Impact of Organizational Change on the Performance of Employees

Runtian Jing
Masters in Business Administration, University of the Cumberlands, Williamsburg, KY 40769, USA.
Runtianjing85@outlook.com

Correspondence should be addressed to Evans Mwiti Ochieng: mwitiochieng@gmail.com

Article Info
Journal of Journal of Enterprise and Business Intelligence (http://anapub.co.ke/journals/jebi/jebi.html)
Doi: https://doi.org/10.53759/5181/JEBI202303012
Received 09 September 2022; Revised from 16 October 2022; Accepted 05 January 2023.
Available online 05 April 2023.

Abstract – Several studies have been conducted to examine the concerns of staff members in the context of organizational transformation. The conduct of leaders plays a critical role in the context of organizational transition, as they are responsible for articulating a clear vision of the change, offering direct assistance to workers, and exemplifying proper behavior. The aforementioned acts have been shown to contribute to the establishment of stability during periods of transition and to strengthen workers' dedication to the change process. During periods of transition, some individuals may have difficulties in disengaging from their previous company. This may be attributed to a feeling of loss experienced when they are required to relinquish familiar and highly-regarded structures, procedures, and regulations. The present research will use the information that was subjected to analysis using the content analysis technique. This may be attributed to the significant reliance on secondary source of information. The outcome of the assessment will give insights into potential enhancements for organizational transformation processes. There are many reasons why it is essential for a company to consistently engage in the process of effecting change. The company must take into account the critical role that workers play in implementing a transformation process. The sustainable long-term performance and success of a company are contingent upon the contributions of its personnel.

Keywords – Change Management, Employee Performance, Sustainable Long-Term Performance, Strategic Transformation, Transformational Leadership.

I. INTRODUCTION

Change management refers to the strategies and approaches used by an organization to establish and execute diverse change initiatives, including both internal and external dimensions. This implies that the use of change management concepts is pertinent in the process of equipping people for diverse organizational changes, facilitating their transition, defining the precise actions they must do to execute the change, and assessing the outcomes resulting from the change. Considering the inherent intricacy of extensive transformations and individuals' inherent inclination to oppose them, using a methodical approach throughout the implementation of adjustments often proves to be the most efficacious strategy. Change management principles refer to a set of techniques that are used by business executives with the aim of efficiently managing change within their businesses. The modifications have the potential to impact an organization's internal framework or its interactions with external entities. The use of principles in the implementation of change management procedures often enhances the likelihood of achieving effective outcomes for the corresponding modifications.

Organizations are driven to enact changes in order to maintain competitiveness by adapting to the dynamic business environment. Numerous studies have presented empirical data indicating that a significant number of change initiatives do not succeed in attaining their desired outcomes. According to the estimation conducted by Omidvar, Safavi, and Glaser [1], the failure rate was approximated to be about 60%. According to Kalandia [2], employee resistance to change has been identified as a significant factor contributing to the failure of organizational change implementation. Innes and Mitchell [3] are considered a prominent figure in the field of change management, known for his significant contributions to the development of a theoretical framework that managers may use to effectively execute change processes while mitigating employee opposition. Allison [4] posits that Lewin's theory is grounded on a tripartite framework consisting of three distinct stages of change. The first stage has been designated by the author as "unfreezing." The concept of unfreezing concentrates on the need of challenging the existing beliefs and assumptions held by persons who are involved in implementing systematic changes to the current state of affairs. Unfreezing may be described as the process of establishing a recognized discrepancy between the existing state and the desired state of a company, which generates a motivation for change and reduces people' resistance to change.

During the process of thawing, individuals who are entrenched inside established systems or frameworks become vulnerable to the effects of change. The second stage pertains to the phase of change or transition, including a range of practices including restricting, education, and training that facilitate the cultivation of novel beliefs, attitudes, and behaviors. The malleability of structures and systems, as well as the adaptability of ideas and habits, facilitates their potential for change and transformation. Following the conclusion of the Change stage, it is possible for these systems, structures, beliefs, and behaviors to solidify and stabilize in their altered state. The concluding phase is characterized as the refreezing stage. During this phase, the organization undergoes a process of establishing a new state of equilibrium by implementing various support mechanisms to stabilize the newly formed patterns. In [5] posits that in order to attain lasting change, it is essential to establish novel structures and functions, hence fostering the development of fresh points of equilibrium or homeostasis. The author stated that employee resistance during the freezing period might be ascribed to deeply ingrained organizational culture, conventions, and beliefs that inhibit workers from embracing and implementing new work methods. Employees that endeavor to carry out their job utilizing a novel method that contradicts established conventions, beliefs, and culture sometimes face significant peer pressure, compelling them to reject the new processes. If resistance is not adequately handled, it may persist into the latter phases of transformation, so creating a potential danger to the successful attainment of the change goals. The significance of employee resistance to change implies that managers must acknowledge the value of workers' dedication to the change process in order to effectively resolve any possible opposition.

The study`s objective is to examine the impact of organizational change on workers' performance in order to determine the need for supplementary strategic measures to guarantee the effective execution of the change process. The remainder of the article has been organized as follows: Section II presents the problem statement for this research. Section III presents an overview of the objectives of the study, and Section IV presents the methodology employed in this paper. Section V critically focusses on past literature assumptions of the research. Section VI discuss the theoretical underpinnings of this paper, focusing on emergent methodology of organization change using the Kotter's model of change, transformational leadership methodology to change management, and a review of organizational change challenges using the Nigerian power sector, as a case study. Section VII presents final remarks to the paper.

II. PROBLEM STATEMENT

In contemporary times, the prevailing competitive landscape has prompted businesses to undergo rapid transformations, intensifying the pursuit of increased growth and profits. The focus of company change primarily revolves on the comprehensive transformation of the company as a whole. This encompasses several aspects such as alterations in the firm's purpose, operational procedures, mergers, and significant partnerships.

The manner in which employees perceive change might be influenced by the specific nature of the change being implemented. Different models of change consider the time and rationales for the occurrence of change. An illustration of incremental change may be seen as a gradual process that unfolds in a series of systematic and organized phases, accompanied by democratic leadership that incorporates employee participation. According to Sharma and Dr [6], the involvement of workers in the change process is crucial for fostering favorable attitudes towards the change. On the other hand, radical transformation refers to the implementation of abrupt and significant modifications to the procedures and routines inside an organization. The redefinition of an organization's vision, identity, strategies, and values has been explored by Hansen [7], leading to substantial and enduring modifications to the organization's structure, as discussed by Kamien [8].

According to Lakshman [9], this form of change is often initiated by top management. Additionally, Kühl, Schnelle, and Tillmann [10] suggest that such change frequently requires a leadership approach that is directive or forceful in nature. The limited involvement of employees in the process of change is expected to result in a greater prevalence of unfavorable sentiments towards the change. Another kind of change that is mostly driven by directive leadership is rooted in the punctuated equilibrium model. This model elucidates the effects of external influences and the progression of organizations via a sequence of phases. In a similar vein, Tomm [11] developed a theoretical framework that conceptualizes change as a tectonic process, characterized by prolonged periods of transformation interspersed with stable phases of equilibrium.

According to several scholars, the concept of organizational change may be seen as synonymous with organizational transformation. To ensure adherence to high-quality standards, the significance of values cannot be overstated. Values play a crucial role in establishing true beliefs that are essential for achieving optimal team performance and providing exceptional customer care to customers. When change becomes evident, leaders are presented with the chance to guide their staff towards improved views. Nevertheless, the responsibility of employees plays a crucial role in driving organizational advancement and development.

III. OBJECTIVES OF THE STUDY

This study's major objective is to analyze the effect of organizational transformation on worker productivity in light of the transformation framework offered by change management theorists. Furthermore, the research intends to look at how organizational change may have an effect on workers' productivity. The particular goals of this study are to identify management's strategy for implementing organizational change and evaluate whether or not this process has an impact on workers' productivity.

IV. METHODOLOGY

The study used a solitary method of data gathering. The secondary sources of data collection include many scholarly resources such as textbooks authored by different individuals, academic journals, periodicals, online information, and other unpublished and published materials that are pertinent to the research at hand. The data underwent analyzed using the content analysis methodology. The primary reason for this phenomenon may be attributed to the significant reliance on data from secondary sources.

V. LITERATURE REVIEW

Organizational change refers to any deliberate effort or series of activities undertaken in response to a shift in direction or advancement that impacts the operational framework of an organization. Change refers to the transformative process of undergoing a shift or alteration in one's state or characteristics. Change inside an organization may occur either intentionally and purposefully by the management or it can be initiated outside, beyond the organization's control. According to Sainsaulieu [12], it is posited that change has the potential to impact an organization's purpose, strategy implementation, tasks, functions, and interpersonal connections among its members. According to Mel'chekova [13], it is argued that change is an undeniable aspect of organizational life. Hence, the author argues that a lack of adaptability inside an organization renders it incapable of enduring in the present-day commercial landscape. There are several variables that may need organizational change, such as the dynamic nature of market rivalry or the emergence of novel client demands. According to the study conducted by Varmus, Kubina, Koman, and Ferenc [14], purposeful organizational transformation has a crucial role in ensuring the long-term sustainability of an organization. The implementation of this strategy has the potential to provide several advantages, including as increased competitiveness, superior financial performance, and heightened levels of customer and staff happiness.

According to Smulowitz and Ziek [15], the discipline of Change Management serves as a supplement to Project Management and is specifically designed to manage changes that are focused on individuals and their behaviors. Effective change management practices have the potential to enhance the speed and depth of adoption, optimize sustainability, and ultimately provide improved return on investment. In the case of projects that are somewhat less complicated, the responsibility of Change Management may rest with the Project Manager. In some instances, more complex projects may be allocated a specialized Change Manager. Regardless of the scale or intricacy of a project, the implementation of Change Management is essential. **Fig 1** illustrates six distinct components of Change Management, namely Organization Design, Readiness and Change Impact, Stakeholder Engagement, Leadership Alignment, and Communication.

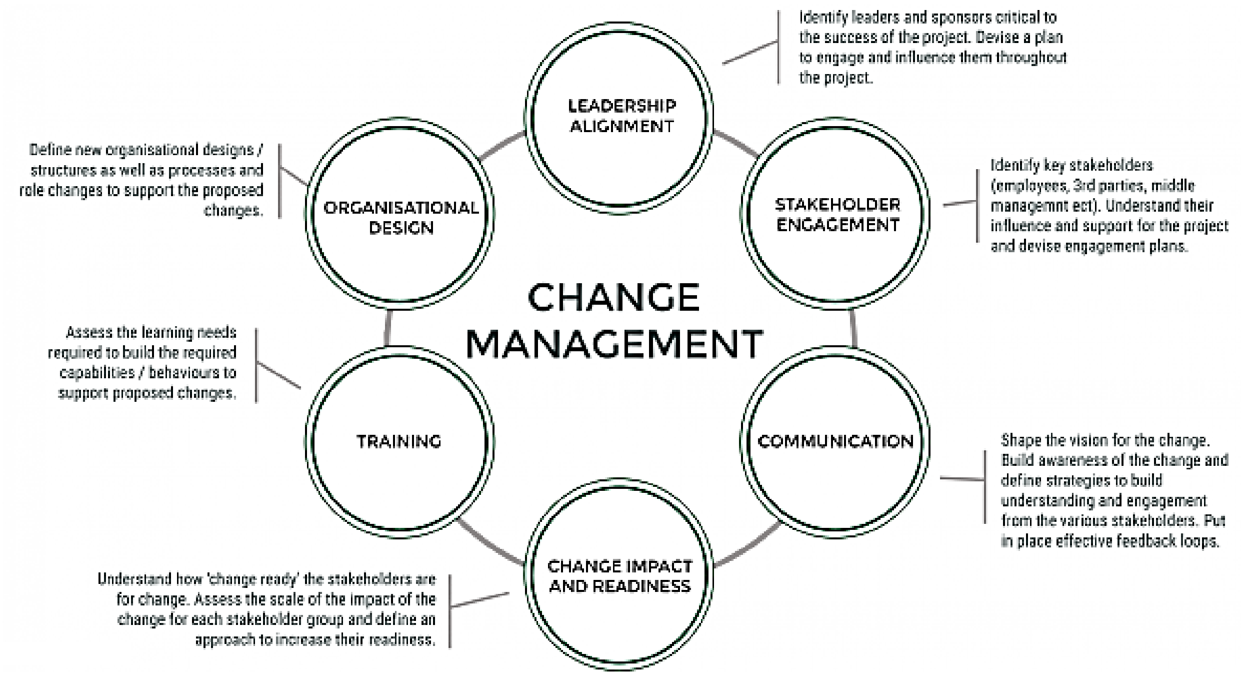

Fig 1. Components of Change Management

According to Wani and Usmani [16], it is essential for organizations to acknowledge that the implementation of change may potentially lead to stress responses among workers. Therefore, in order to ensure successful change initiatives, organizations must establish internal measurements and circumstances that facilitate effective coping mechanisms. Failure to do so may result in unsuccessful change efforts. According to Frinses, Laba, and Reni [17], it is argued that organizational modifications are needed in order to maintain the feasibility of organizational strategy. The prevalence of ongoing organizational changes in the workplace is steadily rising, hence facilitating avenues for professional advancement and personal enrichment. Structural alterations refer to modifications made to the structure of a company, which may be influenced by external and internal forces. Structural changes include alterations in an organization's structure, line of administrative, management systems, and command processes. Various factors might give rise to the need for structural change, including as acquisitions and mergers, shifts in the market, instances of job duplication, and changes in policies. Chenoweth and Kilstoff [18] assert that the process of organizational structural change may be instigated by either internal or external causes. Proficient change management necessitates the capacity to identify the factors that instigate structural transformations inside an organization.

The indicators recognition ability of forthcoming company change may help management in effectively implementing and preparing strategies that will facilitate the company's continued progress and development. Sapovadia [19] asserts that mergers and acquisitions have a significant impact on the structure of organizations. Moreover, according to Villadsen [20], it is posited that many executives and managers inside a company might be catalysts for the emergence of change. Employees may experience frustration while attempting to satisfy the expectations of numerous supervisors, or alternatively, employees may leverage divergent perspectives from various managers to their advantage in order to fulfill their own requirements. When workers encounter duplicate management jobs, it becomes necessary to modify the organizational structure in order to eliminate the surplus positions. Scholars in [21] highlight that making adjustments to a company's business practices has the potential to generate structural changes. If the organization has traditionally operated with independent departments, transitioning to a centralized approach would need alterations to the company's structure. In the event that a novel department has been established in response to the demands of a firm, it becomes necessary for the company's structure to undergo modifications in order to integrate the newly formed group. Strategic adjustments refer to alterations in an organization`s strategy, namely in terms of synergy, resource deployment, scope and competitive advantages.

In essence, strategic transformation refers to the deliberate modification of a company's aims and vision with the aim of attaining enhanced levels of success. Herberg-Rothe [22] posits that strategic transformation encompasses the process of implementing alterations to the company`s overarching purpose, missions, strategy, or objectives. As per Soundarya, Lavanya, and Hemalatha [23], the aforementioned phenomenon may be considered a substantial disruption since it necessitates an organization to extensively reconsider its core business strategy. Strategic changes include many modifications such as alterations to the range of goods or services provided, adjustments in the target consumer groups or markets pursued, shifts in the organization's position within the global economy, and decisions about potential partnerships with manufacturers, distributors, and other entities involved in logistical operations. Duhamel and Niess [24] assert that a significant number of firms have challenges in effectively and comprehensively executing change initiatives, while others struggle with effectively communicating such changes to their staff within the organizational context. Irrespective of the extent of the change, its impact would be negligible unless accompanied by proficient and efficient communication strategies to engage people.

According to Gordon [25], managers tasked with overseeing strategic transformation must consider several challenges. (i) It is imperative to take into account the cultural and behavioral aspects of employees, as altering established practices can be a challenging endeavor. (ii) When discussing strategic change, careful consideration must be given to the compatibility between the proposed change and the organizational context. Failure to align these elements can result in significant complications. (iii) It is important to recognize that change inherently involves the transformation of individuals. The transformation of management and workers' perspectives on company operations will lead to organizational change.

Technological change is the products` processes` efficiency or enhancement, leading to a rise in output without a corresponding hyper in input. The technological requirements of a small firm are subject to frequent changes and adaptations in response to business needs and innovations in the industry. In the present-day corporate landscape, technology has become an indispensable component across all facets of operations for almost every organization.

According to Alakpodia and Ikolo [26], organizations use various information systems, bespoke software, and specialist technological equipment in addition to basic office ICT (information communication technology), like smartphones and laptops, to improve operational efficiency. Technological advancements have the potential to reduce the time required for job completion, and in some instances, obviate the importance for a business function or process. The need to enhance productivity often leads organizations to implement technological advancements, which may significantly impact the functioning of the firm.

According to Mariam [27], advancements in technology and computers have been shown to enhance the operational business efficiency. Employers often mandate the acquisition of training in new software equipment or programs as a prerequisite for employment, particularly when these technologies become widely used within the sector. Online businesses have the potential to include additional departments or positions to focus on emerging technological domains inside their operations. In particular sectors, the introduction of new technology might potentially lead to the obsolescence of specific career positions. According to Tucker and Larson [28], workers often see a reduction in mind-numbing office chores and an increase in productivity as a result of technology augmentation. Technological advancements in daily operations might manifest as enhancements to desktop computers, including both software and hardware upgrades, as well as the integration of quicker office equipment or the implementation of novel data systems. Owners of businesses are increasingly using comprehensive software platforms in order to streamline and update their operational processes.

According to Medveckis, Pigozne, and Tomsons [29], the acquisition or enhancement of technology may incur significant expenses for organizations of varying sizes. This necessitates evaluating the expenses associated with the update or adoption in relation to the potential benefits it would bring to the firm. The financial considerations associated with costs often result in small firms deferring the implementation or enhancement of their operations. Nevertheless, the use of advanced technology that demonstrates substantial enhancements in operational efficiency has the potential to mitigate costs and provide long-term profitability.

The present research will use the information that was subjected to analysis using the technique of content analysis. This phenomenon may be attributed to the significant reliance on data from secondary sources. The outcome of the assessment will provide insights on enhancing organizational transformation processes. There are many reasons why it is essential for a company to consistently engage in the process of effecting change. The company must take into consideration the crucial role of workers in facilitating the implementation of a process of change. The sustainable long-term performance and success of the company are contingent upon the contributions and engagement of its personnel.

VI. THEORETICAL REVIEW

The theoretical framework serves the purpose of introducing and elucidating the ideas that provide an explanation for the existence of the research issue being investigated in this study. The diverse range of models and techniques pertaining to the change management process inside an organization has significance, as they provide valuable guidance for the effective implementation of change management strategies. Categorically, it can be said that change implementation may be classified into three distinct types: Top-down change management is predicated on the premise that successful and seamless execution of change may be achieved when change agents engage in thorough planning. According to theorists, challenges may occur as a result of workers' resistance, therefore emphasizing the need to alter the organizational culture. Transformational change management places emphasis on the role of transformational leaders in setting the pace and fostering a culture of innovation, while also ensuring the provision of a safe working environment. Strategic change management diverges from top-down methods by including novel workplace practices and actively engaging workers in the whole of the change process.

The emergent methodology to organizational change: Kotter's model of change

Overview of the model

Pollack's [30] Eight Stage Process of Creating a Major Change, as expounded upon in the book "*Using Kotter's Eight Stage Process to Manage an Organisational Change Program*", is succinctly shown in **Fig 2.** Establishing new methodologies within the cultural framework. Kotter`s process has received enough support in the academic literature, as shown by studies conducted by Kotter and Cohen [31]. The process also faced criticism despite its widespread popularity. Scholars have argued that several Change Management procedures, including the one under consideration, provide a description of the necessary actions but lack enough guidance on the exact methods to be used. Additionally, it has been said that these processes do not give enough information to effectively lead Change Management in all circumstances. On the other hand, the Process has received criticism for its lack of generality in some types of change, and for being too planned, therefore failing to accurately depict the complexities of organizational dynamics. Nevertheless, it is important to consider Goksoy [32]' remark that "...there is no universally applicable model that can effectively address all aspects of organizational change. Iwasiw, Andrusyszyn, and Goldenberg [33] presents an in-depth case study that examines the use of the Process to facilitate a cultural transformation inside the Nursing School at Boise State University.

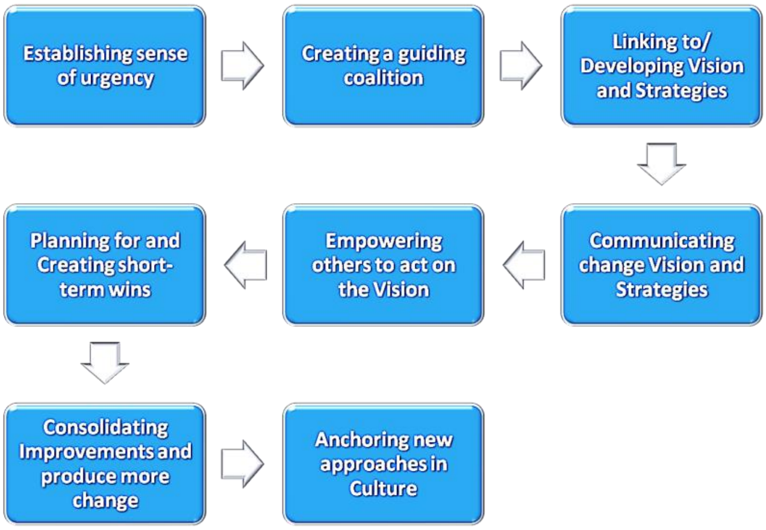

Fig 2. Kotter's Eight Stage Process of Creating a Major Change

The case study offers information on the implemented changes inside the organization, but lacks emphasis on the use of the process to enable such change. This case study suggests that the implementation of Kotter's Process was not met with any significant disagreements or conflicts. It is plausible that such a scenario occurred; but, in the absence of explicit remarks addressing this matter, it is not feasible to make definitive assertions. The use of the Process was also employed to aid the implementation of change in research conducted inside the aerospace sector, as stated by Lu [34]. In this instance, the Process was used as a strategic instrument for preparing and effectively conveying the essence of the transformation to procurement departments during the first phases of the change initiative. Nevertheless, the practitioners involved in this particular case study encountered restricted efficacy when employing the Process as a framework for subsequent actions. They discovered that the Process offered limited utility beyond facilitating personal awareness regarding the various factors that must be taken into account during a change program. The execution of a strategic cost initiative at Shell Gabon during the first planning stages of the change program also included the use of Kotter's Process.

Analysis of the eight stages of the Kotter's model

Establishing a sense of urgency

According to McKenzie-Mohr [35], change occurs when a minimum of 75% of workers are persuaded of the need of change. Change leaders create a feeling of urgency among workers by fostering a transparent and open discussion. These debates should prioritize the examination of emerging realities, potential risks, and novel possibilities. Consensus about the desired transformation must be reached via these talks. Effective leaders should adeptly articulate their ideas in a persuasive manner when addressing their subordinates. They should also actively question the prevailing norms and assertively emphasize the need of implementing change inside the organization. If these conversations elicit a feeling of urgency, it may inspire workers to engage in critical thinking and initiate discussions around the notion of transformation.

Creating a guiding coalition

Effective change leaders need a cohesive and capable team comprised of individuals who possess both strength and experience, and who are supportive of the proposed change initiative. They are individuals who possess an understanding of the significance of change. The early coalition of workers, however limited in size, has significant importance. What is the rationale behind this? The individuals in question will assume leadership roles and actively execute the proposed transformation. Organizations are fortunate when their coalition for change has a diverse array of individuals hailing from various departments, with distinct skill sets and varying levels of expertise.

Linking to/developing vision and strategies

The subsequent course of action for change leaders and their coalition includes the formulation of a vision that delineates the future state of their organization. An inspirational vision facilitates comprehension of organizational change among workers, hence enhancing their willingness to support and engage with the proposed initiatives. The formulation of an ideal vision necessitates its transcription into literary format, characterized by simplicity and conciseness. However, it is essential for a vision statement to provide a compelling value proposition.

Communicating change vision and strategies

Once a vision has been formulated, the subsequent stage involves effectively and persuasively communicating it. Regular and effective communication is essential to ensure that all members of an organization possess a clear understanding of the information being sent. Continuous communication is a fundamental need in human psychology in order to exert influence on individuals' behavior. When workers are consistently exposed to the message of the organization's goal, they develop a cognitive and affective attachment to the message. Subsequently, the task becomes more manageable to comprehend and execute the necessary alteration.

Empowering others to act on the vision

When an organization embarks on a process of transformation, it encounters several impediments along its path. There are two primary causes from which obstacles arise: firstly, personnel who may exhibit resistance towards change, and secondly, the existing system and structure, which serve as the principal impediments. Understanding hurdles is of paramount importance. Once impediments have been identified, solutions may be developed to effectively eliminate and address them.

Planning for and creating short-term wins

In order to effectively guide and inspire others, leadership should establish concise objectives and actively strive to achieve them. The timely and successful achievement of these objectives is likely to serve as a motivating factor for workers. The attainment of short-term triumphs or victories has significant importance in the progression towards the ultimate objective. The implementation of short-term accomplishments and the perception of first triumphs serve as effective strategies for mitigating employee opposition, resulting in increased participation in the campaign.

Consolidating improvements and produce more change

Leadership has the potential to become complacent after first successes. The ultimate objective often proves to be far, requiring a considerable amount of patience. The subsequent phase involves maintaining a steadfast emphasis on the actual change or enduring transformation. Drawing from the insights gained on the significance of short-term victories, it is essential for leaders to remain steadfast in their pursuit of effectuating substantial and transformative change that aligns closely with the envisioned objectives.

Anchoring new approaches in culture

The last stage of Kotter's change model involves the intentional endeavor to establish change as a permanent and integrated component within all facets of an organization. The fundamental value of a company should be established as such. The culture of an organization exhibits pervasive change, which is evident in its daily operations. Once again, it is reiterated that change leaders have a crucial role in the process of institutionalizing change. They demonstrate a willingness to embrace and facilitate change.

Criticism of the model

The present approach model is formulated as a direct reaction to the complaints that have been raised against the intended model of change. The emergent method, sometimes referred to as continuous improvement or organizational learning, has been identified by [36]. The method posits that change is a bottom-up driven process, as opposed to a top-down strategy. Furthermore, it highlights that change is an open-ended and ongoing process of adapting to evolving circumstances and situations. The approach of emergent to change emphasizes that change should not be seen as a linear sequence of events occurring within a certain timeframe. Instead, it should be seen as an ongoing and flexible process of adjusting to evolving situations and conditions. The emergent approach emphasizes the comprehensive and thorough comprehension of shared values, style, systems, structure, and strategy. This understanding is crucial as these elements can either impede change as sources of inertia or facilitate a process of effective change as levers.

Moreover, the effectiveness of management change should be less reliant on intricate planning and specific change activities. It is often said that the primary focus should be placed on attaining a comprehensive comprehension of the intricacies associated with the alteration, as well as discerning the multitude of potential alternatives. It is suggested that this strategy should prioritize change preparedness and the facilitation of the proposed process of change, while considering a particular pre-planned procedure for each change effort as secondary. In summation to the approach of emergent to change, Gazzola and Amelio [37] proposed a series of measures that organizations might follow. The author proposes a set of eight steps for facilitating the change process. These steps include: communicating the change vision, formulating a strategy and vision, establishing a guiding coalition, instilling a sense of urgency, embedding new approaches within the organizational culture, implementing further changes and consolidating gains, achieving short-term successes, and involving employees in collective action.

The transformational leadership methodology to change management

Burn's perspective

Burns posits a fundamental difference between two forms of leadership, namely "transactional" and "transforming" leadership. Transactional leadership occurs when an individual proactively initiates communication with others with the intention of engaging in a mutually beneficial exchange of valuable resources or benefits. This particular kind of leadership may be characterized as the politics of trade, when a public person engages in the practice of trading employment opportunities in return for electoral support. In contrast, transforming leadership has a moral component. The phenomenon under consideration may be described as the occurrence whereby individuals interact in a manner that facilitates the elevation of both leaders and followers to heightened levels of motivation and morality. The concept of a transformative leader refers to an individual who, originally driven by the desire for personal acclaim, eventually promotes a shared sense of purpose by being attentive to the ambitions and goals of their followers. According to Burns, Mao and Gandhi might be seen as exemplary transformational leaders. They effectively addressed the immediate needs of their respective populations, while demonstrating a keen awareness of their people's broader objectives and ambitions, rather than exploiting them just for personal gain or consolidation of power.

Burns further differentiates between those who assume leadership roles and those who only exercise power. Leaders, to some extent, fulfill the desires of their followers, whereas those who possess power are only focused on achieving their own objectives, regardless of whether or not these objectives are aligned with those of the others they have authority over. According to this particular description, Hitler may be characterized as a power-wielder rather than a leader. According to Burns, charisma, similar to power, is often used to elucidate the concept of leadership. However, he observes that the term has become too laden with meaning to the point that it fails to withstand thorough examination. The individual has a preference for discussing the concept of transformative leadership via the framework of 4 fundamental categories, namely heroic, revolutionary, reformative, and intellectual, reformative, revolutionary leadership.

According to Burns, leadership extends beyond the realm of politics. The notion encompasses a wide range of individuals, spanning from exemplary leaders to maternal figures, educators, colleagues, and professional superiors. The fundamental aspect of effective leadership in all scenarios is in the identification and cultivation of a common objective, as well as the intricate relationship between individual motivations and ethical principles. According to Burns, power and leadership are not seen as tangible entities, but rather as interdependent connections. Despite Burns's extensive focus on political theory and historical study, his understanding of leadership fundamentally revolves on psychological factors. This argument draws upon Abraham Maslow's hierarchy of needs and Lawrence Kohlberg's theories of moral stages of development [38]. The author posits that leadership plays a role in advancing individuals to higher levels from lower levels of moral development and needs. Furthermore, the author suggests that authentic leaders emerge from self-actualizing individuals who are driven by personal growth, efficacy, and achievement, rather than a desire for fame. In essence, these leaders strive to fulfill their own potential. Self-actualizers exhibit leadership qualities as they have a heightened awareness of the needs of others and actively engage in acquiring knowledge from others. Hence, the concept of "self-actualization" may be defined as the capacity to guide others via a process of being led. Leaders who embody self-actualization has the capability to guide their followers towards their own self-actualization by facilitating an awareness of their own needs.

The primary objective of leadership is to effectively accomplish a shared goal. Unsurprisingly, the significance of leadership in various industries as a prerequisite for ensuring safety has been documented. Moreover, leadership has been identified as a crucial element in the accomplishment of significant change initiatives, as well as a determining factor in an organization's ability to maintain a competitive cost position following such initiatives. According to research conducted by Huber [39], an examination of hospital reengineering projects at acute care hospitals in the United States over the period of 1996 to 1997 revealed that the exclusive engagement of the chief executive officer (CEO) in fundamental clinical modifications had a statistically significant and beneficial impact on the cost results of the reengineering process. Previous research has shown a positive correlation between the practice of leadership and several favorable outcomes, such as heightened job satisfaction, enhanced productivity, and higher organizational commitment, not just among nurses but also among other employees within healthcare organizations.

James Burns, in his influential research on leadership that earned him the Pulitzer Prize, delineates the fundamental attributes of leadership, while also drawing a clear distinction between the exercise of power and the inherent qualities of leadership. Burns further classifies leadership into two separate categories: "transactional" leadership, which is characterized by a transactional exchange of rewards and punishments, and "transformational" leadership, which has more efficacy and impact. Hertel, Örtenblad, and Jørgensen [40] emphasize that leadership, similar to the exertion of power, mostly relies on the dynamic between the leader and their followers. In contrast to power, leadership is characterized by its recognition and responsiveness to the needs and objectives of both followers and the leader, to the extent that they are inherently interconnected. Leadership is the process of effectively motivating and influencing followers to take action in order to advance certain goals and objectives that align with the shared values, motivations, desires, ambitions, and expectations of both leaders and followers. The efficacy of leadership is contingent upon the leaders' ability to perceive, respond to, and fulfill the values and motives of both their followers and themselves.

Leadership may be classified into two main types: transaction-based and transformative. Most leader-follower interactions may be characterized by the presence of transactional leadership. The concept entails a reciprocal trade of economic, political, or psychological commodities, whereby one party provides a favor or benefit to another with the expectation of receiving a comparable favor or benefit in return. Both parties involved in the agreement possess an awareness of the power dynamics and attitudes held by the other side. The aims of the persons involved are interconnected and progress in tandem, contingent upon the mutual perception that their respective interests are being advanced via the partnership. The bargainers lack a lasting bond that serves as a cohesive force. Consequently, when a valuable object is thought to be in jeopardy, the connection has the potential to dissolve. The aforementioned notion is shown by instances of labor strikes that arise as a consequence of changes in the conditions of employment. The level of adherence of labor to management is contingent upon a mutually agreeable framework of transactions; should these transactions undergo alteration; the stability of the relationship may be compromised. Instances like these include a leadership action, but it does not establish a connection between the leader and the follower in a shared and ongoing pursuit of a greater objective. Transactional leadership does not include a collaborative endeavor among individuals with shared goals working towards a collective purpose. Instead, it may be characterized as a mutually beneficial arrangement that serves the individual interests of individuals or groups who are pursuing their own distinct paths.

On the other hand, transformational leadership is characterized by leaders actively involving themselves with their followers in the pursuit of mutually shared objectives. The aims of transactional leadership, which may have initially been distinct but interconnected, become amalgamated. This kind of leadership is sometimes characterized as "exemplary" or "motivational." Those who are under the guidance of leaders have a sense of upliftment and are inclined to engage in increased levels of activity, thereby giving rise to the emergence of fresh groups of leaders. Transformational leadership may be defined as a dynamic connection characterized by reciprocal stimulation and elevation, which results in an elevated standard of human behavior and the ambitions of both the leader and the followers. Consequently, this kind of leadership has a transformative impact on both parties involved.

Transformational leadership is attained by the implementation of distinct acts by leaders. Initially, leaders proactively undertake the task of building and demonstrating a dedication to cultivating connections with their followers. This endeavor encompasses the establishment of structured and continuous procedures that facilitate bilateral communication and the interchange of information and ideas. Leaders are primarily responsible for consistently and actively fostering and sustaining the connection with their followers. A crucial aspect of leadership is the leaders' endeavor to satisfy the desires, requirements, and other motivating factors of their followers, in addition to their own. The acquisition of knowledge about the desires, requirements, and driving factors of followers can alone be attained via continuous dialogue and the interchange of information and ideas. Leaders have the ability to modify and enhance the motivations, values, and goals of their followers via the process of meeting their followers' needs and imparting knowledge about their shared objectives. In order to do this, it may be necessary for leaders to adapt their leadership style to acknowledge the preferences of their followers, anticipate their reactions, or align with their shared purposes, beliefs, and objectives.

Transformational leadership acknowledges the interdependence between leaders and followers in the pursuit of a shared objective, with the changing leader assuming a pivotal role in accomplishing this collective purpose. The underlying principle of transformational leadership is that individuals, despite their divergent personal interests, are now or potentially unified in their endeavor to achieve loftier objectives. This assertion is supported by the demonstration of substantial transformation achieved via the combined interests of leaders and followers. The evaluation of leaders and their leadership is determined by the degree to which desired change is successfully implemented and the fulfillment of human needs and expectations.

Organizational change challenges: A case scenario of the Nigerian power sector

There are multiple challenges associated with organizational transformation, which manifest in diverse ways. Various factors contribute to the dynamic nature of the national economy, including shifts in consumer demands, changes in government rules and regulations pertaining to tariffs and trade, and the overall competitive landscape. The aforementioned factors have exerted significant pressure on the electricity industry as a whole, necessitating a crucial need for internal and external changes in its operational and managerial systems. The power industry in Nigeria has undergone significant change in response to the challenges it has encountered. These challenges have compelled the Nigerian Power industry to reassess and modify its operations with the aim of cost reduction, as well as enhancing productivity and efficiency. The viability of an organization in competitive situations is contingent upon its ability to develop and promote services that effectively cater to evolving client preferences and market circumstances. Furthermore, the use of technological innovations inside organizations has resulted in notable enhancements in productivity efficiency and market competitiveness. Furthermore, the process of implementing transformational change is a time-intensive endeavor that needs effective coordination and strong executive backing. The various observations made regarding transformational change provide additional insights into the issue, offering valuable perspectives on the effects it has on organizational strategies, the adoption of new behaviors, the alteration of organizational culture, and the revitalization of organizational processes, particularly within sector agencies of the government.

VII. CONCLUSIONS

In this article, a comprehensive evaluation has been conducted on the change process within organizations. Recommendations for enhancing the effectiveness of this process have been proposed by drawing upon process theory of change management developed by scholars. The analysis of many facets of the process of change in Nigerian organizations has been conducted, and a series of suitable interventions and strategies have been given in a coherent and systematic manner to enhance the potential for achieving success. The results drawn in this study are therefore derived from an examination of the effect of company transformation processes on job performance on an employee. Furthermore, the study findings may serve as a valuable source of reference for leaders in different organizations, enabling them to effectively guide the process of transformation in accordance with the principles of change management theory. This, in turn, enhances the likelihood of achieving optimal outcomes and success.

There are many reasons why it is crucial for an organization to consistently engage in the process of implementing change. The company must acknowledge the significant role that workers play in the implementation of a process of change. The sustainable long-term performance and success of the company are contingent upon the contributions and efforts of its personnel. The below sections outline the suggestions pertaining to this study: Management is responsible for ensuring the comprehensive execution of the Human Resources Management policy throughout the firm, as well as ensuring its adherence by all personnel. Management should actively encourage employee participation in the implementation process of reform and enhancement of the organizational-wide policy for Human Resources Management. Management needs to include an employee development program and a structured training schedule for the whole workforce, focusing on the execution of change and the recently formulated Human Resource Management (HRM) policy.

The purpose of this initiative is to guarantee that staff are informed and acquainted with the transformation process. The alignment between the process and system of communication is crucial to mitigate the spread of rumors, which may have detrimental effects on the effective implementation of organizational change. In order to facilitate promotions and awards based on merit, it is necessary to conduct assessments on employee performance. This research ultimately suggests that the management should implement an effective change management feedback and monitoring mechanism in order to successfully accomplish its goals.

Data Availability

No data was used to support this study.

Conflicts of Interests

The author(s) declare(s) that they have no conflicts of interest.

Funding

No funding was received to assist with the preparation of this manuscript.

Ethics Approval and Consent to Participate

The research has consent for Ethical Approval and Consent to participate.

Competing Interests

There are no competing interests.

References

[1]. O. Omidvar, M. Safavi, and V. L. Glaser, "Algorithmic Routines and Dynamic Inertia: How Organizations Avoid Adapting to Changes in the Environment," Journal of Management Studies, vol. 60, no. 2, pp. 313–345, May 2022, doi: 10.1111/joms.12819.
[2]. A. Kalandia, "Acceptance of change: Exploring factors of employee resistance to organizational change," Georgian Scientists, Jul. 2022, Published, doi: 10.52340/gs.2022.04.04.11.
[3]. J. Innes and F. Mitchell, "The process of change in management accounting: some field study evidence," Management Accounting Research, vol. 1, no. 1, pp. 3–19, Mar. 1990, doi: 10.1016/s1044-5005(90)70042-x.
[4]. R. Allison, "A tripartite relationship theory of voice hearing: a grounded theory study," Psychosis, pp. 1–13, Oct. 2022, doi: 10.1080/17522439.2022.2134443.
[5]. R. T. Thamaraimanalan et al., "Machine Learning based Patient Mental Health Prediction using Spectral Clustering and RBFN Algorithms," 2022 8th International Conference on Advanced Computing and Communication Systems (ICACCS), Mar. 2022, doi: 10.1109/icaccs54159.2022.9785142.
[6]. H. Sharma and V. Dr. C., "'Managing Change Through Fostering Employee Involvement,'" International Journal of Psychosocial Rehabilitation, vol. 24, no. 04, pp. 2910–2920, Feb. 2020, doi: 10.37200/ijpr/v24i4/pr201401.
[7]. H. Hansen, "Book Review: Building the Responsible Enterprise: Where Vision and Values Add Value," Organization Studies, vol. 34, no. 8, pp. 1225–1226, Aug. 2013, doi: 10.1177/0170840613484678.
[8]. M. I. Kamien, "Market structure and technological change," Journal of Economic Behavior & Organization, vol. 11, no. 1, pp. 156–157, Jan. 1989, doi: 10.1016/0167-2681(89)90072-3.
[9]. C. Lakshman, "Top executive knowledge leadership: Managing knowledge to lead change at general electric," Journal of Change Management, vol. 5, no. 4, pp. 429–446, Dec. 2005, doi: 10.1080/14697010500401540.
[10]. S. Kühl, T. Schnelle, and F. Tillmann, "Lateral leadership: An organizational approach to change," Journal of Change Management, vol. 5, no. 2, pp. 177–189, Jun. 2005, doi: 10.1080/14697010500098205.
[11]. K. Tomm, "The Process of Change," Family Process, vol. 24, no. 2, pp. 281–281, Jun. 1985, doi: 10.1111/j.1545-5300.1985.281_1.x.
[12]. R. Sainsaulieu, "The Impact of Technical Change on the Norms of Interpersonal Relations among Workers," International Studies of Management & Organization, vol. 1, no. 3, pp. 292–310, Sep. 1971, doi: 10.1080/00208825.1971.11656096.
[13]. O. G. Mel'chekova, "Organizational Change: The Basis of Organizational Life," Scientific Development Trends And Education, 2019, Published, doi: 10.18411/lj-10-2019-206.
[14]. M. Varmus, M. Kubina, G. Koman, and P. Ferenc, "Ensuring the Long-Term Sustainability Cooperation with Stakeholders of Sports Organizations in SLOVAKIA," Sustainability, vol. 10, no. 6, p. 1833, Jun. 2018, doi: 10.3390/su10061833.
[15]. S. Smulowitz and P. Ziek, "The Impact of Social Identity on Organizational Change through Progressive Discipline," Change Management: An International Journal, vol. 12, no. 1, pp. 37–47, 2013, doi: 10.18848/2327-798x/cgp/v12i01/50783.
[16]. A. L. Wani and J. A. Usmani, "Occupational stress among workers having exposure to lead," Clinical Epidemiology and Global Health, vol. 4, no. 4, pp. 163–170, Dec. 2016, doi: 10.1016/j.cegh.2015.12.004.
[17]. K. E. Frinses, R. Laba, and A. Reni, "Effect of Organizational Culture and Organizational Strategy towards Organizational Effectiveness with Knowledge Management as an Intervening Variable," Hasanuddin Journal of Business Strategy, vol. 3, no. 1, pp. 65–78, Jan. 2021, doi: 10.26487/hjbs.v3i1.413.
[18]. L. Chenoweth and K. Kilstoff, "Organizational and structural reform in aged care organizations: empowerment towards a change process," Journal of Nursing Management, vol. 10, no. 4, pp. 235–244, Jul. 2002, doi: 10.1046/j.1365-2834.2002.00301.x.
[19]. V. K. Sapovadia, "Analyzing Impact of Management Structure on Value Chain in Cooperative Organization," SSRN Electronic Journal, 2010, Published, doi: 10.2139/ssrn.1626204.
[20]. A. R. Villadsen, "New Executives from Inside or Outside? The Effect of Executive Replacement on Organizational Change," Public Administration Review, vol. 72, no. 5, pp. 731–740, Jul. 2012, doi: 10.1111/j.1540-6210.2012.02565.x.
[21]. "Structural Changes That Generate Competitive Ability to the Metal Working Industry," Chinese Business Review, vol. 14, no. 1, Jan. 2015, doi: 10.17265/1537-1506/2015.01.005.
[22]. A. Herberg-Rothe, "Clausewitz's Concept of Strategy – Balancing Purpose, Aims and Means," Journal of Strategic Studies, vol. 37, no. 6–7, pp. 903–925, Apr. 2014, doi: 10.1080/01402390.2013.853175.
[23]. M. B. Soundarya, S. M. Lavanya, and S. Hemalatha, "Merger and Acquisition of Business Organization and Its Impact on Human Resources," Journal of Business Strategy Finance and Management, vol. 1 and 2, no. 1 and 2, pp. 69–72, Dec. 2019, doi: 10.12944/jbsfm.01.0102.07.
[24]. F. Duhamel and A. Niess, "Change Initiatives and Conversations in Firms," Academy of Management Proceedings, vol. 2017, no. 1, p. 12506, Aug. 2017, doi: 10.5465/ambpp.2017.12506abstract.
[25]. G. Gordon, "Challenges and Choices for Strategic Managers," Management in Education, vol. 10, no. 2, pp. 6–7, Apr. 1996, doi: 10.1177/089202069601000204.
[26]. O. Alakpodia and V. Ikolo, "An assessment of ICT adoption and use by organizations in Abraka and Warri Metropolis in Delta state," Information Technologist (The), vol. 7, no. 2, Apr. 2011, doi: 10.4314/ict.v7i2.65632.
[27]. Mariam, "Application of Business Technology in Management: A Case Study of Using Technology Innovation to Improve Business Operational Efficiency and Effectiveness," West Science Business and Management, vol. 1, no. 03, pp. 176–183, Jun. 2023, doi: 10.58812/wsbm.v1i03.98.
[28]. J. H. Tucker and R. W. Larson, "Office productivity: automation or augmentation? Support systems for creative professional office work," ACM SIGOIS Bulletin, vol. 8, no. 2, pp. 13–15, Mar. 1987, doi: 10.1145/27539.27542.
[29]. A. Medveckis, T. Pigozne, and D. Tomsons, "Enhancement of Educators' Digital Competences in the Acquisition Programming Fundamentals in Programming Environment Scratch," World Journal on Educational Technology: Current Issues, vol. 13, no. 4, pp. 934–946, Oct. 2021, doi: 10.18844/wjet.v13i4.6276.
[30]. J. Pollack, Using Kotter's Eight Stage Process to Manage an Organisational Change Program. 2019.
[31]. J. P. Kotter and D. S. Cohen, Successful Organizational Change: The Kotter-Cohen Collection (2 Books). Harvard Business Review Press, 2015.
[32]. A. Goksoy, Organizational Change Management Strategies in Modern Business. IGI Global, 2015.
[33]. C. L. Iwasiw, M.-A. Andrusyszyn, and D. Goldenberg, Curriculum Development in Nursing Education. Jones & Bartlett Publishers, 2009.
[34]. C. Lu, Materials and Process Modeling of Aerospace Composites. SAE International, 2019.
[35]. D. McKenzie-Mohr, Fostering Sustainable Behavior. New Society Publishers, 2011.

[36]. S. Ayub, N. Singh, Md. Z. Hussain, M. Ashraf, D. K. Singh, and A. Haldorai, “Hybrid Approach to Implement Multi-robotic Navigation System Using Neural Network, Fuzzy Logic and Bio-inspired Optimization Methodologies,” Oct. 2021, doi: 10.21203/rs.3.rs-975723/v1.
[37]. P. Gazzola and S. Amelio, Performance Measurement in Non-Profit Organizations. Taylor & Francis, 2022.
[38]. L. Kohlberg, The Philosophy of Moral Development. San Francisco : Harper & Row, 1981.
[39]. D. Huber, Leadership and Nursing Care Management. 2010.
[40]. F. Hertel, A. Örtenblad, and K. M. Jørgensen, Debating Leaderless Management. Springer Nature, 2022.