

## Strategic Change and Organizational Performance of Manufacturing Firm in Nigeria

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**Abstract:** Many organizations today face quite specific challenges emanating from increasing changing technology, knowledge explosion, changing nature of the workforce and faster product life cycles. The objectives of the study among others were to ascertain the effects of changing workplace on employees' performance and in the sampled business organizations and to determine the challenges facing organizations in the face of change. The research design for this study was survey research. The data used for this study were gathered from both secondary and primary sources of data. The data were analyzed using frequency tables and percentage and mean and z-test. The study found out among others that major challenges facing organization in management of change are lack of planning, lack of communication, group conformity, resistance to change, conflicts and lack of resources. It was also identified that to manage organizational change effectively in manufacturing organizations that effective planning, human resources strategy, creating distinctive capabilities, motivation and participation, effective communication and consultation are necessary. The study recommended that to overcome resistance and increase performance, managers can involve workers in the change process by communicating openly about changes, providing advance notice of an upcoming change and reassuring workers that change will not affect their security.

**Key words:** Strategic Change • Organization • Performance

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### INTRODUCTION

Everyday people experience significance changes in their lives and careers. These changes may involve accepting a promotion at work, transferring to new office or even starting a new family. Many of these corporations have had to grapple with several major developments simultaneously. Increased and intensified international competition, new information and communication technologies and the enhanced power of outside investors are just three of the more powerful external forces that have compelled managers to restructure their organizations and change their business practices. Researchers, managers and employees have become familiar with a new lexicon to describe these changes: downsizing, reengineering, core competencies, outsourcing and off-shoring, for example. Despite the

frequency with which these terms are used, they often fail to connote what it is like for those working in these large corporations to live through these turbulent times.

Some of these changes are chosen by ourselves while others are imposed on us. From the perspective of a manager, the need for change usually occurs when there is a problem related to productivity, satisfaction and/or development in the system [1]. It may be that output has fallen below expected level that an atmosphere of discouragement has emerged, that clients are protesting slow service, that people in the system are not learning and developing needed skills and abilities, or some combination of these.

Employees are affected by pervasive and complex organizational change. Many organizations are experiencing difficult financial period, several large downsizing events, the implementation of new

technologies and a move toward a "flatter" managerial structure. The day-to-day management process in these days, one way or the other involves managing change. Not only do manufactured products and service delivery need to be of the highest standard for firms to compete effectively, management processes and human resource aspects of the organization need to be as effective as possible. The ultimate intention is to design an organization which is effective and efficient today and is also flexible enough to change quickly and responsively to any future changes in its environments.

The manager has always had to cope with and handle change. It is endemic to organizational life. Possibly, the reason for the greater emphasis on managing change today lies in its increased pervasiveness into all aspects of our lives. Not only is technological change taking place, but also there are changes occurring at all levels of social and institutional practice.

The manager needs to know how best to elicit cooperation of staff and direct their performance to achieving the goals and objectives of the organization. The manager must understand the nature of human behaviours and how best to motivate staff so that they work willingly and effectively.

**Statement of the Problem:** Whatever the degree and content of the change, its implementation can still pose large problems for organizations and their staff. To get people to accept and implement the new methods of doing things is not an easy task. Most change can disrupt group work. Resistance can seem irrational and develop without warning, interrupting any activity at any time. Survival of the organizations will depend upon its ability to adapt to change and to the demands of its external environment. Commitment to the objectives and policies of the organization, people's cognitive limitations and then uncertainties and fears, may mean a reluctance to accept change. Organizations may also find it difficult to make short-term, rapid changes in resource allocation. The very complexity of environmental influences may itself hinder rapid change.

Mass layoffs and mergers and acquisitions seem to produce a host of negative psychological responses in the surviving workforces. Layoff survivors, for example, tend to become more insecure about their jobs, less likely to innovate and take risks, less committed to their organization and less trusting of top management [2, 3, 4 and 5]. They also seem to have more health-related problems [6 and 7]. Similar negative outcomes, including

also increased anxiety and anger at the loss of old identities, have been reported for employees in companies that have merged or been acquired [8].

Any change in an organization or to an employee's role has the potential to cause stress. The stress can be overwhelming when an employee is also dealing with a mental health issue such as anxiety or depression. In some organizations, constant change is the norm which may contribute to poorer mental health for some employees.

To this end, it would be pertinent to examine the effect of strategic change on employees performance and determining the strategic issue, challenges and prospects would be rewarding.

**Objectives of the Study:** The broad objective of the study is to determine the effects of strategic change on the employee performance. The specific objectives of the study include the following:

- To determine the extent changing workplace affects employees performance in the manufacturing organizations.
- To ascertain if managing workplace change hindered by inability to cope with the challenges facing employees.
- To ascertain if employees participation in the management of change enhances organizational performance.

**Hypotheses:** The following null hypotheses serves as a guide to the achievement of stated objectives:

- H<sub>1</sub>: Strategic change has no significant effect on employees' performance in the sampled Nigerian manufacturing organizations.
- H<sub>2</sub>: Managing strategic change for improved performance is not hindered by inability to cope with the challenges posed by employees.
- H<sub>3</sub>: Employees' participation in managing change does not significantly enhance employees performance for increase in productivity.

### **Literature Review**

**Concept of Strategic Change:** Strategic change is restructuring of an organization's business or marketing plan that is typically performed in order to achieve an important objective. For example, a strategic change might include shifts in a corporation's policies, target market,

mission or organizational structure. Strategic change management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives and missions. Strategic change management allows companies to carefully and responsibly make needed changes. Change is necessary for organizations to continue to thrive and meet and exceed the competition of industry competitors.

Therefore, change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change. The change management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state. The change could range from a simple process change to a major system change to achieve the organization's potential.

Change management is an approach to transitioning individuals, groups and organizations to a desired future state [9]. Change management is a term used to refer to the introduction of new processes in an organisation, or the management of people who are experiencing change. Therefore, change management is the study of how to integrate changes without damaging the organizational culture or efficiency. At its core, change management about knowing strategically what to change and how to manage the human element of this process, while transition is the process or a period of changing from one state or condition to another.

The ability to manage and adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly [3]. Change is an inescapable part of both social and organizational life. Change may be forced on an organization or an organization may change in response to the environment or an internal need. The forces for change are interdependent and influence organization in many ways. [10], states that more planned organizational change is triggered by the need to respond to new challenges or opportunities presented by the external environments, or in anticipation of the need to cope with potential future problems; for example, intended government legislation, a new product development by a major competitor or further technological advances.

**Theoretical Framework:** The theory of change defines the building blocks required to achieve long-term goals. The change theory on which this study is built is the eight -step change process introduced by John P. Rotter in to 1990 in a book "Leading Change". Rotter (1990) suggests that for change be successful, 75 percent of a company's management needs to buy into the change and the author introduces an actionable eight-step process for implementing successful transformations.

- Step 1: Establishing a sense of urgency: the manager needs to help others see the need for change and they will be convinced of the importance of acting immediately.
- Step 2: Creating the guiding coalition - Assemble a group with enough power to lead the change effort and encourage the group to work as a team.
- Step 3: Developing a change vision - Create a vision to help direct the change effort and developing strategies for achieving that vision.
- Step 4: Communicating the vision for buy-in: Make sure as many as possible understand and accept the vision and the strategy.
- Step 5: Empowering broad-based action - Remove obstacles to change, change systems or structures that seriously undermine the vision and Encourage risk-taking and non-traditional ideas and activities.
- Step 6: Generating short-term wins - Plan for achievements that can easily be made visible, Follow-through with those achievements and recognize and reward employees who were involved. Step
- Step 7: Never letting up - Use increased credibility to change systems, structures and policies that are not aligned to the vision, Hire, promote and develop employees who can implement the vision and Reinvigorate the process with new projects, themes and change agents.
- Step 8: Incorporating changes into the culture - Articulate connections between new behaviours and organizational success, Develop means to ensure leadership development and succession. The eight steps are based on a solid foundation of communication, empowerment and focus. Following the change, it is important to embed new approaches so that people do not revert to old habits. Monitoring, feedback and intervention are necessary for a period after the changes have occurred.

Organizational change directly affects all departments from the entry level employee to senior management. The entire firm must learn how to handle changes facing the organization. People resist change for a variety of reasons, but they can usually be categorised under one heading - fear of the unknown.

**Empirical Review:** [11, 12, 13 and 14], on the study on employee participation in change management asserts that for a manager to gain the support of the employees for even the most drastic of restructuring must follow these processes.

**Planning:** Introducing change involves more than the initial decision. Planning or introducing the change, communicating the change to staff and managing the after-effects should all be part of the process. Everybody should be involved,

**Communicating:** Employees should be prepared for change should be viewed well beyond the announcement. When intending to introduce change, the planning process should involve input from the employees on the best way to implement the change. Employees will be far more committed to the change if they see that their perceptions have been considered and with a sense of ownership over ideas and concepts, they will embrace the change with open arms if it is properly committed,

**Facilitating and Supporting the Change:** Everybody reacts differently to change and during the process, therefore it is important to provide support and training to facilitate the change. Both written and open communication is also important at every stage and giving employees a timeline and expected outcomes will ensure everyone is pulling in the same direction. [16], on the study on steps in strategic change management maintains that once managers and an organization commit to planned change, they need to create a logical step-by-step approach in order to accomplish the objectives. Planned change requires managers to follow an eight-step process for successful implementations according.

Recognize the need for change. Recognition of the need for change may occur at the top management level or in peripheral parts of the organization. The change may be due to either internal or external forces.

Develop the goals of the change. Remember that before any action is taken, it is necessary to determine why the change is necessary. Both problems and opportunities must be evaluated. Then it is important to

define the needed changes in terms of products, technology, structure and culture.

**Select a Change Agent:** The change agent is the person who takes leadership responsibility to implement planned change. The change agent must be alert to things that need revamping, open to good ideas and supportive of the implementation of those ideas into actual practice.

**Diagnose the Current Climate:** In this step, the change agent sets about gathering data about the climate of the organization in order to help employees prepare for change. Preparing people for change requires direct and forceful feedback about the negatives of the present situation, as compared to the desired future state and sensitizing people to the forces of change that exist in their environment.

**Select an Implementation Method:** This step requires a decision on the best way to bring about the change. Managers can make themselves more sensitive to pressures for change by using networks of people and organizations with different perspectives and views, visiting other organizations exposed to new ideas and using external standards of performance, such as competitor's progress.

**Develop a Plan:** This step involves actually putting together the plan. This phase also determines the when, where and how of the plan. The plan is like a road map. It notes specific events and activities that must be timed and integrated to produce the change. It also delegates responsibility for each of the goals and objectives.

**Implement the Plan:** After all the questions have been answered, the plan is put into operation. Once a change has begun, initial excitement can dissipate in the face of everyday problems. Managers can maintain the momentum for change by providing resources, developing new competencies and skills, reinforcing new behaviours and building a support system for those initiating the change,

**Follow the Plan and Evaluate It:** During this step, managers must compare the actual results to the goals established in Step 4. It is important to determine whether the goals were met; a complete follow-up and evaluation of the results aids this determination. Change should produce positive results and not be undertaken for its own sake.

**Strategies to Support Employees During Transition:**

When change is implemented in an organization, there is often resistance. This resistance often stems from people's fear of change in the work itself, of change in the process of completing work, or of the possibility that the change may result in the loss of their job. As a result, managers and organizational leaders should have a strategic approach to enabling change that ensures it is maximally effective in the organization. Writing on the strategies to support employees during transition [17] identified some strategies to adopt.

- (i) Be open, honest, positive, clear and accessible both in communicating the change(s) and after the changes have been made.
- (ii) Celebrate or recognize the good work that was done under the old system. Recognizing how they were able to accomplish so much under the previous system is more likely to leave them open to engaging in change.
- (iii) Be specific about why and how the change will be implemented. Share as many details as possible about the intended timeline and steps of the change. State how the change(s) will ultimately contribute to both employee and organizational success and how success will be measured.
- (iv) Be transparent about potential challenges that may be experienced as a result of the change and jointly look for solutions to address them.
- (v) Explain clearly what the employee's new or modified responsibilities will be. Ask the employee to share their understanding of your explanation to ensure that it has been communicated effectively
- (vi) Listen carefully to the employee's concerns about the change. Provide detailed responses to reassure the employee that you have heard their concerns, even if you are not able to address them completely.
- (vii) Help the employee manage fear. Understand that some people do not like change, especially when it is not of their choosing. For people who may be experiencing a mental health issue, this can include severe anxiety or fear about their future.

Discuss these fears and offer realistic reassurance to the employee.

- (viii) Consider modifications to accommodation. Times of change may warrant a review of any existing accommodation plans. If no accommodation plan exists, this may also be the appropriate time to offer

accommodation to employees with mental health issues, even if they had previously declined such help.

- (ix) Reinforce what the employee does well and has previously done well on the job. Emphasize how these strengths will help the employee to the new responsibilities. Let the employee know that he or she is valued by the organization.
- (x) Adjust or set new performance goals once you've addressed the employee's concerns.

Ask the employee how he or she feels they can help meet the goals of the new organizational structure. This involvement can help employees feel that they are, to a certain extent, controlling the change and their future.

**Barriers and Challenges to Workplace Transition:**

Culturally and technologically, planning and managing change is one of the most challenging elements of a manager's responsibilities. Obviously, the more a manager must plan in anticipation of a change, for the betterment of his subordinates and the organization. Critical to a manager's success is the diagnosing the causes of change and structuring a program to promote a smooth transition to the new process, structure and so on.

While the changes may be necessary for the future of the company, organizations are likely to face certain barriers and challenges. Anticipating these roadblocks helps the organizations avoid them before they become major issues in the implementation of change. [18], identifies these challenges as follows: (i) lack of Planning: Without step-by-step adequate planning, changes in an organization are likely to fall apart or cause more problems than benefits. What causes changes need to be understood exactly and how those changes are going to occur are very significant. The manager also needs to assign roles to individuals who are responsible for the change so all duties are covered and plans understood, (ii) Lack of Consensus: when the manager fails to get everyone on board with the corporate changes, the organization is likely to face resistance/barriers during the process. Most often the decision to implement changes should come from the top level of the organization, (iii) Lack of Communication: plans, methods and processes must be communicated to the staff. Failing to communicate the need to change with all employees invites rumors and fear into the organization, particularly if the organization is facing major changes, such as downsizing, acquisition or a merger. Employees want to know and be informed on what is going on, whether it is

positive or negative news. The feeling of uncertainty when management doesn't communicate the need for change disrupts work and makes employees feel as if they are not a part of the decision, (iv) Employee Resistance: In some cases, employees resist change. They are comfortable with the way the business is run. They know the expectations and their role within the company. When a major change disrupts their familiarity, some employees become upset and resist the change. They don't want to relearn their jobs or change the way they do things.

**Employee Participation and Changes in Procedures:** In this study we defined participation as employees' active involvement in planning and implementing a teamwork intervention [10]. This participatory approach to implementing teamwork meant that employees were involved in: (1) making decisions about the team in which they wished to work; (2) planning how they wished to work together in teams; (3) planning the implementation of teams (the speed with which they took on additional areas of responsibility); (4) defining initiatives to support team implementation, such as additional training; and (5) evaluating the results by reflecting on the implementation in teams.

**MATERIALS AND METHODS**

The study on the effect of strategic change on employees performance was carried out using INNOSON Nigeria Ltd and Nigeria Bottling Co. Plc in Enugu State. The data used in this study were gathered from both primary and secondary sources. The primary data were gathered with the aid of structured questionnaire. The study adopted stratified random sampling technique and Yamene (1968) formula was used to determine a sample size of three hundred and nineteen (319) respondents from a population of one thousand five hundred and seventy (1570). Out of the 319 copies of the questionnaire distributed to the organizations, 245 copies representing 76% of the questionnaire administered were returned and accepted for analysis. The data obtained were analyzed using frequency distribution tables, percentages, mean and the hypotheses tested using z-test. The likert-type scale which has five levels or category was adopted and used, namely: strongly agree; (SA); Agree (A); Undecided (UD); Disagree (DA); and Strongly Disagree (SD) Each level is assigned a number ranging from 5 (SA) to 1 (SD). 3.00 were computed as the mean value. It means that any factor or variable with a mean of 3.00 or above may be accepted while all others with a mean below 3.00 would be rejected.

**Data Analysis:** The data collected were analyzed based on the specific objectives. The analysis made use of percentages, frequencies distribution tables, means and z-test.

Table 1, showed the responses on the general perception to change in the company by the employees are very good, good, undecided, not good, not very good. They have frequencies of 15, 6, 11, 101 and 112 out of 245, respectively giving percentage of 6.12, 2.45, 4.50, 41.22 and 45.71 respectively.

Table 2, shows that the responses on the extent the workplace transition is communicated to the responses are very large extent, large extent, undecided, little extent and very little extent. They have frequencies of 168, 45, 10, 7 and 15 out of 245 respectively giving percentages of 68.57, 18.37, 4.08, 2.85 and 6.12 respectively.

Table 3, showed the answers on how the respondents would rate the employees' participation in the management of change. The responses are highly positive, positive, undecided, negative and highly negative. They have frequencies of 135, 114, 31, 25 and 14 out of 319 respectively giving percentages of 42.32, 35.74, 9.72, 7.84 and 4.39 respectively.

Table 1: The General Perception of Change by Employees of the organization

Responses	Frequency	Percentage
Very good	15	6.12
Good	6	2.45
Undecided	11	4.50
Not good	101	41.22
Not very good	112	45.71
Total	245	100

Source: Questionnaire administered, 2015

Table 2: The Extent the workplace transition was communicated to the Employees.

Responses	Frequency	Percentage
Very large extent	168	68.57
Large extent	45	18.37
Undecided	10	4.08
Little extent	7	2.85
Very little extent	15	6.12
Total	245	100.00

Source: The frequencies are got from the questionnaire administered, 2015.

Table 3: Extent of Employees Participation in the Management of Change

Responses	Frequency	Percentage
Highly positive	135	42.32
Positive	114	35.74
Undecided	31	9.72
Negative	25	7.84
Highly negative	14	4.39
Total	319	100

Source: Questionnaire administered 2015

Table 4: Mean Responses of Challenges workplace transition

Serial. No.	Options	SA	A	UD	SD	D	N	X	Remarks
1.	Lack of planning and communication	78	138	0	9	20	245	4	Accepted
2.	Interpersonal conflicts	45	110	5	55	30	245	3.5	Accepted
3.	group conformity	55	76	10	94	10	245	3.7	Accepted
4.	lack of adequate support and resources	152	90	3	0	0	245	4.6	Accepted
5.	Ineffective leadership	89	132	5	9	10	245	4.1	Accepted
6.	Resistance to change	30	149	0	51	15	245	3.5	Accepted

Source: Responses from the questionnaire, 2015

Table 5: Means Responses on Strategies of managing Changing workplace

Serial No.	Options	SA	A	UD	SD	D	N	X	Remarks
1.	Proper planning	148	79	0	0	18	245	4.4	Accepted
2.	Train/develop the workforce	141	73	0	11	20	245	4.2	Accepted
3.	Effective communication and consultation	177	68	0	0	0	245	4.7	Accepted
4.	Creating distinctive capabilities	121	73	0	19	32	245	^A~	Accepted
5.	Human recourses strategy/ Motivation.	95	104	3	12	31	245	3.9	Accepted
6.	Force/threats	15	20	0	37	173	245	1.6	Rejected
7.	Employee participation	148	79	0	0	18	245	4.4	Accepted
	Be transparent	141	73	0	11	20	245	4.2	Accepted

Source: Field data, 2015

Table 4, showed mean responses from 3.00 and above were accepted as challenges of workplace transition, while mean response below 3.00 was rejected.

In the table 5, mean responses from 3.00 and above were accepted as strategies of managing changing workplace, while mean response below 3.00 was rejected.

**Testing of Hypotheses:** The statistical technique that was used to test the three hypotheses was Z-test, which stated mathematically as follow:

$$Z = \frac{Po - P}{\sqrt{\frac{Po(1 - Po)}{n}}}$$

where: n = (sample size) 245

x = no of successes

P<sub>0</sub> = sample proportion

Hypothesis I

Table 6: Changing workplace has significant effect on employee's performance

Options	No of Respondents	Percentage
Strongly agree	234	95.51
Strongly disagree	11	4.49
Total	245	100%

Field Survey: 2015

The table 6 indicates that 234 (95.51%) respondents strongly agreed that changing workplace has significant effect on employees' performance during transition, while 11 (4.49%) respondents strongly disagree. This was subjected to statistical testing using the Z test at a 5% (0.05) level of significance. Since Po represents the probability that respondents strongly agreed changing workplace has significant effect on employees' performance.

The hypothesis was formulated thus:

Ho P = Po

Hi P ≠ Po

Level of significance = 5% or 0.05. Critical value Z (8/2) and - Z (8 17) = ± 1.96. Drawing from the table above:

n = 245 (sample size)

x = no of successes = 234

P<sub>0</sub> = sample proportion

$$\therefore Po = \frac{X}{n} = \frac{234}{245}$$

$$= 0.955$$

$$P = 50\% = 0.5$$

Calculate Z-test statistic:

$$Z = \frac{0.955 - 0.5}{\sqrt{\frac{Po(1 - Po)}{n}}}$$

$$Z = \frac{0.955 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{245}}}$$

$$= \frac{0.455}{0.0319}$$

$$= 14.26$$

Since  $Z = 14.26 > Z_{(8 \times 2)} = 1.96$ , we reject the null hypothesis and accept that changing workplace has significant effect on employees' performance during transition.

### Hypothesis II

Table 7: Managing Workplace during transition for improved performance is hindered by the challenges pose by employees.

Options	No of Respondents	Percentage
Strongly agree	198	80.82%
Strongly disagree	47	19.18%
Total	245	100%

Source: Field Survey: 2015

The table 7 indicates that 198 (80.82%) respondents strongly agreed that managing workplace during transition for improved performance is hindered by the challenges pose by employees, while 47 (19.82%) respondents strongly disagree. This was subjected to statistical testing using the Z test at a 5% (0.05) level of significance. Since  $P_o$  represents the probability that respondents strongly agreed that managing workplace during transition for improved performance is hindered by the challenges pose by employees.. The hypothesis was formulated thus:

$H_o P = P_o$

$H_i P \neq P_o$

Level of significance = 5% or 0.05. Critical value  $Z_{(8 \ I2)}$  and  $-Z_{(8 \ I2)} = \pm 1.96$ . Drawing from the table above:

$n = 245$  (sample size)

$x = \text{no of successes} = 198$

$P_o = \text{sample proportion}$

$$\therefore P_o = \frac{X}{n} = \frac{198}{245}$$

$$= 0.808$$

$$P = 50\% = 0.5$$

Calculate Z-test statistic:.

$$Z = \frac{0.808 - 0.5}{\sqrt{\frac{Po(1 - Po)}{n}}}$$

$$Z = \frac{0.808 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{245}}}$$

$$= \frac{0.308}{0.0319}$$

$$= 9.66$$

Since  $Z = 9.66 > Z_{(8/2)} = 1.96$ , we reject the null hypothesis and accept alternative hypothesis that managing workplace during transition for improved performance is hindered by the challenges pose by employees,

### Hypothesis III

Table 8: Employee Participation in managing changing workplace enhances performance

Options	No of Respondents	Percentage
Strongly agree	221	90.20%
Strongly disagree	24	9.80%
Total	245	100%

Source Field Survey: 2015

The table 8 indicates that 221 (90.20%) respondents strongly agreed that employees' participation in managing changing workplace during transition enhance performance, while 24 (9.80%) respondents strongly disagree. This was subjected to statistical testing using the Z test at a 5% (0.05) level of significance. Since  $P_o$  represents the probability that respondents strongly agreed that employees' participation in managing changing workplace during transition enhance performance. The hypothesis was formulated thus:



Ho P = Po  
 Hi P ≠ Po

Level of significance = 5% or 0.05. Critical value Z (8 1/2) and - Z (8 1/2) = ± 1.96. Drawing from the table above:  
 n = 245 (sample size)  
 x = no of successes = 221  
 P<sub>o</sub> = sample proportion

$$\therefore P_o = \frac{X}{n} = \frac{221}{245} = 0.90$$

P = 50% = 0.5

Calculate Z-test statistic:

$$Z = \frac{0.9020 - 0.5}{\sqrt{\frac{P_o(1 - P_o)}{n}}}$$

$$Z = \frac{0.89020 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{245}}}$$

$$= \frac{0.402}{0.0319}$$

$$= 12.60$$

Since Z = 12.60 > Z (8/2) = 1.96, we reject the null hypothesis and accept alternative hypothesis that employees participation in managing workplace during transition enhance performance.

**Findings:**

- It was identified that strategies for management of organizational change in manufacturing organizations are effective planning, human resources strategy, creating distinctive capabilities, motivation and participation, effective communication and consultation.
- Our findings led us to accept Hypothesis 3 that supports the notion that involving employees in change processes is important to ensure commitment to change to enhance performance. It was also found that employees' participation to workplace change in the sampled Nigerian organizations is positive. This means that involving employees in change processes is important to ensure commitment to change and reduce resistance.

- The finding revealed that managing workplace during transition to enhance performance is hindered by inability to cope with the challenges pose by employees. Among the challenges were lack of planning, lack of communication, group conformity, resistance to change, conflicts and fears pose health challenges.
- The forces of change in manufacturing organization are change in technology, competition, knowledge expansion, rapid product obsolescence and changing nature of the work place and quality of working life. These pose great challenges to the survival of the manufacturing organizations for growth and profitability.

**CONCLUSION**

Leaders and managers continually make efforts to accomplish successful and significant change. It is inherent in their jobs. Organizational change is undertaken to improve the performance of the organization or a part of the organization. Organizational change can be continuous or occur for distinct periods of time.

To overcome resistance, managers can involve workers in the change process by communicating openly about changes, providing advance notice of an upcoming change, exercising sensitivity to workers' concerns and reassuring workers that change will not affect their security. To implement planned change effectively, managers must understand how to overcome resistance to change, why change efforts fail and what techniques they can use to modify behaviour.

The implication of the study is that our world is changing fast and, as such, organizations must change quickly too. Organizations that handle change well thrive, whilst those that do not may struggle to survive or die.

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