CHANGE MANAGEMENT PROCESS AND ACTIVITIES IMPACTS ON ORGANIZATIONAL PERFORMANCE: A CASE IN PERSPECTIVE OF ORGANIZATIONAL CULTURE.

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ABSTRACT

Vibrant environments recognized by technical, economic and political change increasingly requires company agility among organizations. The purpose of this study was to explore the characteristics of change process and their impact on performance of an organization and to identify the culture of an organization that are more favorable to institutionalizing strategic thinking beyond efforts of individual effort or change process. The importance of change as a necessity for company success and growth. Specifically, business change means the renovating of company procedures, the improvement of the business's products and/or services, and company changes to company structure and/or culture considered indispensable for better performance. Despite the value of the subject, the current literary works contains little empirical proof. Mostly trivial studies and personal views have been released in this basic area. A field analyzes of how successfully companies are applying company changes with involvement of culture impact with business performance, and use IS technology to do so, was performed to understand the important features of the company change process involved and to empirically analyze the relationships among these constructs. Despite the relatively small example size, the results offer clear proof about the value of successfully handling company change for company success. The items used for calculating the main constructs offer further ideas into how supervisors should go about handling necessary company changes, such as IS department support for the change process to improve company performance.

Keywords: Change Management, Change Management Process, Process and Activities, Organizational Performance, Organizational Culture.

Paper Type: Research Paper
INTRODUCTION

As the impressive improves in business globalization and free business keep improve company competitors, the value of company advancement has become quite apparent to most supervisors. However, an achievement applying the needed changes is far from confident, with many companies confirming very frustrating outcomes given the cost and uncertainty due to the changes. On the other hand, United States companies have produced significant advantages from extensive changes to the old ways of doing company. For example, the United States production industry is believed to have become more effective (Howard, 1994). The loss of our production platform and the loss of effort to Asia and European countries have been changed. From 1982 to 1990, the efficiency of US production employees improved 4.5 % per year, a history for any period since the end of World War II (Howard, 1994).

In the process of discovering the basic variations between the Japanese people and United States production management techniques and implementing a variety of new techniques and methods, many US companies have been changing the very characteristics of their companies (Patterson and Harmel, 1992). Over the past several years the main focus globally has been on enhancing quality. Many companies have implemented a new management and functions viewpoint commonly known as total quality management (TQM).

The major underpinnings of TQM are an ongoing effort to enhance products, procedures, and functions to better fulfill client needs; worker power in making decisions and a group strategy to recognize, focus on, and change objectives for improvement; and a company-wide dedication to TQM powerful enough to change what is necessary, such as company principles and culture. The modern view of quality maintains that it is not adequate for product features to fulfill client requirements; they must surpass them (Ramberg, 1994).

Supervisors in organizations which have accepted the concepts of TQM know that everybody within the organization should be targeted on the client, not just the promotion division or those in development who need to comprehend client requirements (Oliver, 1990). Although there have been a lot of achievements with TQM, managers have noticed that in many situations there is need for more impressive upgrades in efficiency, competition and achievements. This can be achieved by significant model changes which concentrate on value-added actions as well as other underpinnings for efficiently applying the idea of company procedure reengineering (BPR) (Goll & Cordovano, 1993; Teng et al., 1994).

Basically, BPR amounts to making extreme changes to one or more business process impacting the whole company. It also needs a cross-functional effort usually such as impressive programs of technological innovation. Reengineering is a revolutionary attempt to change the way perform is performed by at the same time dealing with all the aspects of perform that impact performance; such as the procedure activities, the individuals' tasks and their compensate program, the company structure and the positions of procedure artists and supervisors, plus the management program and the actual business culture which maintains the and principles that impact everybody's actions and objectives (Cypress, 1994). With BPR, rather than simply removing steps or projects in a procedure, the value of the whole procedure itself is inquired (Gotlieb, 1993). In conformance with TQM concepts, the focus of change is also market motivated (Guimaraes and Connection, 1996).
BPR varies from TQM in two important aspects. First, while TQM is focused on ongoing enhancement, a step-by-step performance enhancement approach, reengineering was established on the assumption that important business performance enhancement needs discontinuous enhancement breaking away from the obsolete rules and fundamental presumptions that underlie functions. Second, reengineering makes a important break with previous performance enhancement techniques by demanding a advanced level of state-of-the-art technological innovation attention among the entire reengineering team prior to, rather than after, the definition of procedure changes or upgrades (Cypress, 1994).

Some technology (i.e. expert systems) can provide significant possibilities for the upgrade of organization procedures (Guimaraes, 1993; Guimaraes et al., 1997). Regardless of the change technique being employed (i.e. BPR or TQM) the factors essential to advancement failing or success as described by organization company performance are many, but most writers would consent that the change process has to keep certain features.

Further, effective Information Systems (IS) support is a critical need for efficiently applying most modern organization changes. While these two concepts are extremely essential, the current literary works contains little scientific proof assisting them. The literary works is mostly consists of single organization explanations or personal views indicated by people straight involved with the change process within individual companies. This field analyze was performed to address the questions of how organization companies apply change along a predetermined set of measurements, how successfully they apply organization changes and use IS technology to do so, and to empirically analyze the connections between these constructs.

RATIONAL OF THE STUDY

The world is changing and so does the business industry and circumstances all enough time. The business ability to be versatile and to predict the industry is more essential these days than a few years ago. Organizations that can't deal with such circumstances and go through complications with change management will have complications remaining the industry. Going through a change process within a company, division or some primary team is a truly innovative step that needs significant amounts of preparing before the execution of it. Scientific research has shown that significant change implementations’ failing prices are roughly 70%. Change tasks discuss the same features as frequent tasks with the difference of that change tasks have a big effect on the individuals taking part.

Change could be described as everything from re-engineering, right measurement, reorientation to social change, and companies have many confirmed and legitimate factors of why they are willing to spend a huge deal of attempt (money, time, source etc.). The struggling scenario many organizations obviously have found themselves in has captured our interest; consequently, a wish to obtain a knowing of the factors that lie behind their struggling scenario has appeared. Jordan Einstein once said “Without changing our design of thought, we will not be able to fix the problems we designed with our present styles of thought”, we think this represents the change process objective.

OBJECTIVES OF THE STUDY
The objective of this work is to provide an understanding of the characteristics that makes a change process successful in the different phases of organizational development and to explore the impact of the characteristics of change process on organizational performance. This study will investigate the effectiveness in business activities and implementation with intervention of culture and their impact on organizational performance.

LITERATURE REVIEW

The intention of this literary works evaluation is to build a knowing of characteristics that are generally associated with more ideal and nimble companies. In the field of business management, four the actual professions talk with these features. The subject of business culture orders interest across several professions. From mindset to sociology to anthropology to public management, college students and experts as well are interested in learning the various size of culture to understand the intangible features impacting the potency of office surroundings.

Culture is a subjective idea used across several educational and public areas with changing contextual symbolism. The fast increase in interest to the subject obtained essential arguments about what culture is and how it should be analyzed. Not only is culture difficult to for sure explain, but companies and their management are in continuous desire of a good or right or functionally effective culture.

Most can consent that it prevails and that its effects are important. Edgar Schein (2004) confirms that efforts to determine culture are not only numerous but differ considerably, making different ideas about what exactly it is. For example, the Merriam-Webster (2011) thesaurus provides ten different knowing of culture which range from creating the perceptive and ethical ability to an associate with and flavor in fine artistry to the act or process of growing living material in a prepared vitamin. Despite these variations, most writers recognize that the idea of business culture represents the distributed principles, actual presumptions, and behavior objectives that regulate decision-making.

In other words, culture makes public order, a continual, and a combined identification that produces dedication to guidelines about how we do things and how to get the job done within companies (Cameron & Quinn, 2011). Organization performance has been calculated in many different methods (Gupta and Directs, 1977; Ramanujam, 1986). Researchers have used single items to evaluate company performance, such as company success (return on total assets) (Snow and Hrebniak, 1980). Given the wide range of methods in which technology may give rise to a business's performance, and the importance of content credibility for such a important evaluate, we select a multidimensional range consists of company image with customers, company, earnings, profits, and overall performance of an organization.

The reliant varying in this case is the degree of performance of an organization in applying change process of organization. Projects such as TQM, BPR and others require an important change to the guidelines and procedures used by companies. Experienced company supervisors know that change is unavoidable. While there are a wide range of change management concepts existing, there are a few features that are globally important to the execution of every change. It is important to determine the level that each attribute will affect the change process for each change. These personal features must be mixed and analyzed before identifying the best method.
of change for your personal situation. The change process is the series of steps or activities that a change process team or venture innovator would follow to apply change process to a venture. Based on Prosci's research of the most effective and commonly used change, most change process contains the following three phases:

- **Stage 1 - Preparing for change** (Preparation, evaluation and strategy development)
- **Stage 2 - Handling change** (Detailed planning and change management implementation)
- **Stage 3 - Strengthening change** (Data collecting, remedial action and recognition)

It is worth noting what change process is and what change process is not, as described by the majority of research members.

- Change process is not a stand-alone procedure for developing a company solution.
- Change process is the procedures, tools and techniques for handling the people-side of change.
- Change is not a process enhancement technique.
- Change process is a means for reducing and managing resistance to change when applying procedure, technology or company change.
- Change process is not a stand-alone technique for improving company performance.
- Change process is a necessary component for any company performance enhancement procedure to succeed, such as programs like: Six Sigma, Business Process Reengineering, Total Quality Management, Organizational Growth, Reorientation and ongoing procedure enhancement.
- Change process is about managing change to realize company results.

It is understandable that to take benefit of ideal opportunities and address problems, companies have to apply changes to their company procedures, items, and/or to the organization itself. However, the literary works contains numerous experiences of organization failing while applying change. For example, in the perspective of BPR tasks, 70 percent have been approximated to end in failing (Cafasso, 1993). Nevertheless, organization capability to effectively apply changes is widely suggested as essential for business competition. Effectiveness implementing business change is directly related to company performance.

A study of the literary works on company change management shows several pre-requisites for efficiently applying company change such as complying with organization goals, worker and division contribution in the change procedure, customer feedback, and reasonably management ling high risk with cost benefit research, tracking progress, and interaction regarding the change process. In other words, how change is applied is an essential determinant of success. Specifically, the essential features of the change process listed above are expected to impact the business's capability to change its items, procedures, and its business configuration and culture.

The degree to which the change process holds the suitable features will be proportional to organization performance applying organization change. As organization competition increases, many organization companies have responded to flourish the value of their goods and solutions to customers by renovating their organization processes to increase performance, deliver new goods and solutions, and improve the quality of their promotions. Despite the cost and risk
involved, there are several reasons for the release of significant organization changes such as when step-by-step procedure improvements have not met objectives, when there are large holes between current and target levels of organization productivity/performance, when there is significant loss of business due to customer discontentment and products/services becoming products (Tsang, 1993). The literary works is abundant with articles acknowledging that IS technology continues to play an increasingly critical assisting role in organization changes. Simultaneously, the impressive changes to the organization and the pushing nature of many projects provide a unique opportunity for studying the impact of computer on organization companies.

The value of a wide range of IS technology to back up company advancement. Computer Telephone Incorporation has been recognized as a highly effective tool to improve the relationship with customers (McCarthy, 1996). The use of IS for data exploration and warehousing is seen as essential for decision assistance (Anonymous, 1995). Friedenberg and Grain (1994) and Guimaraes et al., (1997) have suggested Expert Techniques as practical execution automobiles for company change because they are efficient in catching and circulating information and information handling ability across an company. The list of technology available to back up the necessary company changes is endless: DSS, Group DSS, and EDI, Customer Hosting server Techniques, Picture Techniques, the Internet, and Intranets. Without efficient IS assistance, the change execution procedures would be seriously restricted and in many cases delivered impossible. Efficiency in assisting company activities effectiveness is proportional to effectiveness applying company change.

**RESEARCH FRAMEWORK**

**HYPOTHESIS**

H1: Characteristics of change process has a positive and significant impact with organizational performance

H2: Effectiveness in business activities and implementation with intervention of culture has a positive and significant impact with organizational performance

**METHODOLOGY**

Research Design
The method adopted for this study is in relation to the factors which are contributory and plays their role in maintaining the governance. Research design of this study consists of the details about the targeted population, sample and measuring scale. The statistical tools and techniques used to analyze the data from the selected sample represents the relationship among the variables and trends of variation in them.

**Population, Sample & Respondents**
The targeted population is of major corporate sector of Pakistan. Sample selected from the population consists of 250 respondents. Sample consists of top line personnel at managerial positions. The respondents are in the age range from 40 to 55 years and minimum qualification is Masters with work experience not less than 15 year.

**Instrument & Measure**
Data collection is done through the structured questionnaire which is comprised of two sections. The first section is about the personal information and second section consists of details related to variables under study and their sub constructs. Questionnaire is adapted and taken from the studies of previous researchers. Some of the elements are adjusted according to the requirement. Items of questionnaire are measured against 5 point Likert scale. The questionnaire used for data collection is self explanatory. Data collected from the respondents is analyzed through the SPSS.

**RESULTS AND FINDINGS**

<table>
<thead>
<tr>
<th>Paths</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
<th>Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP</td>
<td>.845</td>
<td>.057</td>
<td>21.412</td>
<td>.000</td>
<td>Supported</td>
</tr>
<tr>
<td>EBA</td>
<td>.934</td>
<td>.021</td>
<td>19.241</td>
<td>.000</td>
<td>Supported</td>
</tr>
<tr>
<td>OC</td>
<td>.998</td>
<td>.038</td>
<td>34.600</td>
<td>.000</td>
<td>Supported</td>
</tr>
</tbody>
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The results in the above table demonstrate the relationship among the variables stated above in the table. The variables include enterprise governance, enterprise governance, enterprise governance, organizational capacity, and organizational performance. The relationships are explained in terms of different tests.

The above table depicts that the beta estimates of OC and EG are .845 which shows that there is relationship exists in the two variables. It is clear from the table if there is one degree change in organizational capacity there would be 84.5% change in enterprise governance. The beta results explain that there is relationship exists. The p-value of explain that relationship is significant as the p-value is P<.05.

The table further illustrates that there is positive relationship between enterprise governance and enterprise governance. The relationship between the two variables shows the relationship with
beta estimates of .934. The results portray that if there is one degree change in enterprise governance there would be 93.4% change in entries governance.

The beta results of enterprise governance and enterprise governance are .998 which shows that there is relationship exists between the two variables. The results indicate that if there is change in enterprise governance there will be some change in enterprise governance. The results in the table demonstrate that if there is one degree change in enterprise governance there would be 99.8% change in enterprise governance. The p-value of the two variables explains that the relationship is significant.

The above table further represents that the beta estimates of organizational performance and organizational capacity are .816 which shows that there is relationship exists in the two variables. It is obvious from the table if there is one degree change in organizational performance there would be 81.6% change in organizational capacity. The beta results explain that there is relationship exists. The p-value of explain that relationship is significant as the p-value is P<.05.

<table>
<thead>
<tr>
<th>Chi</th>
<th>Df</th>
<th>Sig</th>
<th>Chi/Df</th>
<th>GFI</th>
<th>AGFI</th>
<th>CFI</th>
<th>NFI</th>
<th>RMSEA</th>
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<td>.931</td>
<td>.921</td>
<td>.901</td>
<td>.915</td>
<td>.0436</td>
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The results in the above table demonstrate the model fitness index. It is used for the acceptability of model. The significant value of is (P<.05) indicates that there are discrepancies in the model as it does not fulfill the minimum requirement for p value. The related chi-Square value is also greater than 2 as recommended by (Tabachnick and Fidell, 2007) to as low as 2.0 (Wheaton et al, 1977) as high as 5.0. Another model fitness measure is goodness of Fit index is also acceptable. The minimum acceptance level for goodness of Fit index is equal to or greater .90 is acceptable (Schumacker and Lomax, 2004).

This criteria fulfill the minimum acceptance level of Model Fit (GFI>.90) and AGFI is alternative of goodness of fit which adjusted goodness of Fit index for degree of independence. The recommended value for NFI and CFI is equal or greater .90 Hooper et al (2008). RMSEA (Root Mean Square error of approximation) informed about optimally selected constraints would fit the population co-variance Matrix (Byrne, 1998). According to MacCallum et al., 1996) RMSEA value under .08 show good fit of the model.

**DISCUSSION AND CONCLUSION**

“It is not the most powerful of the species that survive, nor the most brilliant, but the one most tuned in to change.” Charles Darwin

Overall, business culture is an essential organization ingredient for starting and retaining a new way of doing business. Some consider culture as the adhesive that holds companies together, while others compare it to a compass providing direction (Christensen, 2006). By determining social features associated with ideal companies from the literary works, this dissertation reframes the way in which community directors understand business culture by introducing a structure
favorable for producing nimble organizations driven by ideal considering. It revealed that applying management tools (i.e. ideal planning) without knowing social motorists of organization actions will only result in short-term changes. Additionally, the section revealed repercussions of structural social features that protect individual mental models, maintain at standstill styles of considering, and fail to develop double reviews circles. Active growth of the ideal culture kind assists directors in re-shaping the way individuals, groups, and divisions make choices.

Intended to provide directors a theoretical basis for knowing a retooled change process, this papers works as a foundation for continue with change process as a practical procedure for moving organization principles towards ideal considering. Must Strategic change process Frameworks’ six features will provide directors with an ability to evaluate existing organization principles against preferred standards.

Particularly suitable for community companies, the purposeful growth of this change process kind will affect status-quo styles of considering by fulfilling the critical review of processes for the purposes of system-wide improvements. The Strategic change process structure is neither a one-size-fits-all approach to managing companies nor the solution for the many problems facing community companies today. In conclusion, business culture is an important aspect for institutionalizing a preferred change process.

Primary objective of this research was to empirically analyze the connection between a business's capability to apply changes to its items, procedures, organizational framework and culture, and the business's organization performance. Another major purpose was to empirically analyze the connection between previously proposed suitable features of the change process used, the role that IS assistance plays in enabling change, and the business's capability to apply change in the areas mentioned above. Despite the relatively small sample size, the results provide strong evidence regarding the value of efficient IS assistance and you will of the change process if organizations are to successfully apply organization changes to their items, organization procedures, organization framework, and organization culture to enhance organization performance.

In general the companies participating in this research are rated only slightly above average (represented by each business's primary competitors) in terms of their efficiency in providing IS assistance, having change process with the suitable features, and implementing organization changes. However, there are significant inter-company differences along the primary variables and their respective component items. Given the value of efficient organization change implementation in these days of hyper-competitiveness, it behooves top managers to do whatever they can to enhance their businesses IS efficiency in supporting organization actions and promote the desired change procedure actions.

To enhance IS assistance while implementing company improvements, supervisors must look at organization performance in terms of its IS technological innovation leadership position in its primary industry areas, knowledge of how to get the best technological innovation available, effective use of particular technological innovation, and benchmarking the use of particular technological innovation against the business's primary competitors or best-in-class target organizations. An essential need to accomplish these goals is the clear definition of the more
essential technological innovation necessary to back up organization primary products and company processes, and technological innovation which will enable the architectural and social changes regarded essential to enhance organization competition. Another essential need is management identification that the execution of each of the various technological innovations considered essential to the organization is dependent on particular achievements aspects.

The achievements aspects for the various technological innovations have been identified and discussed elsewhere (Guimaraes et al., 1992; Guimaraes and Igbaria, 1997; Udo and Guimaraes, 1994; Yoon et al., 1997; Guimaraes et al., 1995; Yoon et al., 1995) and are regarded beyond the opportunity of this paper. Further, top supervisors must ensure that their business’s change process holds the desirable features analyzed here: all significant changes must comply with organization goals, all affected departments participate in the change process, individual employee feedback is regarded essential, consumer's feedback is regarded essential, company partners’ feedback is regarded essential, supervisors ability to balance high risk with cost/benefit, the existence of clearly described actions to observe achievements, that clearly described actions to observe achievements exist, that change goals and achievements are clearly conveyed, and that the change management team respond quickly to required change.

Last, while the value of successfully applying changes to products, company procedures, and company framework cannot be declined, the value of successfully applying social changes seems to be a clear differentiate between low and powerful companies. This finding while surprising should not come as a surprise given the widely mentioned significance of company culture to success and growth in super competitive company surroundings. Perhaps efficiency in applying change in all the company areas analyzed here is ultimately reliant on changing company culture.

PRACTICAL IMPLICATIONS

- Managers should evaluate company actions and procedures to figure out methods to improve performance or reduce your costs. Cash preserve by applying change process can be spent in other company actions.
- Managers should discover methods to increase the performance or performance of projects not involved directly in the delivery of the products or services. Business management tools in the form of software or services could help the management side of your company. Effectiveness in employment, planning, cost management, and managing information could preserve serious cash.
- Evaluating production procedures can help manager’s spot areas where they can improve their functions and eliminate redundancies. This could lead to automating procedures, improving facilities, applying technologies, and exercising workers.
- Managers should manage providers and create sure that they are getting the best prices. They should consider freelancing or subcontracting elements of company.
- Managers could try to discover businesses that create beneficial use of those resources during the downtimes. This might involve periodic or regular moving of management main concerns and exercising workers to do new projects.
STUDY LIMITATIONS AND RESEARCH OPPORTUNITIES

Depending on a comprehensive study of the appropriate literary works, this research is the first effort at empirically examining the value of the change process features play in the execution of necessary organization changes to improve organization competition. While the constructs analyzed here are well established, much can be done for further examining and perhaps helping the actions used. It would be useful for other scientists to further discover their psychometric qualities with larger example size, and make an effort to create and test new actions.

Cameron and Quinn (2011) claim that no one concept can extensively integrate and describe the natural complications and interrelationships of business culture. Additionally, the uncertain characteristics of the subject make it difficult to claim one culture structure right and the other wrong. Because this dissertation has provided a theoretically centered structure, there are many possibilities for future research. Further, this research purposely used a highly targeted model which needs to be extended to include other factors possibly important to effective execution of ideal organization change. Last, the results may have provided a glance at the value of companies being able to change their societies as a major precondition to efficiently applying changes in other areas more proportional to organization company performance.

REFERENCES


