite, research propensity, advance society and social causes and bring new ways of thinking to light.

This is exactly what this book seeks to achieve: provide the reader with pieces of scholarly information through the written word to benefit the reader's intellectual appetite or research propensity or advance society, social and management causes, bringing new ways of thinking to light.

I hope readers find it useful.

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PREFACE

Belvederes in Social and Management Sciences is another project meant to throw more light on well-researched but eclectic works from scholars based in different universities in Nigeria whose articles dwell on important issues in the social and management sciences. In this opus, issues treated include: A comparative analysis of the proposed Labour Standards Bill and the substantive Labour Act 2004; The concept of “glass ceiling” and the determinant factors; Training Nigerian youth in modern vocational education as a strategy for employment creation; Motivation as a pathway to organisational effectiveness; Management rights clause (prerogative) and collective bargaining; Poverty, unemployment, crime and the problem of leadership in the quest for sustainable development in Nigeria; Socio-economic characteristics of Nigerian GSM subscribers; Policy response to entrepreneurship development and its implications for sustainable development in Nigeria; Ethical appraisal of civil society in Nigeria; Information and communication technology; Globalisation, technological change and environmental concerns; Rethinking the Nigerian social policy and the care of the elderly; Challenges and coping strategies about livelihood of female staff in Tai Solarin University of Education; Sexual violence in higher institutions and its implications for the educational development of women and girls in Nigeria; Environmental sustainability of supply chain practices on the performance of Total Exploration and Production Nigeria Limited; and organisational change management strategies: lessons for industry in developing countries.

This eclecticism adds great epistemic flavour to this book and provides different topical choices that will titillate readers' diverse reading and research interests and foci as findings made will be useful to academics, tertiary students and the reading public.

However, opinions expressed in each chapter are those of the authors and do not represent those of the Editors or the Department of Sociology, Covenant University.

We hope that this project furthers the diverse interests of readers and that each chapter contributes to the advancement of the epistemic frontiers in the subject areas.

Thank you.

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Chapter 16

ORGANISATIONAL CHANGE MANAGEMENT STRATEGIES: LESSONS FOR INDUSTRY IN DEVELOPING COUNTRIES



David IMHONOPI, Ugochukwu Moses URIM and
Nchekwube O. EXCELLENCE-OLUYE

CHAPTER SYNOPSIS

Change has become the cosmic leitmotif in the modern business environment. This panoply of change is expressed in the frequent mergers, acquisitions, new technologies, restructuring, downsizing and a mercurial regulatory environment which all forge an unnerving climate of uncertainty. Organisations, particularly, work organisations are pressured to respond willy-nilly as change superciliously sweeps across the workplace. Many organisations are vulnerable to the situation because of the instability, conflict and frequency of change programmes that arise. Industrial organisations in developing countries are not immune from the existing pressure cooker that the business environment has become. It is either they conform or they continue to play a marginal role in global commerce. In this paper, effort has been expended to examine the concepts of organisational change and change management. The chapter also identifies sources of resistance to change and strategies for managing resistance to change with focus on the lessons these portend for industrial organisations in developing countries. For those organisations that manage change skilfully, it could become the force to perpetuate success and accomplishment for them, their workers and the local economy.

INTRODUCTION

The mercurial business environment at the present time produces change in the workplace more suddenly and frequently than ever before. This panoply of change is expressed in the frequent

mergers, acquisitions, new technology, restructuring, downsizing and economic meltdown which take place and contribute to a growing climate of uncertainty. The ability to adapt to changing work conditions is critical for individual and organisational survival. Change will ever be present and learning to manage and lead change includes not only understanding human factors, but also the skill to manage and lead change effectively (Imhonopi & Urim, 2011).

Since uncertainty prevails within the industrial environment, much pressure is mounted on organisations to be open to change as it sweeps across the workplace. Organisations in this globalisation and information-driven economic era are more vulnerable to the impact that change brings on them than at any time in the history of mankind. This is because organisational change might introduce instability in the work system; it might lead to workplace conflict between management and workers and between workers and workers; and it could lead to frequent change in work processes, systems and practices which may be too costly for firms to manage.

Change is therefore inevitable because of its constancy and ubiquity (Fajana, 1992). Nowadays, the business environment requires companies to undergo changes almost constantly if they are to remain competitive. Organisational change could occur when a company makes a transition from its current state to some desired future state. Such changes may be relatively minor as in the case of installing a new piece of software program or quite major as in the case of refocusing an overall marketing or business strategy. Additionally, factors such as globalisation of markets and rapidly evolving technology force businesses to respond in order to survive. In fact, businesses are bombarded by incredibly high rates of change from a frustrating large number of sources. Inside pressures come from top managers and low-level employees who push for change. Outside pressures come from change in the legal, competitive, socio-political, technological and economic environments (Olufemi, 2009).

This is not to say that change might not also lead to positive outcomes in the work environment. In fact, as Imhonopi & Urim (2011) contend, organisational change can increase the competitive ability of firms by helping them expand their competencies and skill-sets. It can result in quality processes, products and services from organisations. It can lead to increased investment in training and development of leadership and workers in the workplace and can help organisations improve their working environment, work systems and technological tools in order for them to remain relevant in their industries and chosen markets.

Therefore, organisations spend a lot of their resources these days to manage change, especially as it regards carrying their workers along. This change management continuum could include planning and implementing change in such a way that it minimises employee resistance and cost to the organisation, while also maximising effectiveness of the change effort.

In this paper, effort has been expended to examine the concepts of organisational change and change management. The paper also identifies sources of resistance to change and strategies for managing resistance to change with focus on the lessons these portend for industrial organisations in developing countries.

OBJECTIVES OF THE STUDY

1. To examine the concepts of organisational change and change management.
2. To identify sources of resistance to change and strategies for managing resistance to change.
3. To find out lessons that industry in developing countries could learn about organisational change and its management.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Although there are diverse perspectives on what organisational change is, generally, these perspectives share a common consensus that organisational change could be any structural, strategic,

cultural, human or technological transformation, capable of generating impact within the organisation (Wood, 2002). According to Porras & Robertson (1992), organisational change is a set of scientific theories, values, strategies and techniques which aim to change the work environment in order to stimulate the organisation's development. Imhonopi & Urim (2011) conceive it as any alteration of already existing patterns, processes and practices of an organisation as a response to the dynamism in the business environment.

Organisational change could be planned or unplanned or in first and second degrees (Van de Ven & Poole, 1995; Weick, 2000). While a first degree (planned) organisational change is superficial and incremental, a second degree organisational change is a deeper one. A first degree change refers to those linear and continuous changes involving adjustments in the characteristics of the organisation's systems that can occur on a day-to-day basis (Weick & Quinn, 1999). The second-degree or unplanned change is multidimensional and can be multi-levelled, and because of its radical characteristics, it may result in creative destruction or termination of an existing organisational paradigm, opening the doors to a new one (Porras & Robertson, 1992). It is important to state that while planned organisational change is a deliberate process developed in order to help an organisation ably respond to the internal and external demands it faces (Van de Ven & Poole, 1995), unplanned change is an upshot of an adaptation to contingencies in the absence of a pre-established plan of action (Bulgerman, 1991). In this latter case, change is unlikely to be captured holistically by the organisation and, therefore, is difficult to be predicted by managers (Weick, 2000).

In contrast, organisational change management involves a panoply of steps taken to manage a change process within the industrial organisational ecology. Since industrial organisations typify communities of individual and groups who engage in mostly formal social interactions with specific goals in sight, organisational change management becomes principally a process of understanding the sentiments of workers and working with

them to promote efficient delivery of the anticipated change, while securing enthusiastic support for its results (Imhonopi & Urim, 2011). However, managing organisational change is still a challenge for many managers, despite being an area of research that has generated significant amount of knowledge over the years. This fact is directly related with the need for efficacy in all steps of a change process, when dealing with all the emerging complexities and demands involved in it.

This paper shares the theoretical bias of the Group Dynamics School. This school emphasises the facilitation of organisational change through teams or work groups, rather than through individuals. The rationale behind this, according to Lewin (1965), is that because people in organisations work in groups, individual behaviour must be seen, modified or changed in the light of the group's prevailing practices and norms. In other words, to bring about change in organisations, the focus of change must be at the group level and should concentrate on changing the group's norms, roles and values (Bellinger, 2004). Although the Group Theory has been criticised for its rigor mortis on groups in understanding organisational change, over the years, the theory has proved influential in developing both the theory and practice of change management. This is because it is now usual for organisations to see themselves as comprising groups and teams, rather than merely collectanea of individuals. Therefore, there is no way organisational change management can be done without recourse to the support of and from individual workers. Consequently, organisational change and its management should appeal to both the teams and individuals within them for a seamless installation of the change process or programme.

THE FORCES OF CHANGE WITHIN THE MODERN WORKPLACE

An organisation can only perform effectively through interactions with the broader external environment of which it is a part. Hence, its structure and functioning must reflect the nature of the environment in which it operates. To a large extent, the environment in which an organisation operates tends to exert a

need for organisational change. According to Adler, Rosen & Silverstein (1998), organisational change could happen through the following:

1. **Change in technology:** Technological change continues to accelerate, so that the speed with which obsolescence occurs is also increasing. Organisations cannot ignore developments which could give advantages to their competitors, and it is only very rarely that a new development can be substituted for an old one without causing changes to skills, jobs, organisational structure and often culture.
2. **Intense competition:** competition is intensifying and becoming more global. More organisations are compelled to attain certain standards of quality and cost achieved by the pacemakers in the industries. More industries are operating on a global basis, and under this condition, it is no longer sensible to think on a single country basis.
3. **Change in customer demand:** customers are becoming more demanding and will no longer accept poor service or low quality goods and services. To be competitive, organisations have to respond more rapidly to customers' needs which will change all the time.
4. **Changing demographic profile:** the demographic profiles of many countries are changing. In Europe and North America, the proportion of old people is rising and that of young people is depleting while Africa, a growing population of young people mounting pressures on social facilities and as well as demanding for jobs and education. This scenario creates pressures for organisations too.
5. **Privatisation of public enterprises:** privatisation of publicly-owned businesses continues and their hitherto monopoly status has disappeared. This is a global trend and even where ownership does not change, new systems are being established to promote competition and market forces as we see in the former Nigerian Telecommunications (NITEL) company.
6. **Shareholders' demand:** shareholders demand for more value. The influence of the money markets on demands for

corporate performance, with a high proportion of shares belonging to institutional investors, creates pressures for continued improvement in share earnings.

While these are external forces of change, the changes that originate within the organisation itself could include the deterioration of buildings, equipment and machinery and obsolescence of skills and abilities of workers. However, changes within the organisation can be managed through careful planning such as regular repairs and maintenance, and effective manpower planning to prevent a large number of staff retiring at the same time. In contrast, uncertain economic conditions like the global financial and economic meltdown that started in 2007, fierce global competition, government policy and intervention in industry, scarcity of natural resources, among others, create an increasingly topsy-turvy environment (Wardale, 2009). Thus the main pressure of change facing modern organisations today is from external forces and organisations must be ready to brave the demands of a changing environment.

RESISTANCE TO CHANGE

Resistance to change refers to the negative reaction of employees towards change in the organisation. Change, no matter how beneficial, is generally resisted and is always difficult to carry out. Like some scholars acquiesced, man prefers to proceed with known methods than change to new ones where the outcomes may not be so certain (Inga, 2003; Lawrence & Lorsch, 1967; Ross, 2000). However, change will be easier to make and adjust to, if the potential rewards after the change are sufficiently attractive. For example, a person may change their job if the new job offers better financial benefits and equally good conditions.

SOURCES OF RESISTANCE TO CHANGE

Change is always difficult to make. Employees are especially prone to resist change when it comes without prior analysis, planning or direction (Imhonopi & Urim, 2011). This is because change for change's sake can be counterproductive, even

destructive. Embarking on any change effort without identifying and understanding the variables involved, whether internal or external, may have a negative impact on its outcomes. This is because attachment to familiar habits, practices, places, and people may have to be given up. Toffler (1970) has identified a number of reasons that account for resistance to change. They include (i) Insecurity: Change scares people because they are afraid of losing the security they have concerning the known for an unknown future. The fear of the unknown always has an impact on the decisions of individuals. New technology, new procedures and new systems can all create uncertainty and hence resistance to change. (ii) Misunderstanding and lack of trust: Change is also resisted when it is incorrectly perceived as offering more pains than gains. Such situations often occur when people are unable to understand the full implications of a change or when there is a lack of trust in the change management process. (iii) Lack of proper communication: If the need for the change is not communicated to those who will be affected in time and in an acceptable manner, it can lead to stiff resistance. (iv) Rapidity and extent of change: The nature of the change, either minor or drastic, will determine the resistance level of employees. For instance, if change is drastic, such as reshuffling of staff, the resistance can be strong and visible. Similarly, slow or gradual changes in the process result in lower resistance than sudden or rapid changes. (v) Group resistance: Sometimes, individuals resist change simply because the group to which they belong resists it. This is because these individuals comply with the group norms and codes of conduct and support their group's activities. This kind of resistance is seen in labour union actions, where members willy-nilly support the action of the group. This resistance stems from herd instinct or group solidarity. Other sources of change include emotional turmoil, loss of power and control, selective perception, habit, inconvenience or loss of freedom, economic implications, security in the past, fear of the unknown, investment in resources and past contracts and agreements, which may frustrate any attempt for future change. Resistance to change can generally lead to disobedience to instructions by superiors, strikes, slow down, lock out or aggressive unionism. These signs of

resistance sometimes require that management should play an aggressive role in convincing all employees that the change would be beneficial to all parties concerned.

TACTICS AND STRATEGIES FOR MANAGING RESISTANCE TO CHANGE

According to Kotter, Schlesinger & Vijay (1979), managers may use a number of tactics to deal with resistance to change. These include education, communication, participation, facilitation and support, negotiation, co-optation, coercion and manipulation. These will be considered one by one.

1. **Education and Communication are some of the ways** to deal with resistance to change. To ensure that employees have adequate information, it is necessary to educate them about change, its process, its execution and its expected results. Such education can be carried out through training classes, meetings and conferences. The reasons for the change must be communicated very clearly and without ambiguity. This will help persuade employees about the necessity of change and, once persuaded, it could win their active support for it.
2. **Participation and involvement.** An employee who is part of the authorship of a change process or its implementation from the very beginning is more likely to be strongly committed to the change than an employee who is not. Management must recognise this fact and genuinely seek employee participation in the process of change so that those concerned are enthusiastic about it.
3. **Facilitation and support.** This might include providing training in new skills, giving employees time-off after a demanding period, or simply listening and providing emotional support. For example, according to Kotter, *et al.* (1979), one rapidly growing electronics company did the following to help people adjust to frequent organisational changes. First, it staffed its human resource department with four counsellors, who spent most of their time talking to people who were feeling "burned out" or who were having difficulty adjusting to new jobs. Second, on a

selective basis, it offered people "mini-sabbaticals," which were four weeks long and which involved some reflective or educational activity away from work. And finally, it spent a great deal of money on educational and training programmes conducted in-house. Facilitation and support are best suited for counteracting resistance that is due to adjustment problems, although it can be time-consuming and expensive.

4. **Negotiation and agreement.** Negotiation as a tactic for promoting change essentially involves buying out active or potential resisters. This could mean, for example, giving a union a higher wage return for a work rule change, or it could involve increasing an employee's personal benefits in return for an early retirement. However, it is good to point out that negotiation is particularly appropriate when it is clear that someone is going to lose out as a result of the change and yet has significant power to resist it. As a result, it can be a relatively easy way to avoid major resistance in some instances. Like the other tactics, negotiation may become expensive and a manager, who once makes it clear that he or she will negotiate to avoid resistance, opens up the possibility of being blackmailed by others.
5. **Co-optation.** A good tactic managers use to deal with potential or actual resistance to change is co-optation. Co-opting an individual usually involves giving him/her a desirable role in the design or implementation of the change. It could involve giving a key role in the design and implementation of a change programme to a leader within an informal group or to someone that commands respect within the group. A change initiator could, for example, try to co-opt the sales force by allowing the sales manager to be privy to the design of the changes and by seeing that the most popular salesperson gets a raise as part of the change. While in some circumstances, cooptation can be a relatively inexpensive and easy way to gain an individual's or a group's support than negotiation and quicker than participation, if people feel they are being tricked into not

resisting a change programme, they obviously may respond negatively. And if they use their ability to influence the design and implementation of changes in ways that are not in the best interest of the organisation, they can obviously create serious problems.

6. **Manipulation.** This refers to covert influencing attempts and may include co-optation in a sense. Manipulation could also manifest as the selective use of information and the conscious structuring of events in order to have some desired (but covert) impact on participants. Manipulation suffers from the same drawbacks as co-optation, but to an even greater degree. When people feel they are not being treated openly or that they are being lied to, they often react negatively. Nevertheless, with one's back to the wall, without adequate time to use education, participation or facilitation, and without the power or resources to use negotiation, coercion, or co-optation, it has been suggested that manipulation can be used successfully to manipulate information channels to scare people into thinking there is a crisis coming which can only be avoided by accepting change.
7. **Coercion.** This happens when managers force people to accept change by explicitly or implicitly threatening them with loss of jobs, offering promotion possibilities or raises or whatever else they control. Like manipulation, coercion is a risky tactic because employees strongly resent forced change and can call the bluff of management. Yet coercion has the advantage of overcoming resistance very quickly. And in situations where speed is essential, this tactic may be a manager's only alternative.

Strategies for managing resistance to change have also been identified by Rogers (1995). These are as follow:

1. **Leadership.** The greater the prestige and credibility of a manager acting as the agent of change, the greater will be his or her influence upon employees who will be involved in the change process. Also, the influence of an informal leader who commands respect and high prestige within a

group could exert psychological pressure on "followers" to bring about change.

2. **Willingness for the sake of the group.** As a corollary to the above, group cohesiveness and solidarity could be bring considerable influence upon members to embrace a change programme.
3. **Right timing of change.** There is always a right time and a wrong time for introducing something new. The right time obviously will meet less resistance while the wrong time could trigger resistance.
4. **Simplicity.** The more complex the change programme, the greater the probability that it will exceed employees' adaptive capabilities and thereby cause them to fail. A more desirable course of action would be to introduce a change programme with that builds on existing programmes or frameworks.
5. **Clear definition of what is over and what is not.** Change represents an end to how things were done in the past and introducing new ways for doing things in the future. Change however rarely requires the total rejection of past practices. This is essentially true when change is introduced incrementally to adjust to changes in the environment and avoid radical change and upheaval.
6. **Existence of formal avenues of appeal.** To help reduce anxiety in the installation of change, the process must allow for upward communication by dissatisfied employees and should offer them a mechanism to share their ideas with senior management. Formal avenues of appeal are important because change will have its greatest impact in the future, when the effects of a change programme permeate throughout the organisation. Managers must however be receptive to the feedback they receive, guarantee confidentiality, and take steps to ensure that there are no negative repercussions for those employees appealing against senior management actions.
7. **Availability of distributive justice to correct inequities and make amends.** In instances where inequities are

identified, managers should be willing to make amends and bring equity across the board.

Furthermore, a positive workplace environment that is responsive to the values, concerns and expectations of employees and the access of the latter to the necessary tools for the implementation of the change programme are important strategies to managing resistance to change within industrial organisations.

EMPIRICAL WORKS ON ORGANISATIONAL CHANGE AND MANAGEMENT IN PRIVATELY OWNED ORGANISATIONS IN NIGERIA

In an empirical study on the management of change in a manufacturing organisation in Nigeria, Olufemi (2009) examined the level of acceptance of organisational change among workers on one hand and identified factors that impeded effective implementation of change on the other hand. The study sampled 720 employees selected from 2,040 management and non-managerial staff utilising the simple random sampling technique. In his findings, Olufemi (2009) discovered that for manufacturing companies to weather the challenges facing them in Nigeria, they had to rethink the way they conducted business. This required that they embraced change and, most importantly, that they ensured that the change process was implemented successfully. For this to occur, employee buy-in, support of and commitment to change was imperative. The findings also showed that employees were likely to resist change if it raised certain legitimate concerns among them. This is consistent with the views expressed in existing theoretical and empirical literature (Bateman and Zeithaml, 1990) that negative evaluation of and resistance to change may be a pointer to a legitimate concern among employees. In particular, the study posited that participative management (or consultation), quality management and trust in management emerged as important determinants of acceptance of organisational change process and in making it both legitimate and acceptable among employees in the study organisation. This suggests that innovation initiated by management alone or imposed by forces external to an organisation are less likely to be

supported by employees compared to those resulting from adequate consultation between management and cadres of staff. The study concluded that despite the existence of the potential for employees to rally around change within the study organisation, management action was needed to boost the levels of acceptance of change among all cadres of employees. Management must also adopt a more participative approach that guarantees that all stakeholders are involved right from the decision-making stage to the implementation and administration of the change process.

In their very lucid and recent work on *Managing Deviant Behaviour and Resistance to Change*, Agboola & Salawu (2011), investigated how the management of deviant behaviours could assist in the mitigation of resistance to change. Case study method was used to examine practical implementation of change processes in some selected organisations. It was discovered that change affects four basic aspects of the corporate organisation: its strategy, technology, structure and employees. All these present individuals with new situations, new problems, challenges, ambiguity and uncertainty, and threaten the status quo. Change influences authoritative allocation of both human and material resources and encourages competition which heats up the political climate in organisations. Resistance to change might be expressed through deviant behaviours to truncate the process or prevent implementation. The study identified proper education, effective communication, facilitation, motivation, negotiation, manipulation, co-optation and coercion as possible methods for managing resistance to change. The use of any of these methods or combination of some, however, depended on the type of organisation, nature of resistance and stage of intervention. The study concluded that the capacity to manage deviant behaviour and smoothly implement change was critical to organisational survival. The authors advised that managing deviant behaviour and resistance to change should be accorded strategic importance to facilitate effectiveness and efficiency in organisations.

In another recent empirical work, Owolabi (2012) examined the style and management of organisational change within a private

insurance company in Nigeria. A total of 80 questionnaire forms were administered to respondents out of which 60 were adequately completed and available for analysis. This was complemented by in-depth interview.

The study made the following observations:

One, it was revealed that majority of the respondents (51.7%) were not satisfied with the mode of implementing change in the study organisation. As a result, they tended to resist change efforts or programmes put in place by management. Two, it was also revealed that the type of leadership style practised in the study organisation did not promote management-employee cordiality as attested to by 63.3% of the respondents, hence this resulted in workers' negative attitude towards change. Three, 43.3% of the respondents believed that workers tend to resist change whenever they are not duly informed about the change programme or whenever they are not carried along.

However, the study showed that even when workers were duly informed about a particular change programme, they still tended to resist change if it was perceived not to have a direct and immediate positive impact on them and if it did not guarantee immediate and lasting benefits for them. Hence, majority of the respondents (68.3%) supported this view. Interestingly, the study revealed that workers resist change not because of the disagreement with the benefits that would accrue from the change programme or process, but rather because of the fear of the unknown future and the ability to adapt to it. Furthermore, 53.3% of the respondents believed that organisational change was responsible for the rate of labour turnover in the study organisation. In an interview with one of the staff members, he had this to say:

Since I came into this organisation, many people have come and gone. I cannot really say it is because of organisational change but I think it could be one of the reasons because I could remember during the restructuring exercise, many people left. So I am sure it actually contributed.

Seven, on the usefulness of organisational change towards workers' realisation of their vision, findings showed that majority of the respondents agreed to have benefitted from change in the organisation despite their initial resistance. Lastly, the study also revealed that improvement in the quality of communication and interpersonal relationship between management and staff could reduce workers' resistance to change.

From these empirical studies examined, it is obvious that change situations and programmes are bound to take place in the modern workplace today because of change factors caused by globalisation, change in technology and others. However, if the process of managing and implementing change within work organisations is not well done, it could affect workers negatively, forcing them to exhibit unfriendly, adversarial and what Agboola & Salawu (2011) have called deviant behaviour towards the intended change. Therefore, management must be sensitive like Owolabi (2012) suggested towards the interests and needs of workers and particularly through quality of communication and interpersonal relationship between management and staff.

LESSONS FOR INDUSTRY IN DEVELOPING COUNTRIES

There are lessons for industrial organisations in developing countries regarding organisational change and change management. These lessons have been distilled below:

First, industrial organisations within developing countries must recognise that change is inevitable, constant and ubiquitous; hence, they should be prepared to confront the forces of change with preparedness and planning. Even when change is unplanned, their preparedness could help them escape cataclysmic consequences of inaction or apathy. Second, the leadership style displayed by managers during the change process is critical to determining the support or hostility the change effort/project gets from the workforce. Usually, people resist change when it is forced on them (Kottler, *et al.*, 1979; Imhonopi & Urim, 2011). Therefore, leadership style must be conciliatory, tactical, open, inclusive and promote management-employee cordiality (Owolabi, 2012).

Third, the change management process could be easily effectuated when workers are duly informed about the change programme. As Owolabi (2012) observes, workers are reluctant to change because they fear what the future has in store for them. This fear could stem from economic insecurity but may be put to rest by a few reassuring words from the power wielders. Hence, workers are to be carried along. It also follows that when they are carried along, there would be less resistance to change since they would already be aware of the different phases and transitions involved in the change management process, for instance. Fourth, every change programme must engraft workers' welfare into the change management process. As Okafor (2007) and Olufemi (2009) admit, even when workers are duly informed about a particular change programme, they may still resist it if the change is perceived not to have a direct and immediate positive impact on them and if it does not guarantee immediate and lasting benefits for them.

Fifth, to have a seamless change management process, management may have to make recourse to the support from informal leaders and powerful individuals within the organisation whose influence could swing the pendulum in favour of the change programme. Doing so could build a critical internal mass of support for the change programme because it demonstrates clearly that key organisational leaders endorse the change. This will force or influence others to get along with the change management process, either because they share the leaders' vision or because they fear the leaders' retaliation for their non-support of such change programmes. Either way, informal leaders' support could facilitate the acceptance of the change. Sixth, as part of educating employees about what the organisational change would mean to them, top management must show a considerable amount of emotional sensitivity; doing so makes it possible for the people affected by change to help make it work.

Seventh, as Owolabi (2012) observes, improvement in the quality of communication and interpersonal relationship between management and staff could reduce workers' resistance to change

while hastening the change management process. Eighth, managers should reward constructive behaviours. The most successful mechanism for facilitating organisational change is rewarding people for behaving in a desired fashion (Okafor & Bode-Okunade, 2005; Okafor, 2009). Finally, industrial organisations in developing countries should evolve a learning organisation in the workplace in order to survive in the present fiercely contested marketplace. In learning organisations, people set aside old ways of thinking, freely share ideas with others and are open to new ways of doing things, form a vision of the organisation in line with the overall business strategy and work together on developing and implementing the plan to achieve that vision. As such, the problem of the fear of an unknown future is laid to rest.

CONCLUSION

Organisational change has become the leitmotif in the global business environment in recent times. The modern industrial system is typified by a growing and penetrating phalanx of disruptive and pervasive technologies. Global competition is also on the ascendancy forcing apathetic and lethargic firms to lose their competitive edges and even market shares. Global best practices, therefore, dictate the extant *modus vivendi* and industrial organisations are forced to willy-nilly embrace it for stability, sustainability and profitability. Therefore, industrial organisations within developing countries are left with no choice but to either conform or continue to play a marginal role in global commerce. This is all the more so because human capital has become the competitive advantage that most successful and globally relevant firms use in negotiating their way through the murky and shark-infested waters of global competition. Therefore, worker's support and buy-in of the change programme must be sought at all times. Denying change would not stop it from happening, instead industrial organisations in developing countries must brace up to manage change by understanding its role as a positive agent for corporate progress and workers' performance and satisfaction. For those organisations which manage change skilfully, it could become the force to perpetuate

success and accomplishment for them, their workers and the local economy.

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BELVEDERES IN SOCIAL AND MANAGEMENT SCIENCES

This book *Belvederes in Social and Management Sciences* is a compilation of chapters from university scholars based in different universities in Nigeria on diverse social and management science subjects. The subject areas covered are relevant to social and management scholarship and address diverse social and management problems. Issues relating to labour law, management rights and collective bargaining, training, motivation, poverty and unemployment, sexual violence, globalisation, environmental sustainability and others were given scholarly analysis. This heterogeneity of the work and views adds great epistemic flavour to the book and provides different topical choices for readers' delight. The book is recommended to academics, tertiary students, administrators, industry players, the public sector and the reading public.



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