



**Effects of Change Management Practice on Organizational Performance: A systematic Article Review Study**

Mekonnen Sorsa<sup>1</sup> \* and Chala Dechassa<sup>2</sup>

Corresponding Author: Mekonnen Sorsa ,sorsa.mekonnen@yahoo.com

**Abstract**

*Recognizing the need for change and leading organizations through that change is one of the most challenging for any leadership. Change is the only constant in today's life for individuals and organizations. The major objective of this systematic article review is to assess the effect of change management practice on organizational performance and to investigate key factors affecting the success of organizational change implementation. This systematic article review used 30 recently published research articles on reputable journals, which are more correlated to the title "effect of change management practices on organizational performance". More specifically, empirical studies recently published on reputable journals between 2015 and 2023 were purposely selected by searching on Google scholar search engine using phrases "Practice of change management, effects of change management on performance, impacts of change management on employees' efficiency, impact of change management practice on organizational excellence, and factors affecting success of organizational change implementation". The findings of the study indicate that technological, structural and leadership or management changes of organization have positive relationship with employees and organization efficiency. Furthermore, the study also revealed that there exists a strong link between key factors affecting the success of implementation of organizational change such as effective communication of the change, involvement of employees and stakeholders in change process, training and motivation, resource dedication, leading and coaching, team building, clarity of the purpose of the change and leadership commitment and employee and organizational performance. From the review it can be concluded that practice of change management and employees and organizational performance have significant positive relationship; key factors affecting success of organizational change implementation can fuel up all the stakeholders of change management and should be considered as vital components of change management.*

*Key Words: Change, Management, Organizational, practice, Performance*

<sup>1</sup> PhD Fellow in Management and Leadership, Oromia State University, Batu, Ethiopia, sorsa.mekonnen@yahoo.com

<sup>2</sup> PhD, Associate Professor, Oromia State University, Batu, Ethiopia, Address: [cdechassa@gmail.com](mailto:cdechassa@gmail.com)

## 1. Introduction

Change has become a regular feature of business life today, as part of the desire for increased performance of organizations and the need to satisfy stakeholders. In order for organizations to survive in the present competitive business environment there is need to change more rapidly and adapt to change. In most successful organizations, change has become common place. However, effective change management is essential to any company as it assists the company in successfully implementation of the change initiatives resulting in change achieving its objectives (Sarwar *et al.*, 2022). A growing number of company its and organizations are undertaking various types of organizational changes initiatives needed to maintain in today's turbulent environment (Samiah, 2017).

Change is identified as the behavioral shift of “the organization as a whole, from one being to another”. In other word, management of change has been recognized as “the method of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of staff and students. Change is inevitable and it is also a key catalyst for growth and staying competitive, even though it could be hard, to ensure efficiency and survivability of the organization it must be embraced (Naomi and Jared, 2021).

The objective of top management in any organization is to maximize their operational efficiency by all possible means in order to

maintain their competitive advantage and survive in the market. The measures of operational performance of organizations are productivity, quality, cost effectiveness, timeliness and flexibility (Hosseini *et al.*, 2017; Sarwar *et al.*, 2022).

Ekechi and Umar (2020) noticed that performance relates with elements like benefit, improved service conveyance, customer fulfillment, portion of the overall industry development, and improved efficiency and deals. Organizational performance is thusly influenced by a variety of people, gathering, and assignment, mechanical, underlying, administrative and environmental variables (Abdullahi *et al.*, 2020).

Organization performance is positively impacted by the presence of change management practices which tend to create a significant contribution on organizational competencies, and this in turn becomes a great boost for further enhancing innovativeness (Sarwar *et al.*, 2022). Organizations link the maximization of performance with change management practices. As a result of intensive competition, shorter product life cycles, volatile product and market environments, firms constantly search for newer sources of competitive advantage, one of the most important being change management practices, that has the potential to improve and determine an organization's fate (Elving, 2005). Effective change management practices systematically organize all individual to directly

influence employee attitude and behavior in a way that leads business to achieve its competitive strategy. The firm can thus obtain a competitive advantage and thus achieve superior performance (Hung *et al.*, 2002). Several studies undertaken have showed the association between change management practiced in organization and the performances of these organizations. However, the previous works were scattered and not in comprehensive manner. Hence, this systematic review study is generally intended to pool some of the research published articles in the related topic and to generate comprehensive compiled scientific document.

### 1.2. Objective of the Study

The purpose of this systematic article review is to reveal an overview of effect of change management practices on employees and organizational performance and to analyze key factors affecting the success of implementation of change. In line with this main objective, the specific objectives are to:

- Appraise change management practices effect on employees and organizational performance, and
- Assess the key factors affecting the success of organizational change implementation

## 2. Methodology of the Review

In order to identify potential research works that examine the association between change management practice and organizational performance related published articles, empirical

studies were searched. To identify appropriate studies, empirical studies published recently on reputable journals starting from 2015 to 2023 were searched on Google scholar search engine using search “Practice of change management, effects of change management on performance, impacts of change management on employees’ efficiency, impact of change management practice on organizational excellence, factors affecting success of organizational change implementation”.

The reviewer has selected practice of change management on efficiency as a systematic review area and set few criteria to collect research papers conducted and published in the topic of interest. For an article to pass the screening stage, the abstract and the title should be related to the topic of interest and provide sufficient information. Following initial screening, only articles that met the following inclusion criteria were included in the systematic review. First of all regarding language only studies published in English were included. Second, only empirical types of studies were included. Third, studies that show the relationship between effects of change management or its dimensions and employees or organizational efficiency or performance were selected and included. Moreover, studies published on journals with ISSN or DOI fulfilling the above mentioned inclusion criteria were included in the study. Based on these circumstances specified, the study included 30

published articles for this systematic review article to assess the effects of change management practices on organizational performance and to investigate key factors affecting the success of change implementation. The results of the study were summarized as follows.

### 3. Empirical Findings

#### 3.1. Effects of Change Management Practices on Organizational Performance

The study conducted on change management and organizational performance in selected manufacturing companies in Anambra State, Nigeria by Okeke *et al.*, (2019) revealed that technological changes have a positive significant effect on organizational performance in the study companies and change management strategies have a positive significant effect on organizational performance. Similarly, Samiah (2017) reported that companies performance is positively impacted by the presence of changes management practices; change management tend to create a significant contribution on organizational competencies; organizations link the maximization of performance with change management practices. According to Sukamtono *et al.* (2021), change management has a positive effect on employee well-being (p-value of  $0.000 < 0.05$ ). Furthermore, Gabriel Ubolo Onuche, (2021) pointed out that 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.

Among articles analyzed for this systematic review, many of them were conducted on the technological change and its effect on employees and organizational performances. For instance, Melletus, (2018) reported that change in technology significantly enhances organizational performance in Airtel Nigeria at ( $P \leq 0.05$ ) confidence interval. The analysis also showed that change management significantly affects employees performance in Airtel Nigeria, Enugu at ( $P \leq 0.05$ ) confidence interval. Similarly, Fadila and Umar (2021), technological changes have significant positive effect on employees as well as organizational performance. Consistent results were reported by other authors (Lucy and Janet, 2016; Okenda *et al.*, 2017; Nnenna *et al.*, 2019; Ekechi and Umar, 2020; Akunne and Ibrahim, 2021). Therefore, change management practices are one of the key sources that have the potential to improve and determine a company's fate. Practice of change management has a positive effect on employees and organizations performance.

The other change analyzed in this article review was the effect of change in leadership and management of organizations' on both employees and organizational efficiency. Accordingly, Fadila and Umar (2021), found-out that leadership changes in organization have significant positive effect on employee

performance. Similarly, other authors such as Swati and Yogita, 2017; Nwaohiri and Onuoha, 2020, and Wonah *et al.*, 2020, have reported the significant positive relationship between organizational leadership and change management and performances in terms of competitive advantage, growth, employee confidence, return on assets and profitability and dynamism of the organization. Furthermore, Sarwar *et al.* (2022), also reported a positive relationship is found between perceived charismatic leadership and change management. Change in organizational structure could also have major impact on employees and organizational performance (Okenda *et al.*, 2017). Udemé and Umar (2021), reported that change in organizational structure has significance on the quality of employee service delivery in Nile University of Nigeria. More specifically, the change in organization structure, such as change in organization size and change in leadership affected organizational performance. Further, Akunne and Ibrahim, (2021), stated that there is a positive and statistically significant (P-value  $\leq 0.05$ ) relationship between organizational restructuring practices and employee performance in Nigerian Electricity Regulatory Commission. Similar findings were revealed by Steven *et al.* (2015) and Lucy and Janet (2016). This implies that change in organizational structure such as organizational leadership and management; organizational size restructuring

can significantly affect performance of employees and organizations.

### 3.2. Key Factors Affecting Organizational Change Implementation

Many articles involved in this review demonstrated that there are factors that critically affect the success of implementation of change management in organizations. Participation of employees and other stakeholders in change process, effective communication, leadership commitment, resource dedication in practice of change implementation, provision of training programs, rewards and motivations, and clarity of the purpose of the change are among major factors influencing implementation of change and these do have strong positive relation with employees' productivity and organizational efficiency (Gurmeet, 2016; Ali and Zhuohua, 2021; Naomi and Jared Deya, 2021; Hymavathi and Kalpana, 2022).

It is evidenced that absence of provision of training to the staff concerning change in the company, inappropriate environment in implementing the change management program, inefficient performance of change agents, ineffective communication, lack of sufficient implementation and personal development plan are major challenges of success of change implementation (Aman, 2021).

Hence, identified strategies for management of organizational change are effective planning, human resources strategy, creating distinctive capabilities, motivation and participation,

effective communication and consultation; involving employees in change processes are important to ensure commitment to change to reduce resistance and to enhance performance (Okechukwu and Elizabeth Uzoamaka, 2015). Furthermore, it is also discovered that managing workplace during transition to enhance performance is hindered by inability to cope with the challenges posed by employees and the forces of change in organization are change in technology, competition, knowledge expansion, rapid product obsolescence and changing nature of the work place and quality of working life (Okechukwu and Elizabeth, 2015; Hossein *et al.*, 2017; Saritha<sup>1</sup> and Narayana, 2021).

Employee involvement in change process, effective communication of issue of change to employees, and management or leaders support in change process have significant positive effect on performance (Nyaungwa *et al.*, 2015; Lilian and Abel, 2017; Lucy A. and Joanes K, 2017; Wakonyo and Muchemi, 2020; Sung and Kim, 2021).

From this it can be deduced that the successful change implementation and management demands high level of engagement of employees and stakeholders, clarity of the purpose the change, effective communication, leadership commitment and dedication, resource devotion, provision of training programs, rewards and motivations and reinforcement of the change.

#### **4. Literature synthesis**

In order to elaborate the findings of this systematic article review conducted on assessment of the effect of change management practice on employees and organizational performance, it is important to discuss on key aspects of how effective change management influence both employees and organizations and the link between change factors and performance. The core points of discussion derived from the review are stipulated under the following subtopics.

##### **4.1. Change Management Practice and Organizational Performance**

Organizational changes may impact processes, structures, systems, operation or production, culture, people and the services provided by an organization positively or negatively (Akunne and Ibrahim, 2021). It is therefore, important to keep track of how things are progressing and the consequences of change in the organization. If changes are readily accepted and effectively implemented then the outcomes are positive impact both on employees and organizations. Conversely if organizational changes are resisted by the employees and involving stakeholders the consequence is failure of the implementation and negative impact on the organization. In this regard, this systematic study showed that there is positive association between effective change management and employees and organization performance.

As shown in the systematic study result part, the empirical studies were carried out to assess the impact of change management on employees' and organizational performance. Sukamtono *et al.* (2021) asserted that practice of change management has a positive effect on employees' performance and their well-being and can significantly improve employee performance and in turn organizational efficiency. Similarly, Hymavathi and Kalpana, (2022) pointed out in their study conducted to assess change management and its effects on employees performance in private banking sector – an evidence from Guntur District of Andhra Pradesh, India that majority of the respondents are highly satisfied to participate in the change management process, as a result they cope up with the new technology and have positive scope for learning and development. The study carried out by Udeme and Umar (2021) to investigate the impact of change management on employee performance in Nile University of Nigeria showed that change in organizational structure has significance effect on the quality of employee service delivery and a relationship between technological change and quality of employee service delivery in Nile University of Nigeria. Likewise, Okechukwu and Elizabeth (2015), reported that effective practice of change management such as planning, communicating, participating staffs in organizations change process enhances effective implementation of the change and significantly contribute on

employees' performance and organizational efficiency. Akunne and Ibrahim (2021), demonstrated a positive and statistically significant (P-value  $\leq 0.05$ ) relationship between technological change, new communication strategies, and organizational restructuring change management practices and employee performance in Nigerian Electricity Regulatory Commission.

Lucy and Janet (2016), stated that structural changes and organizational leadership influenced university employees' performance. The study further revealed that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's work load and to increase efficiency and effectiveness at work place. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. Ekechi and Umar (2020), also depicted that there is low extent of technological and organizational leadership changes existence in Nigerian Universities, high extent of employee's performance in Nigerian universities, and change management indicators (technological change and organizational leadership change) raised are significant in determining employee's performance in Nigerian universities. The study findings of Sarwar *et al.* (2022), shows positive relationship is found between perceived charismatic leadership and

change management; perceived charismatic leadership and employees' performance; and change management and the employee's performance. Effective change management and associated factors have a positive impact on employees' productivity (Gurmeet, 2016).

On the other hand, the remaining studies were done on impact of change management practice on organizational performance. Okeke *et al.* (2019), found that technological changes, and change in management strategies have a positive significant effect on organizational performance in the study companies. Similarly, according to Samiah (2017), companies' performance is positively impacted by the presence of change management practices; change management tend to create a significant contribution on organizational competencies; organizations link the maximization of performance with change management practices; change management practices are one of the important sources that have the potential to improve and determine a company's fate. The study findings of Gabriel (2021), shows that 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. Steven *et al.* (2015), found that all changes made in Rwanda revenue authority have been well planned and implemented consequently most of employees in the institution have generally embraced the changes made in the organization and at the same time

resulting into overall organizational performance. The findings of the study of Okenda *et al.* (2017), shows that change in information systems, change in organization structure, change in organization size and change in leadership affected organizational performance. Further, the findings of the same study indicated that change management influenced organizational performance.

According to Hossein *et al.* (2017), there is a significant impact between organizational change dimensions (organizational goal, structure, leadership, communication, reward, and auxiliary methods on financial) and economic performance of Banks. Fadila and Umar (2021) change management in technology, customer taste, and leadership are found to be strong driver of organizational performance. Ali and Zhuohua (2021), findings indicates positive relationship exists between change management factors (leadership, clarity, reinforcement and communication) and organizational excellence. Lucy and Joanes (2017), demonstrated that establishing a positive and significant effect of strategic change on organizational performance. The findings of (Nnenna *et al.*, 2019), shows that CBN technological changes have positive effect on the banking sector in Nigeria. The study done by (Nwaohiri and Onuoha, 2020) found a positive significant correlation between technological change and net profit.



#### 4.2. Factors Affecting Success of Organizational Change Implementation

From this systematic article review most authors indicated that there is linkage between effectiveness of change management and factors that affect employees and stakeholders in implementing the change. These factors include communication, involvement or engagement, motivating, team building, top management commitment and coaching (Ali and Zhuohua, 2021; Charity, 2015; Gurmeet, 2016).

Study undertaken by Lilian and Abel (2017), intended to assess the impact of change management in communication on employees performance in Kenya, and established that communication had positive influence on performance of teachers' service commission. Communication in the change process has acted to bring together the stakeholders to be involved in the change process and that communication on information regarding changes in the future prepares ground for easier adaptation to change by teachers' service commission employees. Persuasively communicating the change issue of the organization through a continuous process of exchange with employees and stakeholders is one of the vital factors contributing for the success of change implementation and management. The importance of communication with employees, especially their dynamic contribution during the process of implementing the change is widely reported (Ugwu *et al.*,

2020; Lovely *et al.*, 2020) for long-lasting change management.

Employee involvement or engagement is crucial for reducing resistance to change and offers management an opportunity to communicate and brainstorm ideas and challenging issues at hand (Lucy and Janet, 2016). Charity *et al.* (2015), indicated that organizational change implementation failed due to lack of involvement of staffs in the change process which led to increased resistance and decreased commitment. Individual involvement can reduce resistance, obtain commitment, create team spirit, coordinated positive energy and increase the quality of the change decision. The findings of the study conducted by Saritha1 and Reddy (2021), shows that quality of change and participation of employees in change process significantly enhances change implementation, change management; attitude of top management and support by supervisors strongly affect change management process; and change management significantly and positively affect employees' performance in information technology industry. This entails that quality of change, participation of employees in change process, and attitude and support by top management strongly influenced change management process as well as employees performance (Gabriel, 2021).

Therefore, for change to succeed, the human aspect to change management must be successfully addressed in order to avoid

resistance to change. Findings of the study of Aman (2021), revealed that the major challenges such as absence of provision of training to the staff concerning change in the company, inappropriate environment in implementing the change management program, inefficient performance of change agents, ineffective communication, lack of sufficient implementation and personal development plan which end up with less performance.

A leader commitment in the process of change management to bring the vision and goals of the organization on the ground in view of change is very important. Leaders fuel the change needed for the organization, communicate to the staffs, train them to boost understanding of the change objective and necessity, and motivate them to bring a commitment and energy of the change players (Onyema and Onuoha, 2020). This entails leading change requires the use of a varied set of communication skills to deliver appropriate messages, solicit feedback, create readiness for change along with a sense of urgency, and motivate recipients to act. Coaching results in improved performance due to greater awareness and enabling the person being coached to take responsibility for change. According to Nyaungwa *et al.* (2015), the change implementation failed due to lack of communication, team work building, staff involvement in change process and these all results in lack of employee commitment. Clearly communicating organizational change to

employees and stakeholders, high involvement of employees in the change process, team building coupled with effective leading and coaching improves commitment of the employees to accept the change objectives, reduce resistance to change and lead to high performance of employees in achieving goals set by the organization.

## 5. Conclusion

The main intension of this systematic review is to appraise an overview of the effect of practice of change management on employees and organizational performance, and to assess key factors affecting the success of implementation of organizational change. In line with this detail empirical systematic review was undertaken on 30 recent published research articles. From this systematic review of empirical studies the following points can be concluded:

There is significant positive relationship between effective change management practices and employees and organizational performance. Furthermore, effective communication of the change, engagement of employees and stakeholders in change process, training and motivation, leading and coaching, team building, and leadership or top management commitment, clarity of the purpose of the change, resource dedication are found to be the key factors affecting the success of organizational change implementation among others, contribute vital role in enhancement of employees and organizational performance.

## 6. Limitations and Future Research

### Directions

This systematic article review is centered on the effect of change management practice on employees and organizational performance; key factors affecting the success of organizational change implementation. This systematic article review is purely of empirical review type. The authors conducted a systematic review taking only few published articles 30 in number covering different sectors such as banking, education, manufacturing, hotel, private and government organizations from different countries. Therefore, in future researchers are recommended to make detailed systematic review on separate sector wise area, increase the number of articles to be utilized in the systematic review, private and government organizations separately, and considering pooled articles at a national level to generate detail information.

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