Organizational Development: The Management of Change in Industrial Organizations in Nigeria

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Abstract

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This study is centered on the management of change in industrial organizations in Port Harcourt, Nigeria. To achieve the purpose of the study, two null hypotheses were stated, a sectional survey was conducted using data which were from the Nigerian Engineering works, Port Harcourt, with the aid of questionnaire and personal discussions. The response of the questionnaire services serve as the basic element of the study. The instrument for collecting the primary data consisted of 120 copies of questionnaire administered personally to the respondents, which constituted the sample size. The hypotheses were tested with the use of Chi-square $(X2)$ formula. The findings of the research revealed that change management is a great phenomenon that enhances the performance of the industrial organizations and that if more attentions are given, industrial organizations definitely will have a good standard. We therefore recommend that the management should encourage change in the industrial organizations and that industrial organizations are better of with innovative process on products and procedures of production.

Key Words: Change Management, industrial organization, and change.

Introduction

The degree or amount of change is what has primarily drawn attention in recent management literature. Alvin Toffler, (1970) was among the first to catalog the dimensions of change in his book, Future Shock. Three trends which Toffler identified should continue well into the 21st century. The trends are that the rate of change is increasing, change is a disorienting disruptive experience and that most people tend to resist change. To make his point about the rate of change, Toffler cites the amount of printed literature in the world as an example. Printed literature represents not only the repletion of previous knowledge, but also new learning. It currently takes about 30 years for an amount of printed literature in the world to double. Toffler argues that this represents a substantial amount of new knowledge, theory and understanding of change and consequently leads to an accelerated rate of change that needs to be understood and incorporated into all aspects of life. The disturbing and disorienting nature of change will tend to alter the nature of people and their larger society, Toffler suggests. Individuals who are disoriented by the dizzying rate of change will cling to their past lives, and to anything which represents stability.

Scott, (2000) in the workplace and other organizations, attempts to resist change is sometimes called organizational inertia. That is, inertia is a term which describes the tendency of members in an organization to resist new and unwanted changes. Inertia is in part institutional, where rules, procedures, and operating instructions make the implementation of change difficult at best. It also includes political attempts to keep changes from occurring.

There are many reasons for resistance to change at work, (Sisk, 2001). They include, self-interest, peer at work, self-interest, peer pressure, distrust, disagreement with management, disagreement with the diagnosis, caution and conservation, and some people

have a lower-than-average tolerance for change. The essence of study is that it will enhance the people's knowledge on change management and will benefit the industrial organization in planning and implementing change programs. It will also tend to show the steps to achieving successful change programs in the industrial organizations. For the purpose of making inferences and drawing valid tests these two hypotheses are developed.

H1 There is no significant relationship between change management and development in industrial organizations.

H2: There is no significant relationship between implementation of change and industrial organizations.

Literature

Change is a fact of life in modern organizations and in the world in general. At the same time, it is a disruptive and disorienting event which people continue to resist. Effective leadership in times of change will consider the nature of the change (including its effects), and management will be able to choose from among variety of strategies to overcome resistance. These strategies include education, communication, participation, support, facilitation, negotiation, manipulation, and coercion. Firms tend to change plans, technologies, organization structures, jobs people do and company processes. In each instance, a change agent may be selected to direct the change. Insiders with enough support to implement duress to the organization are often utilized. When dramatic and controversial changes are to be made, an external change agent may be employed to give workers a "punching bag" for their animosity and anxiety.

Organizational Development

Organizational development was one of the "brother/sister" areas related to organizational behavior, mostly on the "applied" as opposed to "theoretical" side of the family. Among the earliest names to be associated with organizational development were Warner Burke and Kurt Levin(1972). Levin was a psychologist working with the research center for Group Dynamics, where a movement

towards laboratory training of management and an emphasis on survey research and feedback emerged. Burke was among the first to actually define organizational development. For the purposes here, OD may be defined as the improvement and development of organizations through applied behavioral science,(Kotter, 2002). Other definitions suggest a planned systematic approach to change in which special attention is given to problem solving, renewal, and the well being of individual participants.(Ezejule, 1990).

The common denominators of organizational development as defined by various authors include,(Tushman,1990): an emphasis on change, a focus on company culture, a goal of the improvement of existing operations, an external change agent to lead the process, and acknowledgement of the importance of people in the organization. As a result, we can conclude OD as related to the topic of change because of its emphasis on making change to improve performance. OD is related to organizational behaviour since it attempts to use applied behavioral science as a methodology.

Change Quality and Value/Diagnosis.

Since we know change is going to be a routine part of organizational life, the goal should be to make the process as positive as possible. Change may be enhanced through effective diagnoses, process, and in the nature of the actual changes. Effective management of change begins with diagnosis of the need for change, (Maclayton, 1990). Two monitoring systems must operate efficiently and effectively for changes to be made in a timely fashion. First, internal monitoring includes effective control systems, personal observation by managers, and open communication. The OD expert may be of some assistance in the area of internal monitoring by emphasizing the importance of keeping lines of communication open. A company rewards systems should be structured to give positive reinforcement to those who discover important areas for change. Many organizations have suggestion box-type operations in which a change that leads to cost saving or greater efficiency is rewarded with cash prize. Similar programs should be used in all departments to facilitate effective internal

monitoring for needed changes,(Baridam, 1995).

Secondly, monitoring of external events must also be stressed. This falls primarily on two groups. Managers, as part of their positions, must continually scan the external environment to identify changes and forces which will alter the success of the firm. Planning processes include a component which focuses on continual surveys of the environment. The other individuals who must take part in monitoring external events are those departments which come in contact with outside agencies and stakeholders. Accountants learn about new tax laws, forecasters discover changes in economic trends, research and development departments discover new technologies improvements, and so forth. Once again, the lines of communication must be open so that these developments are reported and acted upon in a timely and appropriate fashion , (French, 2001).

Processes

When it has been determined that changes are in order, the second issue is to make sure they are implemented in quality manner. This requires the followings: participation is one method for giving workers a stake in the outcome is to have them help make the change,(Nwachukwu, 1988). Participative management processes always offer the benefits of increased commitment to a change or plan, better morale, a sense of empowerment for individuals, better ideas because more people are providing inputs, and efficient action when teams work together to finish a project. At the same time, participation may also down decisions, lead to conflicts, and give some the opportunity to take a "free ride" by claiming to be part of something they did not help create. The bottom line remains that participation is a valuable tool for implementing change in many situations (Patti, 2003). Planning, a well thought-out and design plan changes have a much greater chance of success than haphazard approach. Tilles,(2005) commitment and involvement, as with any other managerial activity the impact of top-level involvement and effect will go a long way toward ensuring the success of a needed change. Open communication, since change is unsettling and disruptive, it is wise to allow those affected to express their concerns and reservations. Management is then better able to respond and help overcome subordinate fears.

Methodology

In this research, the most appropriate research design that was thought of and used was conclusive type. Hence, considering that this study is purely on administrative or social research, it adopted the quasi-experiment design. This is because the researchers can not control the behaviors of the human beings in the study. The Chi-square (X2) was the statistical tool used to test the hypotheses formulated. The population of the respondents was made up of all those who work in manufacturing companies and residents in Port Harcourt metropolis. The size of the population was very large, thus the city was divided into five urban councils. The five councils are Diobu, Trans-Amadi, Woji, Port Harcourt, and Obio/Akpor. 120 copies of the questionnaire were distributed and shared in each of the five urban councils.

Results

Twenty industrial organizations operating in Port Harcourt were identified for the study. Sis (6) respondents were chosen for each of the organizations. A total of 120 copies of questionnaire were administered to the personnel, technical managers, the works superintendents and the Forman of these organizations.

In this statistical table, most of the respondents said they have been working with the organization for more than 5 years. This group constituted about 76% and the remaining 24% have been working for less than 5 years.

The majority of the respondents said members do understand the implications of the change. About 10% of the respondents said members do not understand the implications, while the remaining 8% were undecided.From the table, it shows that 57% of the staffs agree that there is a composite programme covering the change. Another group (24%) of the respondents said no, while 18% was undecided.

To test the formulated hypotheses, the level of significance is specified at 95% which is .05 and the degree of freedom is 2. In the contingency table, the x2 computed is 17.59 at 2 degree of freedom. The critical value at 2 degree of freedom and .05 level of significance is 10.597. This shows that X2 value at 17.59 is greater than the critical value at the same degree of freedom and level of significance. That is 17.59> 10.597 by 6.993.

Table -1 Project Respondent Population

Description of Respondents	Number of questionnaire distribution.	Components percentage of total	Number of questionnaire returned	Component percentage of total.
Senior staff of N.E.W.(Nig. Eng. Works).	70	58.3%	56	57.1%
Junior staff of N.E.W.(Nig. Eng. Works)	50	41.5%	42	42.9%
Total	120	100%	98	100%

Source: Fieldwork, 2011

Table -2 How long have you worked with N.E.W?

Opinion	Frequency	Percentage (%)
Less than 5 years	24	24.49
5 years and above	74	75.51
Total	98	100

Source: Fieldwork, 2011

Table-3 Do all members understand the implications for the change?

Opinion	Frequency	Percentage (%)
Yes	80	80
No	10	10.21
Undecided	8	8.16
Total	98	100

Source: Fieldwork, 2011

Table -4 Is there a composite programme covering the change?

Opinion	Frequency	Percentage (%)
Yes	56	57.14
No	24	24.49
Undecided	18	18.37
Total	98	100

Source: Fieldwork, 2011

Discussions of findings

Decision: Since X2 calculated is greater than X2 table, we rejected the null hypothesis that says there is no significant relationship between change management and development in industrial organizations in Nigeria. Thus, we accept the alternative hypothesis that is there is a significant relationship between change management and development in industrial organizations. Change is unsetting and disruptive. It is occurring at an increasing rate in society and in the world of business. Workers are easily disenchanted and worried by change, and they have a variety of reasons for resisting change. Organizational inertia can be part institutional and part political. As a result, managers must seek to identify the level of resistance to be expected in any change and then select strategies for overcoming resistance which best match the issues involved. A change agent may be chosen from among insiders and outsiders. The person best able to make the necessary adjustments need to continue the effective operation of the company should be chosen.

Organizational Development is a change-based program which seeks to work toward a reasonably well-defined set of goal and values. The OD expert becomes an external change agent. The OD program includes assessment of the major to be resolved, development of programs or interventions to address the major issues and long-term follow-up to help the firm continue to succeed and operate into the future.

Conclusions

Based on the findings, we concluded that change management is a great phenomenon that enhances the performance of industrial organizations. Change and quality will go hand in hand in the 21st century. Firms which expect to succeed must be able to diagnose the need for through both internal and external monitoring, effectively create and implement plans, and the focus changes themselves properly so that the firm may move forward to meet the next challenge present in a dynamic and difficult environment. That is, more attention is given to change management in industrial organizations, managers; the

organization definitely will have a good standard.

Recommendations

Based on the conclusion of this study, we recommend that: The management should encourage change process in the industrial organizations. The industrial organizations are better of with innovative process on products and procedures of production. Finally, products and procedures of production should be improved continuously to ensure efficiency.

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