Creating a Culture of Performance in Organizations through Organizational Change: An Empirical Study

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Abstract

This study examined the strategies for creating a culture of performance in organizations through organizational change management in Nigeria. A survey research design was adopted for this study with National Open University of Nigeria as the study focus. The population of the study was 1,401 comprising principal officials, deans and directors of faculties, academic and administrative staff and students of the university. A sample size of 300 was drawn using Cochran's finite population correction technique, while stratified and simple random sampling techniques were used to select the respondents for the study. Structured questionnaire on a five point Likert-type scale was used to gather the required data. Descriptive statistics was used to analyze the data, while the hypotheses were tested using a parametric statistical tool (ANOVA), all with the aid of Excel spreadsheet and E-views 7.0. The findings of the among revealed that organizational culture, internal structure, technology, and environments play significant role in the efforts aimed at creating a culture of performance in organizations through organizational change management. The study therefore recommends among others that strategic sensitization of employees to re-orientate them against resistance to proposed change be carried out frequently. Also HRM interventionist measures such as training, motivation, clear job description and participatory leadership style be institutionalised in the university.

Keywords: change management, internal structure, organizational change, culture of performance.

Introduction

For some time now, universities in Nigeria has remained an endangered species generally characterized by poor government funding, static or non-dynamic organizational culture, overreliance on obsolete technology, poor technical know-how, poor managerial capability, very poor internal structure, and poor operating environment, among other debilitating factors. The foregoing has led to universities being characterized by poor capacity utilization (generally less than half of installed capacity). As a consequence of the foregoing, the contribution of the universities in Nigeria to academic excellence has been declining over the years particularly since the mid 1980s.

National Open University of Nigeria was established in 1983 as an ODL institution and operates outside the norms of the conventional universities in Nigeria. Yet as an organization it has its challenges. The aim of organizational change is to enhance group outcomes, including effectiveness or performance in organizational setting (Ra him, 2002). That is creation of culture of performance through the application of organizational change management. Owing to a number of factors notably lack of adequate managerial know-how, lack of funds and its associated lack of the political will to acquire modern technology, lack of periodic training and re-training of staff and hostile and generally unconducive operating environment, most universities in Nigeria fail to effectively manage organizational change in their institutions toward success. The first consequence of the foregoing has found expression in poor organizational culture, staff resistance to change, inability to compete favorably at the domestic and international markets, poor performance or complete collapse on the part of the affected institution.

Much more worrisomely, not enough attention of previous researchers on organizational behavior in Nigeria has been focused on the role of organizational change management in attaining organizational performance in Nigeria universities. As a consequence, therefore, there has not been enough research documents available for consultation on the part of current researchers on the topic of this study. This is another problem this present study has to contend with. The broad goal of this study is to examine the role of and strategies for creating a culture of performance through organizational change management in universities in Nigeria. The study, however, pursued the following specific objectives:

1.   To examine the impact of organizational culture on creating a culture of performance in organizations through organizational change management.

2.   To assess the role internal structure plays in the effort aimed at creating a culture of performance in organization through organizational change management.

3.   To explore the role technology plays in the effort aimed at creating a culture of performance in organizations through organizational change management.

Research Hypotheses

The following research hypotheses were put forward for test by the study:

H_{o1}:   Organizational culture does not play any significant role in the   efforts aimed at creating a culture of performance in organizations through organizational change management.

H_{o2}:   The internal structure of an organization plays no significant role in the efforts aimed at creating a culture of performance in organizations through organizational change management.

H_{o3}:   Technology plays no significant role in the efforts aimed at creating a culture of performance in organizations through organizational change management.

National Open University of Nigeria (NOUN)

The NOUN was established by an Act of parliament NOU Act of 1983 as an Open and Distance Learning institution but its activities were suspended in 1984. NOUN was resuscitated in 2003 as the only single mode open and distance learning (ODL) institution in Nigeria to increase access to tertiary education in a cost-effective way. It is also the foremost university in Nigeria that provides highly accessible and enhanced quality education and this, according to the university's motto, is anchored by social justice, equity and national cohesion through a comprehensive reach that transcends all barriers (NOUN Vision Statement, 2006, 4) and "To provide functional cost effective, flexible learning which adds life-long value to quality education for all who seek knowledge" (NOUN Mission Statement; 2006, 4). NOUN gives access and equal opportunity to quality education for all and life-long learning for the teaming population of Nigerians desiring university education but whose desires could not be met by the conventional universities or those who prefer the ODL due to the nature of their work or peculiar circumstances. NOUN provides instructional resources via an intensive us of information and communication technology for the learners.

Conceptual Framework
Organizational Culture

The culture of an organization is that set of beliefs and expectations shared by organization members, which produce norms that shape behavior. Behavior takes the form of styles of action which typically reflect responses that have proven successful in the past (Schwartz Davis, 2011). The culture of an organization binds it together and differentiates it

from other groups. At the macro level, we can identify the broad outlines of the dominant organizational culture that public managers share.

Organizational culture is different from world cultures, those tapestries of shared histories, languages, beliefs, and foods, which are the source of our identity. Our personal culture affects how we marry, how we raise our children,, how we celebrate events and how we mourn death. Organizational cultures are not so encompassing, lacking the broad links that help define how we understand ourselves among others. This weakness also implies that organizational cultures are dynamic. The good news is that organizational cultures can adapt and change to new influences quickly (LaGuardia, 2008).

Organizational cultures are interpretive; differences among the cultures of agencies may exist. These differences might take the form of degree of stress give to these general values, or emerge as values represented in some agencies and absent in others. Because organizations are made up of individuals with different talents, personalities, and goals, the organization will have a distinct culture. Some aspects of this culture change when the personnel do; other aspects seem to be fixed and enduring. The anatomy of an organization's culture – how the business functions on a day-to-day basis – can strongly influence that organization's potential for success or failure. In addition, the ability of an organization and its leaders to "cope with change and encourage innovation also impacts its mission effectiveness" (LaGuardia, 2008:113).

Organizational Change
Organizational change refers to any significant alteration of the behaviour pattern of a large number of the individuals who constitute an organization (Dalton, 2008). But to understand the nature of organizational change, managers need to look beyond human factors alone (O'Toole, 2009.) Organizational culture and climate, as well as structure, technology and environment will all be represented in models guiding managers who successfully produce change. The point is that organizational change occurs at three district levels: individual level (micro level), group level (meso level) and organization level (macro level) (Barnard and Stoll, 2010).

Basically, the term organizational change is about significant change in the organization which could either be reorganization or adding or removing new product or service. Organizational change can be viewed from its different forms or dimensions: planned versus unplanned, radical (transformational) versus incremental, reactive versus proactive, remedial versus developmental changes.

Organizational Change Management
Korir, Mukotive, Loice and Kimeli (2012) defined

organizational change management as the effective management of a business change such that executive leaders, managers and frontline employees work in concert to successfully implement the needed process, technology or organizational changes. While Moran and Brighton (2011) defined change management as the process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs of external and internal customers, Burnes (2014) like many others scholars asserted that change is an ever present feature of organizational life, both at the operational and strategic levels. Due to its importance, change management is becoming imperative and needs appropriate managerial skills and strategy. For a firm to survive, succeed, and remain competitive in today's highly volatile and continuously evolving business environment, it must be able to successfully manage change, which is, actually, a necessity. Even though there has not been consensus as to the framework for organizational change management, there seems to be an agreement on two important issues. One, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hope-Hailley, 2010; Burnes, 2014;Carnall, 2013; Luecke, 2003) and second, it is agreed that the pace of change is greater now than in the previous business environment (Balgun and Hope-Hailley 2010; Burnes 2014;Cranall, 2013; Noran and Brighton, 2011).Against a background of rapid technological development, a growing knowledge workforce and the shifting of accepted work practices, change is becoming an ever-present feature of organizational life (Burnes, 2014)

One of the most influential perspectives within what are known as planned approaches to change is that of Lewin (1952, in Elrod II and Tippett, 2002) who argued that change involves a three-stage process: firstly, *unfreezing* current behaviour; secondly, *moving* to the new behaviour; and, finally, *refreezing* the new behaviour. Minimising barriers to change and maximising the opportunities of a change effort are accentuated in the *unfreezing* process. In the *moving* stage, recognition of need for change and the acceptance of change have to take place in the workforce. Accordingly, managers as change agents are expected to restore or reinforce the new system actively with all employees in the refreezing step. This simple three-step model explains the importance of implementing successful change by unfreezing the existing situation, followed by change movement and making the new behaviours and norms absolute (Chew, Cheng and Petrovic-Lazarevic, 2006).

The three-step model was adopted for many years as the dominant framework for understanding the process of organizational change (Todnem,2014). Since its formulation, the theory has been reviewed and modified, with stages being divided to make exploration that is more specific, planning, action and

integration.

Despite its popularity, Lewin'soriginal theory has been criticised for being based on small-scale samples, and more importantly the fact that it is based on the assumption that organisations act under constant conditions that can be taken into consideration and planned for. As a consequence of such criticisms, an alternative to 'planned approaches' to organisational change was developed that is known as the 'emergent approach' (Barnard and Stoll, 2010:3). The emergent approach to organisational change sees change as being so rapid and unpredictable that it cannot be managed from the top down. Instead, it is argued that change should be seen as a process of learning, where the organization responds to the internal and external environmental changes. Todnem (2014:19) suggests that this approach is more focused on "change readiness and facilitating for change" than for providing specific pre-planned steps for each change project and initiative. Despite not advocating pre-planned steps for change, several proponents of the emergent school have suggested a sequence of actions that organizations should take to increase the chances for change being successful (Kotter, 2006; Kanteret al., 2012;Luecke, 2003). Although they vary in terms of number and type, a set of suggested actions are shared, including creating a vision, establishing a sense of urgency, creating strong leadership, and empowering employees. Although many of these points might be seen as commonsense, research shows they are often overlooked, ignored or underestimated by change leaders, (Kotter, 2006; Fernandez, 2006).

A key assumption underlying emergent theories is that in order to respond to change, managers must have an in-depth understanding of the organization, its structure, strategies, people, and culture. Understanding these will allow managers to choose the most appropriate approach to change and identify the factors that might act as facilitators or barriers to the change (Burnes, 2014). This focus on the organization as a whole entity when considering change in line with the increasing prominence of organizational development (OD) as a framework for thinking about change. Holbeche, an expert in the OD field, explains that this rapidly developing discipline looks at "the total system and the linkage between all the parts of the organization, and at how change in one part will affect the other parts" (Holbeche, 2009).

The emergent approach is itself not free from critics who question the usefulness of the broad-natured action sequences, and their application to unique organizational contexts. Others have suggested a more "situational" or "contingency" approach, arguing that the performance of an organization, managers' responses and strategies for change will also have to vary (Dunphy and Stace, 2013).

However, this in turn has been criticised for overemphasising the importance of situational variables, and implying that there is no role for managers of the organization.

Theoretical Framework
This study is anchored on theory of Diffusion of Innovation (DOI).The DOI theory seeks to explain how, why, and at what rate new ideas and technology spread through cultures. This theory was developed by Gabriel and Rogers (professors of rural sociology), who popularized the theory in their 1962 book, *Diffusion of Innovations*. He said that diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system. Rogers explained the process of innovation diffusion as one which is dictated by uncertainty reduction behavior amongst potential adopters during the introduction of technological innovations. Innovation Diffusion Theory (IDT) consists of six major components: innovation, characteristics, individual user characteristics, adopter distribution over time, diffusion networks, innovativeness and adopter categories, and the individual adoption process. Arguably, the most popular of the six components of IDT centers on the characteristics of the innovation itself. After analyzing a variety of previous innovation diffusion studies, Rogers singled out the five characteristics of innovations that consistently influence the adoption of new technologies.

Managing Change in Organizations
Change management strategy refers to the techniques adopted to effectively manage change in an environment experiencing change dynamics so as to embrace change and direct it towards positive contribution of a given organization (Warrilow, 2010). Before any strategy is adopted, the organization must know its strengths and weaknesses, opportunities and threats (SWOT), their customers' needs and the nature of the environment in which they operate. A SWOT analysis can be used to benchmark an organization's performance against a range of internal and external competitors (Camp, 2009).

Change usually involves the introduction of procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. The key to successful change management lies in understanding the potential effects of a change initiative on these stakeholders. Will employees be scared, resistant, pessimistic or enthusiastic about your proposed changes? How can each possible reaction be anticipated and managed? As you begin to think about any kind of significant change, be aware how the change will impact others in your organization and your customers. A new vision, set of driving values, mission or goals constitute significant change. So do new performance

standards, new policies or procedures, a new significant change. So do new performance standards, new policies or procedures, a new computer equipment installation, or a relocation of your business (Hemamalini Suresh, 2001).

Based on the foregoing, researchers have identified a number of crucial steps that need to be taken towards effective management of organizational change to achieve a culture of performance. Prominent among these steps are briefly discussed below.

1.   Managing resistance to change:
Though we all rationally recognize that progress means change, and that we all need to progress, but not even the prospect attaining benefits from change would make everyone ready and willing or be able to embrace change. On the contrary, it is widely believed that most would resist change. Duck (2003:119) posits that "change is intensely personal" and Pietersen (2012:9) reckons that " for many people, the spectre of change produces what is sometimes called the factor-fear, uncertainty and doubt". Since change is widely accepted as almost always top-down induced by the management, those being managed would also almost always resist change, imposing an imperative for managers to overcome the resistance before it could bring the change forward.

Resistance to change is often understood from the management standpoint as a perceived behaviour of organization's members who refuse to accept an organizational change (Cheng &Petrovic-Lazarevic, 2004; Coghlan, 2013). It is also defined as a multifaceted phenomenon, which introduces unanticipated delays, costs, and instabilities into the process of a strategic change (Ansoff, 2008). Bemmels and Reshef (2001) understand it as any employee actions attempting to stop or delay change. Resistance to change is a human condition. Every human being and consequently every organization exists in a current reality; an understanding of themselves and a level of comfort with their current situation (Thomas, 2014). Bringing new skills or knowledge into a company is not always easy. People fear change so management should oversee thisintegration, and smoothen the way by keeping everyone aware of the company's objectives and hownew competencies have valuable part to play.
One strategy for reducing resistance in employees mentioned frequently in organizational change literature is to involve the employees in the change or to empower them to make changes themselves. Empirical studies have supported the efficacy of this strategy for successful implementation of change, especially within the public sector (Warwick, 2005; Denhardt and Denhardt, 2009;Poister and Streib, 2010). However, employee involvement alone is not sufficient with managers still playing a critical role encouraging and rewarding innovation and expressing support for the change (Thompson and

Sanders, 2007).

Kotter and Schesinger (2009) have proposed a more emergent view to tacking employee resistance, stating that the circumstances of the change and the content of th change itself will vary largely between organisations and that this should determine the appropriate response. They outline a number of approaches, describing who and when to use them to reduce resistance, and details the advantages and drawbacks of each. These approaches range from sensitization, participation, facilitation (training and support), negotiation and coercion.

2.   Human resource management (HRM) interventionist actions.
As the world is becoming more and more competitive, volatile than we could ever imagined, organizations either manufacturing or service based are seeking to gain competitive advantage and turning to more innovative change sources through human resource management interventionist strategies. These strategies have defined as systems that attract, develop, motivate and retain employees to ensure the effective implementation of necessary changes and the survival of the organization and the members. These interventionist strategies are also referred to as set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery and Doty, 2006). In the same vein, Minbaeva (2005), viewed the human resource management practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm, specific, produce complex social relations and generate organization knowledge to sustain competitive advantage. Human resource management practices can generate increased knowledge, motivation, synergy and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm (Hislop, 2003).
The followings are the interventionist strategies and roles of human resource management in successful change management.
(a)   Staffing: Organizational change can lead to the need for the human resource department to focus on staffing issues. Organizations undergoing rapid growth may need to add more employees, so human resource may have to focus on expanding its recruiting base or restructure compensation programme to attract more talented workers. A company in decline may require human resource to develop severance packages and carry out employee terminations. Also, human resource workers may have to alter job descriptions for the remaining workers if the layoffs result in a change in job functions.
(b)   Allaying or Dispelling Unsounded Fears: Organizational change often creates fear and uncertainty for workers, thus, human resource

may need to take steps to alleviate these fears. For example, when a smaller business is purchased by a large company, the process can create apprehension for workers regarding their ability to adapt to new processes and procedures, even whether their jobs may be in jeopardy. This may require the human resource department to assume a public relations role by pointing out the potential benefits of new arrangement, such as enhanced fringe benefits program me, and providing reassurance that jobs are safe, as long as this is the case.

(c)   Strategic Communication: Organization change is often a time of widespread confusion, resulting in the need for the human resource department to open the channels of communication with employees. Not only that, keeping employees informed about what to expect during each step of the change process through methods such as written communications and possibly group meetings is necessary. The feedback can let human resource know how well change are being received and whether adjustments may be necessary. Also, effective communications that informs various stakeholders of the reason for change, the benefits of successful implementation as well as the details of the change will aid successful change management.

(d)   Designing Good Plan: When top management makes employees aware of a pending change, such as a business expansion requiring the need to hire more workers, the human resource department needs to work with management to develop a plan to implement the change effectively. For example, it can be difficult to effectively recruit and train a large number of workers at one time. Instead, management and human resource can work toward a solution where workers are hired at intervals to ensure a comprehensive vetting process and thorough training.

(e)   Integrating the Existing Human Resource Systems: There is the need to incorporate human resource function that will allow a common human resource framework and ensure uniform implementation of same across the organization. The period of integration will include activities such as planning, designing and communicating the human resource programmes and practices to be implemented across the organization and ensuring their effective

(f)   Implementation at all levels in the organization. Again, integrating the existing systems include developing a common human resource policy manual that will work for the new entity. The manual include policies on work systems, business conduct guidelines, office timings, leave, travel, benefits, exit, e.t.c

(g)   Designing Appropriate and Clear Job Descriptions: Detailed job descriptions need be

developed for unique roles in the organization across departments for employees in the new dispensation to understand the nature of their roles and the responsibilities that they will be accountable for in order to ensure the smooth operations of the business. The job descriptions could be prepared by conducting job interviews with specific job incumbents with respect to their primary and secondary responsibilities including actions that they are directly responsible for. Thus, data generated are then used to develop the role and responsibilities document.

3.   Sustenance of the Change Already Implemented

Implementing new practice is one element of changing organizations; however, evidence suggests that 'initiative decay', where gains made from change are lost from the abandonment of new practices, is widespread (Buchanan et al., 1999:2013 Doyle et al., 2000:89). As a result, considering how to sustain change is clearly a crucial component of the change management process. Surprisingly, though, while implementing change has been the subject of considerable research and theory, relatively little research has been carried out on the issue of sustainability. Buchanan et al.(2005:56) argued that this is due to the expense of longitudinal research,as well as the generally negative perception of stability as "inertia" and a lack of responsiveness to the changing environment. Drawing from past evidence, several authors have identified eleven (11) factor that affect sustainability of change and concluded that the more these factors are addressed, the better.

Methodology

The empirical method adopted by this study for collection of primary data was cross-sectional field survey. The instrument used in the said survey was structured questionnaire comprising 15 close-ended items:6 the demography of the respondents and 9 on the research constructs of the subject –matter of the topic of the study which centered on organizational change (independent variable)and culture of performance (dependent variable). Prior to going to the field with it, they said questionnaire was at first piloted at two departments of the study area suing 9 target respondents and was later subjected to a reliability and validity tests with a view to ascertaining the questionnaires internal consistency and validity index respectively. The result of the said tests showed that the Cronbach's alpha coefficient (CAC) and content validity index (CVI) of the research constructs averaged 0.86and 8.2 respectively. These were considered high enough and therefore, appropriate for the study, hence the use of the said questionnaire in the field.

The population for the study was 1,401. Out of this population, a sample of 303 was drawn using Cochran

formula. Out of 303 questionnaire, 300 were returned well completed, while 2 (0.7%) and 1 (0.3%) were rejected and not returned at all respectively.

In analysing the data, the responses of respondents were first extracted from the questionnaire, coded, and fed into Excel spreadsheet. The data were then exported into a statistical package for social scientists (SPSS) software program known as E-views 7.0. Furthermore, the three research hypotheses earlier on put forward were subjected to empirical tests using a parametric statistical tool known as repeated one-way Analysis of variance (ANOVA).
The following decision rule guided the tests.
1. Reject the null hypothesis where the calculated E-value is greater than the theoretical (Table) F value at 0.05 level of significance (ie $F > F_{0.05}$), then accept the alternate hypothesis and where the
2. Accept the null hypothesis where the calculated F value is less than the theoretical

(table) value at 0.05 level of significance (ie $F < F_{0.05}$), then reject the alternate hypothesis

Results and Discussions
This study investigated the strategies for creating a culture of performance in organizations through organizational change management in National Open University of Nigeria. Analysis was done at five percent level of significance. The results of the analysis are presented herein beginning with that of the demographics of the respondents which revealed that 190 of them which constitute 63.3 are males, while 110 (36.7%) are females

Test of Hypotheses
H_{01}: Organizational culture does not play any significant role in the efforts at creating a culture of performance in organizations through organizational change management.

TABLE 1: ANOVA TABLE for Hypothesis No.1

	Sum of squares	Df	Mean square	F*	Sig.
Between Groups	8.882	3	2.961	13.772	.000
Within Groups	63.514	296	0.215		
	72.396	299			From table $F_{0.05} = 2.60$ with $V_1=3$ $V_2=296$

Source: SPSS (E-views 7.0) Output; Field Survey, 2016

The analysis as depicted in table above shows that the calculated F-value is greater than the theoretical table F-value at 0.05 level of significance, with the latter is probability less than 0.05. that is F* (13.772 >F0.05(2.60).

This shows that the null hypothesis is rejected and the alternate type accepted. This means that organizational culture plays significant role in the efforts at creating a culture of performance through organizational change management. The foregoing

finding is indeed in line with the previous opinions of O'Toole (2009) and LaGuardia (2008) who had earlier argued that the culture of an organization plays prominent role among the factors that shape organizational change management in organizations.

H02: Internal structure of an organization plays no significant role in the efforts aimed at creating a culture of performance through organizational change management

TABLE 2: ANOVA Table for Hypothesis No .2

	Sum of squares	Df	Mean square	F*	Sig.
Between Groups	25.020	3	8.340	11.599	.000
Within Groups	212.948	296	0.719		
	237.968	299			From table $F_{0.05} = 2.60$ with $V_1=3$ $V_2=296$

Source: SPSS (E-Views 7.0) Output; Field Survey, 2016

The ANOVA table above shown that the calculated F-Value is also greater than the theoretical (table) F-value at 0.05 significance level, with the former's probability being 0.000 which is less than 0.05 that F* (11.599> F0.05(2.60).

This, therefore, compels us to reject the null hypothesis and then accept the alternate type, which states that the internal structure of an organization plays significant role in the efforts aimed at creating a culture of performance through organizational change management. This finding is supported by the previous conclusion of Burnes (2014) and that of Balogun and hope- Hailey (2010) who had in their separate investigations found that among other factors, the internal structure and environment of any organization has significant impact on the overall effort aimed at ingraining performance values in its broad corporate through organizational change management.

H03: technology plays no significant role in the efforts aimed at creating a culture of performance in organization through organizational change management.

TABLE 3: ANOVA Table for Hypo thesis No. 3

	Sum of square	DF	Mean square	F	Sig.
Between groups	39.818	3	13.273	40.84	.000
Within groups	96.053	296	0.325		
	135.871	299			From table $F_{0.05} = 2.60$ with $V_1=3$ $V_2=296$

Source:SPSS(E-views 7.0) Output; Field Survey, 2016

Table 3 above shows that the calculated F-value of the output is far greater than the theoretical (table) F-value at 0.05 significance level, with the former's probability of .000 less than 0.05. that is F (40.84) > $F_{0.05}$(2.60).by this result, we reject the null hypothesis and accept the alternate type, thus leading us to conclude that technology plays significant role in the efforts at creating a culture of performance in organization through organizational change management. This finding is no doubt in line with the opinion of Barnard and stroll (2010) who found that for an organization to remain competitive in the present ever-changing business environment, such organization must keep updating its technology and the stock of the technical skills of its employees.

Conclusion
"Change" has now become a regular feature of business life as part of the desire for increased organizational performance and the ever important need to satisfy stakeholders. It is the findings of this study that organizational culture, internal structure and environment of an organization, technology and the level of human resistance to change constitute the key factors for creating a culture performance through a process of organizational change management.
This being the case, successful management of the changes in technology is a critical factor to achieve any degree of long-term and lasting success as well as sustainability of the strategy to manage change. Also, effective management of change in customers taste would result in overall growth in the performance of the organization because customers are the reasons for profitable or profit oriented business establishment. Therefore, for change to succeed, the human aspect to change management must be successfully addressed in order to avoid resistance to change. Implementation of change often results in periods of organization tension because it involves moving from the known to the unknown and, therefore, risky, stressful and complex. However, it can be effective with participative style of management such as training employees on change during implementation which gives them knowledge, skills and expertise needed during the change process, hence, fostering quick and smooth implementation of the change. To improve performance, changes must be made to the organizations' process and system structures or job roles. However, managers should demonstrate strong leadership throughout the organization by spreading leadership and decision-making responsibilities in order to inspire and motivate employees to play an active role in implementing change thus improving the organizational performance. Lastly this study has provided some discussion on some issues which need to be considered and also suggested programme for

implementing major changes based not merely on theoretical studies but on practical experiences.

Recommendations

Informed eagerly by its very objectives problems, and findings, this study therefore, makes a number of recommendations towards enthroning a culture of performance on the part of both the National Open University of Nigeria (NOUN) and its counterpart institutions in Nigeria and even beyond. Strategic planning should be viewed as a major first step realizing that change is not a single continuous process, but rather is broken down into a number of different steps. As part of the preparation towards designing a good strategic plan, the change manager should embark on extensive gathering of information and knowledge about the employees' attitudes to change and other factors likely to impinge on the proposed change.

In implementing the strategic plan, efforts should be made to implement a number of HRM interventionist strategies as it pertains to staffing, communication, motivation, and participatory leadership. Others are periodic reorientation, training and re-training in line with the proposed or the change being implemented.

Then the issue of resistance change management which is considered to be one of the most critical step in change management. As a first step in resistance management, managers need to consider the nature of the psychological contract the organization has with employees and how the changes they are introducing might alter its balance. Crucially, if the balance is altered, managers need to consider how to rebalance it if they want to avoid resistance that could undermine the process. However, the situation is further complicated by awareness that even where employees are not personally resistant to change, a wide range of other factors can prevent the change from taking place or being sustained and these too need to be taken into account.

Finally, in addition to embark on periodic restructuring of the internal structure and environment of the organizations and mustering the funds and political will to procure the latest technology in the organisation, managers of change should also implement and monitor the implementation and not go to rest after implementing the strategic plan for change. Instead they should go ahead to continually implement programs aimed at sustaining the current change.

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