EMPLOYEE RESISTANCE TO ORGANISATIONAL CHANGE:

A CASE STUDY OF FIRST BANK OF NIG PLC, KADUNA BRANCHES

BY

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DECLARATION

I hereby declare that this project ha s been written by me, and that it is a record of my own research work. All sources of information and, where applicable, other written views have been duly acknowledged in the bibliography.

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Date

CERTIFICATION

This project report entitled, Employee Resistance to organisational change meets the regulations governing the award of the degree of Master of Business Administration (MBA) of the Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literary presentation.

Supervisor _____ Date _____ Signature 28/10/2002

External Examiner _____ Date _____ Signature _____

Head of Department _____ Date 30/10/02 Signature _____

Dean Post-Graduate School _____ Date 03/02/03 Signature _____

DEDICATION

To my husband, Mallam Musa Abdulkadir, and my children Aisha, Asma'u and Farida.

ACKNOWLEDGEMENT

It is a common saying that almost anything in life is easier to get into than getting out of it. But with the efforts and assistance of these people I have been able to accomplish the task of writing this project.

In this respect therefore, I wish to express my profound gratitude to my husband and my children for giving me the opportunity to attain this present educational height in my life through their financial, moral and inspirational encouragement.

I am most grateful to my supervisor, Dr Mrs J. Nwasike, for her time in reading through the work and making very helpful and inciteful suggestions.

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This acknowledgement will be incomplete if I fail to thank my friends, Rose Mary Kadir, Helen Ezeamaka, Stella Onyeji, my parents Mr and Mrs D.A. Okhimamhe - you were simply wonderful.

ABSTRACT

In the world of today one thing is certa n, "change is constant". There is a growing awareness of the inevitable process of change in our companies. The rate of change is increasing due to faster technological advancements and changes in society that are encouraged by intensified communication through television, telephone, and the application of computer networks.

An additional complication is the fact that the business environment is becoming more competitive. Not only are multinationals confronted by foreign investors, medium and even small scale businesses are increasingly subjected to pressures from emerging challenges in the business world.

To ensure continuous progress of the organisation, management tends to device means of obtaining maximum utilisation of human resources; one of these means is the introduction of organisational change.

These made it imperative for First Bank of Nig. Pic to embank on organisational development.

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CHAPTER ONE

INTRODUCTION INTO THE STUDY:

Organisational change is a phenomenon that can be viewed as an agent of progress to business organisation. No business can progress without adopting change in this ever changing world.

Embracing change is one thing, its management is another. When changes are adopted in organizations they tend to be resisted by employees; proper management of change therefore is necessary in order to ensure effective utilization of organisation resources which result in placing the organisation in a smooth and fast pace of progress.

It is a known fact that human resources; is most important resources in an organisation probably because in the cause of normal working condition, the human resources manipulates other resources of the organisation in order to realise maximum productivity.

To ensure continuous progress of the organisation, management tends to device means of obtaining maximum utilisation of human resources; one of these means is introduction of organisational change. Organisaitonal change is normally introduced in the interest of the entire organisation.

There are different levels of change or organisational change. This will be considered in subsequent chapter.

The different levels of change range from a minor change in work procedure to a major revamping of the organisation structure.

It is a fact that the world is changing at an alarming rate, science is the major factor responsible for these rapid change; business organizations must respond to these changes if it must survive. The labour market is increasingly growing in size, with up to date expertise in various fields of studies. Within the organisation, workers are subjected to transfers, changing of jobs, ideas, procedures, policies, strategies and so on.

The relevance of these possible changes cannot be over emphasised. Because organizations cannot be in isolation, they have no choice but to succumb to change if they are to succeed in a competitive world. Change in organisation is inevitable and management should be prepared to manage the diverse reactions from employees which could be favourable, unfavourable or neutral.

Organisational change is viewed in this research work as discredit observable process of social behaviour. Interest in organisational change is currently fashionable because for many firms, changing environment and technology makes corresponding company organisational changes a necessity.

This is why First Bank of Nigeria Plc is currently undergoing a process of organisational development which they call "First Bank Century II Transformation Project". The project is aimed at changing the Banks approach to business, for instance, their culture, people quality, processes, market focus and technology will be improved to ensure that they are clear leaders in the industry. According to the Managing Director, Mr. J.O. Sanusi at Nicon Nuga Hotel in Abuja on the 26/3/1997,

> "Change is a global issue and no corporate body is exempted. Neither size, nor heritage can protect us against the impact of technological change and fast moving markets. Continuous marginal improvements are no longer sufficient. As we re-position our Bank to offer the best financial services possible in Line with our mission and to actualise our vision, it is important that the whole reengineering effort is got right the first time".

The concern of this thesis is to research on how organisational changes are introduced, its resistance and to specifically look into approaches to overcome the resistance and to manage change generally. The aspect of change that the research is most concerned with is that of a positive change that brings life to the organisation. The research is devoted more to planned changes, external changes and all other forms of organisational changes that pass as challenges to management. In short the research revolves around organisational change that stand to transform the whole organisation.

HISTORICAL BACKGROUND AND GENERAL INFORMATION ON FIRST BANK OF NIGERIA PLC..

First Bank of Nigeria Plc was established in 1894 and was known then as the British Bank of West Africa (BBWA). They were known to have loaned money to farmers to enable them develop cash crop production and served the colonial government. They relied solely on external sources of deposit and financing of international trade.

The Bank's name was changed to Bank of West Africa in 1957 and to Standard Chartered Bank of West Africa on November 1 1966. The name was changed to Standard Bank Limited during the indegenisation era and on October, 1 1979 it took a new name and became First Bank of Nigeria Limited and finally became a Public Lability Company in 1992.

OBJECTIVES OF THE ORGANISATION.

It is the Bank's policy generally to encourage banking habits and has also encouraged Nigerians individually or collectively, to participate in the building and controlling of the nations economy.

The organisation's vision is to "be clear leader and Nigeria's bank of First choice". This provides the guiding philosophy for all the changes needed to make it happen. Their mission is to "remain true to our name by providing the best financial services possible". This expresses their reason for being in business.

SIZE OF THE ORGANISATION

The Bank has more than 255 functional branches and agencies spread all cover the Federation with its Head quarter in Lagos and five regional offices, namely

Central Banking operations	-	Kaduna
North Banking operations	-	Kano
Lagos Banking operations	-	Lagos
East Banking operations	-	Enugu
West Banking operations	-	Ibadan.

The bank has a total staff strength of about 10910 and an asset base of ₦72.81 billion.

REORGANIZATION

The Bank witnessed the first reorganization in 1910 after the death of the founding chairman. This was in areas of their day to day operations and a board was constituted. In 1952 - 1969 there were Structural changes in the bank with the arrival of Central Bank of Nigeria. There were also changes and development in 1969-79 with the Oil Boom and indigenisation era. A good thing about the bank is its penchant for re-organisational adjustments from time to time. This is part of its adaptive mechanism to the changing operational environment.,

In January 1985 the existing organizational structure was fine tuned to check the inadequacies existing then and to prepare the bank to cope With future challenges. That was when the five Regional Administrative Banking units and three administrative divisions at the Head office in Lagos were created these administrative units have been expanded to include three more units.

Since 1994 when the bank celebrated its centenary in banking. They have been undergoing a major re-organisation which is in three phases. The bank intends to revamp the company's compesentation system. There has been a major shift in organisation objectives, a reorganization of the structure and introduction of new technology. They are re-engineering the bank as a whole.

This is a radical departure from old processes and adopting new processes with the aim of achieving super performance.

STATEMENT OF THE PROBLEM

It must be considered that there is nothing more difficult to carry out or more doubtful of success, or more dangerous to handle than to initiate a new order of things. In any given situation, change is a natural occurrence, it is an unstoppable phenomenon, business organizations are not exceptional to this facts. Change is the biggest story in the world today and it is a message that most people who work in organizations accept if you ask them, yet in practice it remains difficult to bring about. Some force encourage change and some resist it. No business organizations is an exemption to this problem.

Impediments to change is found in all levels of managerial set up of any given organisation. Management are often reluctant to take the pain of effecting a change, probably because of the time and expenses involved. More so when the change is faintly felt. Even if the change must be done by the supervisors, the subordinates tend to resist it if does not guarantee there individual security.

Not all change is resisted by all people. Some welcome change. It provides them with hope for adjustment in existing work situations, alterations in relationships that exist among their associates, and opportunities to become more successful in life with their personal aspirations.

Authors of management literatures variously agreed that the problem of resistance to changes is generally less in the lower levels compare to the upper levels of management. This can be ascribe to the supervisory nature of this levels, where changes are in most cases looked upon as orders from above in which case if subordinates resist them it will mean disobedience to their superiors. The management of the organisation, First Bank of Nigeria Plc uses the above mentioned system to introduce any desired change. In most cases, because of the high rate of unemployment in the country most workers at all levels of the organisation are contended to receiving changes as a mere order and swallow their grievances or "face the music".

Sometimes when people want to change it is because they see the new behaviour as being in their own self interest. When the members of the organisation cannot see how the change benefits them, they may appear to change in order to show loyalty, but such change is not likely to survive for long. This form of accommodating new behaviours but not internalizing them

is one of the problems with imposed change.

Considering the fact that positive change brings life and progress to business organisation, yet this beneficial progress faces grave danger of resistance. Various reasons are responsible for this resistance problems but as to whether these reasons are worthwhile is left to business administrators to critically examined.

Some changes that are technological in nature has the effect of rendering a popular and very active personnel redundant. A technological change also has effect on laying off workers especially in areas of production where new equipments can replace a large number of workers. These changes which are technological in nature can lead to resistance.

Aside from technology government legislation, economic trend, public attitudes, and expectations are also external forces that can influence organisational change. Often times changes resulting from these factors are unfavourable to the organizations, unfortunately organizations have no choice but to accept them.

Potential initiators tend to be reluctant in introducing changes that will take long time in bearing fruits. This happens in organizations where workers refuse To see changes as beneficial to the organisation. It has been established by R.S. Schemehorn that "innovations, change and conflicts are inseparable". A change faces conflict mostly when it involves a whole section.

A healthy change Should be considered as a welcome phenomenon that leads the organisation to a new position of growth. It is unfortunate that this agent of growth is usually treated with bias. In as much as management sometimes seek to avoid this unfortunate situation, they sometimes find themselves engaging in activities that are enemical to changes. Popluar authors of management have asserted that it requires a wise, intelligent and experienced manager to tackle problems arising form change

AIMS AND OBJECTIVES

All business organizations that are open to competition crave for modern methods or new technology. To be ask To cope with competition, one of the things that management must do is to make effort in solving change problems in the organisation. Bringing about major change in an organisation like First Bank of Nig. Plc is a difficult task. Employees are presented with facts that the old ways which include familiar tasks, jobs, procedure And structures are no longer applicable.

The research looks at organisational change as a phenomenon in business organisation, that is to say business cannot grow or develop without embracing change or living up to date with technology. This research shall show the role this vital growth element to business plays in the development and progress of business organizations.

Introducing and embracing a change is one thing, managing it, is another. This thesis therefore revolves around how a change can be effectively introduced, embraced and managed to fruition.

The research will show the reasons why personnel detests or welcome change. Should a change be introduced to the satisfaction of the personnel or the organisation as a whole? Should personnel sacrifice their individual interest to that of the organisation? These questions and some more will be addressed as the research unfolds levels and degrees of change in organizations and the implications these have on employees and managers will be understood.

The research will specifically show how First Bank of Nigeria Plc introduce and manage change, how much the organisaiton has benefited from organisational change. It is also one of the objectives of this research to make general recommendations whenever possible especially with particular reference to First Bank of Nig. Plc.

Very little research has been undertaken in organisational change in Ahmadu Bello University Zaria as revealed by Kennedy library. This research will therefore serve as information source to academicians and entrepreneurs alike.

HYPOTHESIS

This study seeks to find out answers to the following assumptions:-

1. HO: Organisational change is indispensable in business organizations.

   HI: Business organizations can survive without organisational changes.

2. HO: Organisation's work force detests all forms of changes in the organisation.

   HI: Human resources in organisation resist no organisational change.

3. HO: Organisational change is only detested if the new behaviour is not in their own interest.

   HI: Organisational change is loved by employees if it will achieve organisational goal.

4. HO: Force is the only method management use to overcome employees' resistance to change.

   HI: Management employ persuasion and consultation as the only method to overcome employees' resistance to change.

LIMITATIONS

In undertaking this study, the research encountered some problems which have contributed some deficiencies to the project.

As I said earlier not too many literature or researches have been undertaken in organisational changes. This is evident from the libraries visited during the cause of the research.

The management were not pleased with the four methods of procedure chosen for data collection. They only consented to questionnaire and skeletal interview. It is thought That by applying these four methods of data collection, any judgement made is close to being perfect. However much effort has been made through the usage of questionnaire, interview and observation methods to have a representation of the whole organisation as possible.

This research could have been better if the whole organisation was used as a case study, but due to time factor and financial constraints it was not possible. However the research is a fair representation of the organisation.

OPERATIONALISATION OF CONCEPTS

For the purpose of clarity, there are some major concepts which will appear so often in the research, that need to be defined.

One of such concept is the concept of organisational change. Before we go into defining organisational change, it will be wise for us to understand the term "organisation" as it relates to this research.

> To Robbins (1991) organisation is, a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.

The earliest writers on organisation called the classical school, see organisation as a formal structure, concerned with the best way of dividing up tasks to be done, with how to group these together into departments and with how to deal with problem of coordination. They stressed the need to clarify responsibilities and authority.

The human relations school, dating from the Hawthorne studies in the 1920's, stressed the need for awareness of people's needs and reactions when

designing the formal structure. That formal organisation can affect people's behaviour, and how people may develop their own informal organisation.

A more recent way of looking at an organisation is the system approach. Importance of the interactions between parts of the organisation and between different parts of the organisation and between it and its environment. According to Hersey/Blanchard, organizations are social system only one of which is a human/social system. The others are administrative/structural, informational/decision making and economic/technological subsystems.

From the above explanations, this study prefers to view organizations as complex open social systems mechanisms which take input from the larger environment and subject that input to various transformation processes that result in output. As systems, organizations are seen as composed of interdependent parts. Change in one element of the system will result in changes in other parts of the system.

What is change in this sense? According to Robbins, change means "Making things different". While Edgar (1972) sees change as a modification of existing relationships; it is an alteration of the status quo.

What is organisational change? Kahn (1974) says organisational change means "changing the patterns of recurring behaviour. A significant aspect of organisational change has to do with behaviour, particularly recurring patterns of behaviour. Shepherd (1970) uses the word "culture", which is more comprehensive and nearer to our concept.

Anther concept to be clarified is organisational development, French/Bell (1971) defines organisational development as,

> a long range effort to improve on organizations problem-solving and renewal processes, particularly through a move effective And collaborative management of organisation culture-with special emphasis on the culture of formal work teams-with the assistance of a change or catalyst and the use of the theory and technology of applied behavioural science, including action research.

Robbins (1991) defines organisational development as,

> A collective of techniques that attempt to effect systematic planned change.

From the definitions, one can deduce that organisational development is the application of behavioural science concepts and skills to change process in an organisation, while organisational change is a discrete, observable process of social behaviour.

One concept that needs to be defined is "Change Agents". Robbins defined it as "persons who act as catalysts, and assume the responsibility for managing change activities".

CHAPTER TWO

ORGANISATIONAL CHANGE

An overview:-

So many writers on organisational change have written about it in every possible perspective as a difficult thing to bring about. They have also suggested some helpful perspectives for viewing change. This notwithstanding, it is necessary to review some of the existing literature on organisational change.

In the world of today and tomorrow one thing is certain, "change is constant". There is a growing awareness of the inevitable process of change in our companies. The rate of change is increasing due to faster technological advancements and changes in society that are encouraged by intensified communication through television, telephone, and the application of computer networks.

An additional complication is the fact that the business environment is becoming more competitive. As a result of internationalization of trade, not only multinationals are confronted with foreign competitors. Medium and even small sized businesses are increasingly subject to pressures from emerging challenges

in the business world. Since there are a number of change agents involved in a change process, an attempt will be made to discuss them briefly.

Some writers on organisational change especially in the 1950s and 1960s saw change in organisations as episodic. They treated change as the occasional disturbance in an otherwise peaceful world. That is, it starts at some point, proceeds through series of steps and culminates in some outcome that those involved hope is an improvement over the starting point. When change is seen as an episodic activity, it has a beginning, a middle, and an end. Both lewin's three-step model which will be discussed later and action research follow this perspective.

Some writers, such as Robbins (1991) view the episodic approach though may be the dominant paradigm for handling planned organisational change, but has become obsolete. This is the belief of the 1990s writers. To them change is a natural state and managing change is continual process.

FORCES FOR CHANGE

Robbins, identified six specific forces that act as stimulants for change - the changing nature of the work force, technology, economic shocks, changing social trends, the new world politics and the changing nature of competition.

Nature of the work force

The different values expressed by different generations. For example, workers over fifty value loyalty to their employer, those in their mid thirties to forties are loyal to themselves and the late baby boomers' generation or pragmatists value loyalty to their careers. That work force is changing with rapid increase in the percentage of women. Human resource policies and practices will have to change in other to attract and keep this more diverse work force.

TECHNOLOGY

Changes in technology change the nature of work. He said that the adaption of new technologies such as computers, telecommunication systems, robotics and flexible manufacturing operations have profound impact on the organisations that adopt them. They are stimulating widespread changes in the required skill levels of employees, the daily activities of managers, and the organisation's ability to respond to the changing needs of customers.

ECONOMIC SHOCKS

Robbins continued by explaining what economic shocks means. That the 1970s overnight quadrupling of world oil prices, imposed changes on organisation either directly or indirectly. For example when OPEC raised the price of oil from under $3.00 to $12.00 a barrel, automobile, recreational vehicle, and building

insulation manufacturers felt an immediate effect. The reason for this economic shocks according to him is that we live in an "age of discontinuity" where it is impossible to predict what those shocks will be and where they will come from.

SOCIAL TRENDS

That higher education industry now provides a mass market product. Women have gone from a small minority to the majority. Part time students now out-number full timers.

WORLD POLITICS

Robbins identified that the changing world politics has impact on organisational change especially from 1989 to date. The fall of Berlin, the end of the cold war, the release of Nelson Mandela, the end of apartheid in South Africa, the fall of socialism in Soviet Union, all these have their impact on organisational change.

COMPETITION:

The last area Robbins, discussed is the changes derived from increased competition. The global economy means that competitors are as likely To come from Japan, Mexico, Germany etc as from the other side of town. To him heightened competition also means that established organisations need to defend themselves against both traditional competitors who develop new

products and services and small, entrepreneurial firms with innovative offerings. Successful organisations will be the ones that can change in response to competition.

LEVELS OF ORGANISATIONAL CHANGE

According to Gray Istarke (1988), there are two methods of analyzing levels of organisational change. One method is to examine individual, group and organisation levels and the other is to examine the degree of change required of those affected by the change.

INDIVIDUAL LEVEL

Changes in the individual seldom have significant implications for the total organisation, although there is an occasional exception. Examples of changes at the individual level are changes in job assignment, a physical move to a different location, or change in maturity, of a person which occurs naturally overtime. According to social systems theory, any change in the system Will affect other parts of the system, but the effects are often too small. If a major change occurred in an individual, the ramification would be such that changes would also occur on the group level. This is turn might influence the wider organisation.

GROUP LEVEL

Gray/Starke went further to say that most organisational changes have their major effects at the group level. That this is so because most activities in organisations are organised on a group basis. The groups could be departments, project teams, functional units within department or informal work groups. To them, changes at this level can affect work flows, job design, social organisation influence and status systems, and communication patterns. That managers must consider group factors when implementing change. Informal groups can pose a major barrier to change because of the inherent strength they contain. Formal groups can also resist change, as exemplified by the resistance shown sometimes by unions to the changes proposed by management.

OGANISATIONAL LEVEL

Gray/Starke referred to change at the organsiational level as "organisation development" changes at this level is believed to involve major programs that affect both individuals and groups. That decisions regarding these changes are generally made by senior management and are seldom implemented by only a single manager. Frequently they occur over long periods of time and require considerable planning for implementation. Examples of these changes would be reorganisation of organisatonal structure and responsibilities, revamping of company compensation systems, or major shifts in an organisation's objectives.

LEVELS OF CHANGE

	INDIVIDUAL	GROUP	ORGANISATION
Small	Promotion of individual	Add new employee to group	Create new staff department
Medium	Training programm for managers	Merge groups	Reduction of work force
Large	Change C.E.O.	Disband work group	Major restructuring of organisation

FIGURE 2 - 1

Examples of interaction between levels and degree of change.

From the diagram in figure 2-1, Gray/Starke have been able to show that the effect upon each level in the system is partially determined by the magnitude of the change.

DEGREES OF ORGANISATIONAL CHANGE

They went on to explain, how changes can also occur in various degrees at any level. There can be large changes at the individual level or at the extreme, small changes at the organisational level. Slight behavioural changes such as changes in patterns of interaction between organisational members. Such changes, because they involve relatively logical information and reasons, cause little

emotional involvement of those affected and thus can occur over relatively short periods of time.

They also view areas of greater behavioural change involves cognitive aspects of change giving way to the emotional aspects. Changes in role expectations or in basic values and orientation affect people differently, since they challenge their previous experiences and accepted ways of doing things. Resistance is encountered because people are reluctant to give up behavioural patterns that were comfortable and psychologically satisfying. That these change situations encounter resistance not only because of the large amount of behavioural change required, but also because the need for change is not usually an accepted fact.

TARGET OF CHANGE	METHOD OF CHANGE	COGNITIVE VS EMOTIONAL MIX
Slight behaviour change Changed pattern of interaction	Changed budgets, schedules communication systems and methods.	COGNITIVE
Change role expectations	Management training programs, changed authority structure new division of labour and task modification	
Changed values and orientation	*Changed reward system, new or* different leadership approaches or styles.	
Changed basic motives, achievement, process and affiliation	Different selection criteria replacement of people, major strategy changes.	EMOTIONAL

Major Behaviour change.

FIGURE 2 -2

ELEMENTS OF ORGANISATIONAL DEVELOPMENT PROGRAM

Source. Adapted from P. Lawrence and J. Lorschi

Development organisations: Diagnosis and Action.

As illustrated in figure 2 -2 the range of changes paries according to the degree of change required, the length of time required to implement the change and the level of congnitve versus emotional content of the change. According to the

figure the largest behavioural changes are those that require changes in fundamental motives of people. A change of this magnitude, which actually is a change in the culture of the entire organisation, would take years to accomplish because of the major attitudinal and behavioural changes required.

A similar analysis by Hersey And Blanchand, "The management of change" Training and development journal (Jan - Ma-rch 1972) illustrates now different levels of change compare on the basis of difficulty and time involved. Figure 2 - 3 shows that change progressively affects four different levels; Knowledge, attitudes, individual behaviour, and group behaviour. Changes in knowledge can occur over short periods of time with little difficulty. Changes in group behaviour require more time and are more difficult because they require attitudinal and individual behaviour changes.

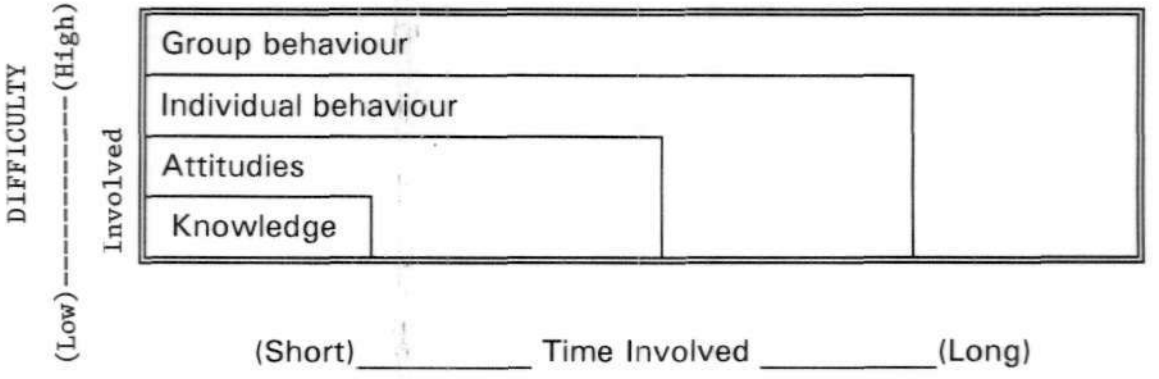


FIGURE 2 - 3

Time and difficulty involved in making various changes.

SOURCE:

Paul Hersey and Kenneth Blanchandi.

The management of change.

THE CHANGE PROCESS

Experts agree that most organisational changes do not take place overnight, they proceed in stages. One way to think of these stages was proposed by psychologist Kur Lewin years ago. He identified three stages to change and called these unfreezing, changing and refreezing.

UNFREEZING:

The aim of unfreezing according to Lewin is to motivate and make the individual or the group ready to change. It is a "thawing out" process where the forces acting on individuals are rearranged so that now thy see the need for change. To Edgar H. Schein when drastic unfreezing is necessary, the following common elements seem to be present:

1. The physical removal of the individual being changed from their accustomed routines, sources of information, and social relationships.

2. The undermining and destruction of all social supports;

3. Demeaning and humiliating experience to help individuals being changed to see their old attitudes or behavioural as unworthy and thus to be motivated to changes.

4. The consistent linking of reward with willingness to change and punishment with willingness to change.

In brief, unfreezing, according to Lewin, is the breaking down of the norms, customs and traditions of individuals - the old ways of doing things - so that they are ready to accept new alternatives.

CHANGING

Hersey/Blanchand (1977) went on to say that once individuals have become motivated to change, they are ready to be provided with new patterns of behaviour. This process they said most likely occur by one or two mechanisms known as identification and internalization. Identification is said to occur when one or models are provided in the environment models from whom individuals can learn new behaviour, patterns by identifying with them. Internalization on the other hand is said to occur when individuals are placed are demanded of

them if they are to operate successfully in that situation. They also believe that effective change is often as a result of combining both identification and internalization into a strategy for change.

Force compliance is sometimes discussed, as another mechanisms for inducing change. It occurs when an individual is forced to change by the direct manipulation of rewards and punishment by some one in a power position. In cases like this, Blanchard believes that behaviour appears to have changed when the change agent is present, but it is often dropped when supervision is removed.

REFREEZING.

The process by which the newly acquired behaviour comes into being integrated as patterned behaviour into the individuals' personality and/or ongoing significant emotional relationships is referred to as freezing. As Schein contends, if the new behaviour has been internalized while being learned, "this has automatically facilitated refreezing because it has been fitted naturally into the individual's personality. Hersey/Blanchard said if behaviour has been learned through identification, it will persist unless new surrogate models are found or social support and reinforcement is obtained for expressions of the new attitudes. To ensure that the new behaviour does not extinguish overtime,

reinforcement must be scheduled in an effective way, by continuous and intermittent reinforcement schedules. That with continuous reinforcement the individuals learn the new behaviour quickly, but if their environment changes to one of non-reinforcement, extinction can be expected, to take place relatively soon. With intermittent reinforcement extinction is much slower, because the individuals have been conditioned to go for periods of time without Any reinforcement. Thus for fast learning a continuous reinforcement schedule should be used.

ANALYZING RESISTANCE TO CHANGE

Why do people resist change? Professor Paul Lawrence says that resistance to change need not accompany change and that a change if handled correctly - may evoke little or no resistance. He says this is because it's not the "technical" aspects of the change that employees resist, but rather the social change. So many writers have written on the reasons why employee resist change which are discussed below:-

EMOTIONAL VERSUS RATIONAL RESISTANCE.

Various studies have documented the fact that the psychological factors operating in organizations produce resistance that cannot be understood in reference to objective data: Rational resistance to change, according to Starke;

occurs when people do not have the proper level knowledge or information to evaluate the change. This type of resistance is such, that providing the necessary information about the change reduces the resistance.

Emotional resistance on the other hand is said to revolve the psychological problems of fear, suspicion, anxiety, insecurity etc. Luthans (1972) says that these feelings are evoked because of peoples perception of how change will affect them. That because of the personal nature of perception, emotional resistance is often difficult for others to understand. That management can see how a proposed change will benefit an employee, but these benefits are not often understood by the employee because of emotional blocks. For example, Management's purchases of a new piece of equipment may, from management's perspective, improve an individual's job. While the employees on the other hand may see the new equipment as one more step towards being replaced by a machine thus threatening their job security. The distinction between emotional and rational resistance is sometimes difficult to make in practice.

ECONOMIC REASONS:

Various writers have written that it is difficult to distinguish between economic reasons and personal reasons. Nevertheless, there is a belief that some

resistance is based on economic fear - the fear of becoming temporary displaced or unemployed. Gray /Starke said that individuals may see a reduction in their work hours which they relate to reduction in income. That they can also look upon new system as a work accelerator of some kind which speeds up the normal leisurely pace which they have been enjoying and puts them, as they would say on a "treadmill". They may even conclude that the new system will not improve their material well being in anyway.

Gray/Starke were quick to add, that as in the case with all sources of resistance, the important factor is the perception of the individual. There may not be any actual threat to economic security in a proposed change, but if people perceive that there is, then this perception will govern their behaviour. They said that perceptual barriers have to do with mental limitations of the individual and his ability to visualize with the proposed changes may mean to him, he maybe unable to visualize the total picture And never really understand now he fits into it.

SOCIAL REASONS

Social relationships established within groups can be an important determinants of behaviour. So many writers on organisational change suggested that for these same reasons, groups will often resist change if the change is perceived as

threatening to the group structure. Gray/Starke gave an example that many changes proposed by management change the flow of work in the unit, which therefore affects the established social relationships. Changes that violate group norms may also be resisted, since the norms determine acceptable forms of behaviour for the group.

STATUS REASONS

Some writers, such as Williams (1972) emphasis that changes in social systems almost always affect the status of people. They believe that status systems within groups become firmly established And any change that reduces the status of the group or individual members will likely meet with resistance. That technological changes can be a frequent cause of status problems, since job skill requirements and responsibility levels are often affected. It is difficult to conceive of any organisational change that will not affect the status of someone. That a physical change in a unit's layout or space allocation, an implementation of a new work procedure, the insertion of new employee in the work group or the purchase of a new piece of equipment will have an effect, not only upon the specific employees, but also upon others in the system.

SECURITY REASONS

Gray/Starke noted economic reasons an one source of resistance to change, and pointed, out that economic security was important to many workers. That in

addition to economic security was important to many workers. That in addition to economic security is the need for psychological security i.e. The need for a degree of predictability in our lives. Predictability of our environment allows us to concentrate on other matters and reduces anxiety associated with uncertainty. Although some researchers have suggested that some personality types have more difficulty than others in dealing with uncertainty everyone has some need for structure and predictability. The preservation of this "Security Blanket" causes us to resist change because of the uncertainty associated with the out comes of the change. Gray/Starke concluded that since most changes originate at higher levels of the organisation and are passed down to lower levels, a degree of uncertainty is almost always the result. That it is only those changes that we control ourselves, that minimize the negative effects of uncertainty.

SKILLS AND COMPETENCE REASONS

Luthan (1972) went on to say that changes that reduce the skill and competence required of employees are often resisted. That resistance is caused by the ego need, the satisfaction of which is jeopardized when required skills are reduced. He said any change that attacks the ego will be resisted. Technological changes seem to fit this category most often, though it is not limited to these computers, for example, are resisted by many people who do not understand

them and feel inadequate around those who do.

THE "PATH OF LEAST RESISTANCE" REASON

Gray/Starke explained this as an expression describing the fact that change is often resisted simply because there is no incentive for people to go along with it and it is easier to remain with the status quo. It is noted that changes in performance can be induced if reward systems are structured to reinforce such changes say Gray/Starke. The same principle applies to managing change. That for people to go along with change, they must have a reason (i.e. an incentive). Though writers on organizational change, have categorized the various sources of resistance to change, they equally believe that there is no single source. That a change in work systems, for example, may be resisted for economic, social, status, and ego reasons. Therefore solution to change problems must allow for a variety of sources.

STRATEGIES FOR MANAGING CHANGE.

Recent developments in the field of organisational behaviour have moved away from universalist approaches to dealing with behavioural problems and have concentrated on situational approaches. Starke/Gray, reiterated that effective management of organisational change benefits from this movement because change is a situational problem. Dealing with resistance to change is seldom a

matter of a single strategy. Several strategies as discussed below can be employed.

PARTICIPATION IN CHANGE

Hersey/Balanchard and Gray/Starke, said one of the strategies frequently recommended for dealing with resistance to change is to allow those affected by the change to participate in its design and implementation. They agree that through participation and involvement, people are provided with more information about the change and have the opportunity to influence it with ideas. Participation they said can serve to reduce some of the anxiety associated with change, and can give participants some ownership of change itself and can also increase commitment so that implementation tends to be easier.

They found out that, participation is not without problems. That when people are involved in the change process their role will be meaningless if some of their ideas are not implemented. If participation is used as a manipulative process simply to get employees to agree with the proposals of management, then resentment is created. When this method is used, management must be prepared to compromise their objectives; otherwise, they would probably be better off not inviting participation. Gray/Starke discovered that although participation is generally, useful for implementing change, it does not in itself

guarantee that change will be accepted. One research study has noted that participation has positive results only when the outcomes of the process are perceived as important by employees.

THE QUID PRO QUO APPROACH. (Latin phrase meaning "this for that")

Gray/Starke contend that this method provides a useful method for dealing with resistance to change. Most changes he said originate at the higher levels of the organizations but their major impact is felt at the lower levels. This means that the benefits of the change accrue to the planners and the costs of change are borne by those who must implement it. They emphasised the need to overcome this inequity by making changes to have built incentives for everyone. That positive reinforcement be present to offset the resistance that is anticipated. The "quid pro quo" approach requires compromise in that incentives for change must be built in that would not otherwise be included.

OPEN COMMUNICATIONS ABOUT CHANGE.

Gray/Starke stress the need for open communication strategy which has two major benefits, one that is obvious and the other more subtle. For the former, providing information about change may reduce the anxieties of those affected and the resistance to change caused by lack of awareness. That as a general rule, the more negative the organisational climate, the greater the importance of keeping people up to-date about the change. That if necessary information is not

forthcoming, employees frequently create their own.

They argue that, on a more subtle level, using open communications affects the secrecy aspect of change. That to understand the importance of this strategy, one must first realize that very few things are truely secret in any organisation. This suggest that changes contemplated by management are likely not confidential.

MAKING CHANGE THE NORM

Another reason given for employees' resistance to change is simply because they are not used to it says Luthan. That if change is an accepted practice, then the unusual can become the norm. He said frequent changes also give people practice in adapting and this reduces their fear of new situations. He went on to further stress that organizations should not simply change for the sake of making changes, but a consions effort to keep social systems from becoming stale will generally help reduce resistance. That for this strategy to work, the changes must still be properly implemented.

INTRODUCING MULTIPLE CHANGES

Gray/Starke said that the logic of multiple change strategy is, since resistance to change occurs in incremental units, the marginal resistance encountered from

introducing several changes is only slightly greater than from a single change. They gave reasons why this strategy can be effective:-

1. That a part of all resistance is due to initial shock of the change, and if changes are proposed, this shock is spread over the lot.

2. That when multiple changes are introduced, emotional resistance can be less because potential negative effects are spread over other positive effects.

WORKING THROUGH INFORMAL LEADERS

Gray/Starke reiterated the importance of informal work groups and their leaders. That because of the influence of informal leaders can have, they play an important role in implementing change. If the co-operation of the informal leaders can be gained, resistance to change can be reduced. They suggested that one way to get the co-operation of informal leaders is to coopt them into the planning process. That getting the informal leader involved in the change can increase his or her commitment, which can have positive effect on the group.

USING NATURAL MOTIVATOR IN PEOPLE

That people do not naturally resist change, but that when they do it is because something within them is being threatened by the change. This "something" is what is called their natural motivator say Gray/Starke. That it is natural in that they are the result of experiences and are therefore deeply ingrained as determinants of behaviour. It stands to reason that anything that challenges these natural motivator will be resisted. They suggested that a better strategy in this case is to design change such that it increases the feelings of importance or at worst does not reduce them.

FORCING CHANGE

According to Gray/Starke, managers will encounter a situation in which change must be forced upon employees. This could be because of deep seated emotional resistance that cannot be dealt with or because the pressure of time does not permit more communication and involvement. They suggested some principles that will assist in the application of this strategy:-

1. That employees should be told why the change is occurring and if possible why the change is being forced. This principle is appealing to the rational side of the people and therefore may not have much effect if their resistance is emotional, but that it is usually necessary.

2. That to force the change, managers must rely on the authority and power of their positions. It is mostly a "do it or else" situation. Once the change has occurred, it becomes important for people to have a good experience with the change. If people have only bad experiences then coercion will only reinforce their Original feelings. Gray/Starke gave an example that if the change is a change in job design, the employee may feel insecure and inadequate in the new job. That understanding, (the supportive role) training (the coaching role) and involvement (the participative role) can all help employees to adapt to a forced change.

CHAPTER THREE

DATA COLLECTION/PRESENTATION

The success of any research work depends heavily on the methodology employed for data collection. A methodology can be described as the way, the means and manners in which a researcher collects data. Generally, data can be categorized under two categories, viz; the primary and secondary types of data. In choosing the methodology suitable for this research, its nature and objectives were taken into account. Both primary and secondary method of data collection were employed and the purpose for this chapter is to illustrate the procedure used in collecting data.

Questionnaire, interview, and observation are the methods used for data collection. These method are explained below with their results.

QUESTIONNAIRE

This of course is a list of questions systematically arranged in order to provide the researcher vital information about the subject of research.

Questionnaire are both open and closed ended. Closed ended questionnaire provide alternative answers in which the respondent is to choose from, while the open ones leave s the respondent to determine answers to question on his own. One must employ wisdom in deciding the type of questionnaire to adopt. Generally speacking, a well designed closed ended questionaire that equally achieve the aim of the research is better than an open ended type for a very busy respondent; more especially if such a respondent is not interested in the research. Close ended questionnaires were employed in this research to make it easier for those respondents who were busy, those who were not interested in the research and finally those who were merely completing them out of pity. Close ended questionnaire were also used where desired objectives will be achieved.

The questionnaire for this study are of three categories. The first category is addressed to the Directors and the deputy General manager of the organisation. This comprises of eight closed ended questions. The respondent is simply asked to tick or 'Circle' the answers.

The second category is addressed to the Assistant General Manager (AGM) and senior managerial personnel (SMP). It comprises 10 close ended questions. The third category is addressed to the senior and junior staff of the organisation this comprises of 12 close ended questions.

The table below summaries the distribution and collection of the questionnaire from the three categories of staff of the organisation.

TABLE 3:1

RESPONDENTS	NO PRESENTED	NO RESPONDED	NO THAT DID NOT RESPOND
EXECUTIVE DIRECTOR	1	1	0
DEPUTY GENERAL MANAGER	1	1	0
ASST. GENERAL MANAGER	3	2	1
SENIOR MANAGERIAL PERSONNEL	10	8	2
SENIOR STAFF	60	45	15
JUNIOR STAFF	110	82	28
TOTAL	185	139	46

This summary shows that both the executive director and the deputy General Manager of the company received and responded to the questionnaire. The Assistant General Manager And the senior managerial personnel were presented with a total of thirteen questionnaire and ten were completed, while 3 were not attended to. Finally, out of the 170 questionnaires presented to the third category of staff (i.e. senior and junior staff) 127 were responded to and 43 were not returned. On the whole, 185 respondents were presented with questionnaires, 139 completed theirs while 46 did not comply.

The reasons why they were not completed are summarized below:-

TABLE 2

RESPONDENT	NO. NOT COMPLETED	NO ABSTAINED	NO NOT INTERESTED	NO TIME
Assistant General Manager	1	1	0	0
Senior Managerial Personnel	2	0	0	2
Senior Staff	15	3	6	6
Junior Staff	28	8	9	11
TOTAL	46	12	15	19

This table shows that the only Assistant General Manager who did not complete the questionnaire, abstained from doing so, while the two senior mangers claimed that they did not have the time. Out of the 15 senior staff who did not complete the questionnaire, 3 merely abstained, 6 did not have the time while the remaining 6 were not interested. As for the 28 junior staff, 8 abstained, 9 claimed that they were not interested, while 11 did not have time.

On the whole a total of 46 staff returned their questionnaire unanswered, 12 abstained, 15 were not interested and 19 did not have time. Most of those who abstained did not accept the confidentiality clause. They did not believe that every information given will be treated in confidence. Some even pretended not to understand the topic, after a verbal explanation was given. Those who were

not interested, still did not have interest in the research. Finally, those who did not have time, never returned the questionnaire, though an extension of time was granted to them. Some of them accepted to be interviewed.

INTERVIEW

Interview is a direct method of collecting data. It is a suitable for on the spot assessment and judgement. The method rules out the possibility of being misjudged or misunderstood. Inspite of the great advantages interview method have over others, it's success as a method of data collection depends heavily on the co-operation of the interviewee. The interview was conducted on a very small scale. About 9 members of staff mainly drivers and messengers were interviewed. This method was chosen because of their literacy level. There was no hitch encountered during the exercise as they co-operated.

OBSERVATION

Observation as a method of data collection is a situation where the researcher physically witnesses a situation relating to this study. This means that the researcher is not only told of the situation but is physically at the scene and witnesses issues. This method was fully carried out As the researcher is a staff of the organisation. This method has contributed greatly to the study.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

This chapter tends to interpret and analyse the data gathered in order to be in a better position to judge the effectiveness of business organizations in overcoming resistance to change. The three categories of questionnaire are critically analysed as follows:-

CATEGORY I

This category was addressed to the Executive Director and the Deputy General Manager of the Bank. Their reactions to the questionnaire was generally the same.

TABLE 4.1

CHANGES OCCUR IN MY ORGANIZATION.

OPTIONS	RESPONDENT	PERCENTAGE
Frequently	0	0
Rarely	0	0
Only when necessary	2	100%

As shown in table 4:1 above both the Executive Director and the Deputy General Manager all agreed that change occurs in their organization only when necessary.

TABLE 4.2

MY OPINION ABOUT CHANGE

OPTION	RESPONDENT	PERCENTAGE
Helps achieve organizational goals	2	100%
Never desirable	0	0

When their opinion was sought in the second question on what they think about organizational change, they were all in agreement that change helps to achieve organizations goals.

In question three, they were also asked if change should be discouraged or welcomed. They were still in agreement that it should be welcomed.

External changes such as technology, government policies, public pressure, competitors etc. can create problems for an organization. The two respondents have two different but close opinions. While the Executive Director wholeheartedly look at external changes as a blessing to the organization, his Deputy General Manager accept that such changes are welcomed but

sometimes are challenging and pose difficulties to the organization.

In question five, they were asked how their managers respond to changes. The Executive Director simply accepted that they welcome changes all the time, while the DGM claimed that they sometimes resist changes.

In question six, the ED and DGM were asked how their managers feel about planning a change. They both agreed that their departmental heads or managers always want to be involved in planning a change.

Question seven sought to know what method the ED and DGM use to overcome resistance. Both agreed on the three approaches, that they would call the manager and talk to them. They will compel them to obey or take the change as an order and finally that they will show example by embracing change practically.

The final question is on how the ED and the DGM view changes made by their managers. They are again in agreement that they view these changes made as a welcome development but should always get approval before embarking on major changes.

CATEGORY II

Questionnaire for this category is addressed to the middle management staff comprising of the Assistant General Manager and the senior managerial personnel. Ten completed questionnaire were received. The first question was on the position they occupy in the bank. The other results are tabulated below:-

TABLE 4:3

QUESTIONS	A	B	C	TOTAL
TWO	1	2	7	10
THREE	5	4	1	10
FOUR	8	0	2	10
FIVE	9	1	0	10
SIX	1	2	7	10
SEVEN	4	8	6	18
EIGHT	0	0	10	10
NINE	0	0	10	10
TEN	9	1	0	10

The first column of the table show the question numbers, while the second, third and fourth represent options provided to each question. The scores under A, B and C represent the scores for each alternative as against the very question. The last column shows the total number of respondents that

responded to each question. There were a total of 10 respondents but question seven shows a total of 18. This is so because the ten respondents were allowed to select more than one alternative.

Question two sought to know the length of time the respondent has been serving in the bank. Option 'A' is given as less than 10 years, 'B' more than 10 years, 'C' more than 20 years. The result shows that out of ten middle level managers who responded one has been serving the bank for less than 10 years, two for more than 10 years while 7 for more than 20 years.

In question three, the respondents were asked to give the general opinion they have of the bank. Options 'A' presents the bank as an ideal organization to work in, 'B' fairly satisfactory while 'C' present the bank as a place not worth working in. The result shows that five chose 'A' four 'B' and one 'C'.

In question four, the respondents were asked to give their opinion about organizational change. The result shows that eight of them chose 'A' that it helps achieve organizational goals as a result it is welcomed. None chose 'B' i.e. a threat to my performance while 2 chose 'C' i.e. though it is good for the organization but not favourable to me None of the respondent see changes as

threat to their performance.

The respondent were asked if they sometimes introduce changes in question five. A 'Yes' and 'No' options were presented. Nine respondent chose Option 'A' that they do introduce changes, while one chose 'B' NO.

In question six, those managers who said that they sometimes introduce changes were asked how their subordinates receive them. Option 'A' states that changes is seen as a challenge and it is faced without resistance. 'B' it is hated while "c" change is accepted with difficulties or reluctantly. The table show that only one manager accepts that his subordinate face changes bravely as a challenge that is option A. Two respondents accept option 'B' that is "subordinates hate changes, while seven Managers chose option 'C' that changes are accepted by subordinates but with difficulties or reluctantly.

The managers were asked in question seven if they usually involve their subordinates while planning organizational change. Three alternatives were given with the respondent having the option of selecting more than one alternative. Alternative 'A' suggests that the managers consult their subordinates before introducing a change. 'B' suggests that mangers introduce changes whenever they feel it is necessary. While 'C' suggests that the managers plan and present

change as an order. Four Managers made one selection out of the three alternatives fours more made two selections, while two selected the three alternatives provided. The result shows that option A has four scores, 'B' eight scores, while 'C' has six scores making a total of 18 scores instead of 10.

In question eight the mangers were asked to pick from three alternatives what their likely actions will be when resistance occur. 'A' will sack the subordinate 'B' will persuade the staff to accept change while 'C' compel the staff to accept change. The result shows that all the respondents are in agreement with alternative 'C'.

When asked in question nine what medium of communication do they convey their change program to their subordinates, three options were given to them. Option 'A' through circulars, 'B'. Through workshops/seminars and 'C' all of the above. The 10 respondents all accepted that they use all the methods, that is option 'C'.

Finally, the tenth question was on how the mangers react to suggestions about change made by subordinates. Two alternatives were provided 'A' and 'B'. 'A' 'A', They form part of my change package and 'B' I do not welcome such suggestions. The result shows that nine managers chose alternative 'A' while

one for alternative 'B'. This means that the nine managers welcome suggestions made by subordinates regarding change.

CATEGORY III

The questionnaire for this category is addressed to both the senior staff who perform the supervisory role and the junior staff of the bank. The table below represent the result obtained from the respondents. Questions one, two and three are not shown on the table because only the status, the number of years Served in the bank and the current job are required.

SENIOR STAFF

TABLE 4:4

QUESTION	A	B	C	D	E	TOTALS
FOUR	2	24	19	0	0	45
FIVE	44	1	0	0	0	45
SIX	10	5	30	0	0	45
SEVEN	0	29	16	0	0	45
EIGHT	1	2	2	7	17	29
NINE	3	1	2	10	0	16
TEN	0	45	0	0	0	45
ELEVEN	3	42	0	0	0	45
TWELVE	35	10	0	0	0	45

This table shows the result of the questionnaire received from the senior staff. In question four, they were asked to give their opinion of the bank. Three options were given 'A', 'B' and 'C'. 'A' suggests that the bank treats the respondent very well, 'B' suggest that the bank does not satisfy theM, while 'C' suggests that it treats the respondents well, but there is room for improvement. The result on the table show that two out of the forty five respondents accept that the bank treats them well. Twenty four of the respondents are not satisfied with the treatment while nineteen accept that they are well treated but there should be an improvement.

In question five, the senior staff were asked how they feel about their jobs. Two options were given 'A' and 'B'. 'A' suggest that the respondent likes the job very much, while 'B' suggests that the respondent does not like it. The table shows that forty four respondents like their job while only one respondent does not like his job.

In question six, the respondents were asked to give their opinion of organsiational change, and three options 'A', 'B' and 'C' were provided. 'A' is, it is good for the organization, but not for me. 'B' it is a threat to my performance 'C' it helps achieve organizational goals hence it is welcomed. The result shows that 10 respondents picked option 'A' while, 5 picked 'B' and 30

picked 'C'.

The respondents were asked in question seven if they do resist change. They were given three alternatives. 'A' yes, at all times. 'B' yes, sometimes and 'C' No. The table show that none of the respondents chose 'A' twenty nine chose 'B' while 16 chose 'C'.

Those twenty nine respondents who chose 'B' were further asked to give reasons why they sometimes resist change in question Eight and these are the scores. Five options were given, 'A', 'B', 'C', 'D' and 'E'. 'A' Brings uncertainty, so I feel insecured, 'B' suggest lack of trust for policy makers. 'C' lack of skills required for the change. 'D' suggests no motivation and 'E' all of the above. The result shows that one respondent chose 'A', 2 picked 'B' 2 picked 'C', 7 picked 'D' and 17 chose all of the above; 'E'.

In question nine, those 16 respondents who said 'No' were asked to give reasons why they said no. For options were provided i.e. 'A', 'B', 'C', and 'D'. 'A', provides scope for personal development. 'B', it provides challenges 'C', recognise achievements and 'D', All of the above. The result shows that out of the sixteen respondents who said 'No' 3 chose, alternative 'A' One picked 'B' 2 chose 'C' while 10 chose 'D' All of the above.

In the tenth question, the respondents were asked if they participate in planning a change. Two alternatives were provided 'A' and 'B'. Option 'A' is 'Yes' and 'B' is 'No'. All the forty five respondents all chose "No".

The senior staff were asked in question eleven, if they are being motivated to accept change. Two options were given 'A' and 'B'. 'A' is 'Yes" and 'B' 'No'. Three respondents said 'Yes' while forty two said 'No'.

Finally in the twelveth question, the respondents were asked how they are made to accept change. Three options, A,B, and C were provided. 'A' suggests that they are compel or forced to accept change, 'B' they are persuaded to accept change, while 'C' they are allowed to take decision either to accept change or not.

The result shows that thirty five respondents said that they were compel to accept changes. I.e. option 'A', 10 respondents chose 'B' that is "persuaded to accept changes" while no one chose C.

JUNIOR STAFF

TABLE 4:5

QUESTION	A	B	C	D	E	TOTALS
FOUR	10	51	22	0	0	82
FIVE	57	25	0	0	0	82
SIX	14	14	54	0	0	82
SEVEN	5	68	9	0	0	82
EIGHT	3	7	10	14	39	73
NINE	1	3	1	4	0	91
TEN	0	82	0	0	0	82
ELEVEN	2	80	0	0	0	82
TWELVE	80	2	0	0	0	82

The first, second, and third questions merely asked for the status, years spent or worked in First Bank of Nig Plc and years spent on current job.

In question four the junior staff were asked to give their opinion on how they are treated in the bank. Three options, 'A', 'B' and 'C' were provided. Option 'A' suggests that the bank gives a very satisfactory treatment to the staff, 'B' suggests that the treatment given is not satisfactory, while 'C' that it is satisfactory and that there should be improvement 10 respondent chose 'A', 51

'B' and 22 'C'.

In question five, feelings about their job was sought. Two alternatives were given 'A' and 'B'. 57 respondents chose 'A'. I.e. "I like it very much", while 25 chose 'B' i.e. "I do not like it".

They were further asked in question 6 to give their opinion about organizational change. Three alternatives, 'A', 'B' and 'C' were given. 'A' suggests that organizational change is good but not for the staff, 'B' that it is a treat to the respondent performance while 'C' suggests that it helps achieve organizational goals hence, it is welcomed. The result shows that, 14 respondents chose 'A', another 14 'B' while 54 chose 'C' i.e. organizational change is welcomed.

In question seven they were asked if they resist change. The alternatives provided are 'A' yes, at all times, 'B', yes, sometimes while 'C' no. 5 respondents claimed that they resist change at all times i.e. option 'A' while 68 chose 'B', that they sometimes resist. And 19 said no that they do not resist change i.e option C.

Those 73 respondents who said yes were further asked in question eight why they resist changes. Five options were given. 'A' suggests that it brings

uncertainty, So I feel in secured. 'B' suggests lack of trust for policy makers. 'C' lack of skills required, 'D' no motivation and 'E; All of the above. The result show that 3 chose 'A', 7 'B', '0 'C' 14 'D' and 39 respondents 'E'.

In question Nine, the '19 respondents who said No were also asked to give reasons. Four alternatives were provided. 'A' provides scope for personal development, 'B' provides challenges, 'C' recognises achievements while 'D' all of the above. The table show, that one respondent chose 'A', 3 chose 'B' one chose 'C' and 4 chose 'D'.

When asked in question Ten if they participate in planning change. They were given two alternatives to choose from. 'A' yes and 'B' no. All the 82 respondents chose No option 'B'.

In the eleventh question, the junior staff were asked if they were motivated to accept changes. Again two options were provided 'A' yes and 'B' No. Two respondents chose 'A' while 80 chose 'B'.

In the final question (question 12), they were asked how they are made to accept changes. Three options A,B and C were given. 'A' suggest that they are compeled to accept change, 'B' persuaded to accept change, while 'C' that they

are allowed the freedom to make their choice, either or not to accept.

From the result shown on the table, 80 respondents chose 'A' that they are compelled to accept change, 2 chose 'B' that they are persuaded to accept change while no one chose 'C'.

The table below further summarizes result of findings in percentage.

TABLE 4:6

CATEGORY OF QUESTIONNAIRE	ARE CHANGES WELCOMED?		ARE CHANGES RESISTED?		METHOD OF MANAGING RESISTANCE	
	YES	NO	YES	NO	FORCE	PERSUASION
I	100%	0	50%	50%	50%	50%
II	80%	20%	90%	10%	100%	0
III						
SENIOR STAFF	67%	33%	64%	36%	78%	22%
JUNIOR STAFF	65%	35%	89%	11%	97%	3%
TOTALS	78%	22%	73%	27%	81%	19%

The diagram shows that 78% of the total respondents welcome changes while 22% do not welcome changes.

73% of the total population indicate that changes are resisted, while 27% do not resist changes in the organization.

On how resistance is managed, 81% of the total respondents agreed that force is used to overcome resistance and 19% said that persuasion is used.

From the data presentation, it can be deduced that the staff of First Bank of Nig. Plc Kaduna Branches welcome organizational changes. However the organization centralises the planning of change. This is indicated by the answer given by the Executive director and the Deputy General Manager that they normally caution the senior managers to obtain permission whenever they initiate change. This means invariably that top management are responsible for introducing major organizational changes.

The executive Director alone stated that his mangers do not resist organizational changes at all while the deputy General Manager stated otherwise. In a brief interview with the director, he revealed that changes are usually introduced in order to achieve organizational objectives and goals and that staff are expected to look at it in that manner, as a result resistance should not occur. It can be concluded therefore, that due to the centralization of planning changes, organizational changes are strictly introduced. Hence the staff are compelled to

accept these changes. The use of force is clearly shown by the top management staff (i.e the ED and the DGM), where they both stated that they compel their managers to accept changes where resistance occur. Both also treat resistance by persuading their mangers as well as showing good example.

When the Ed and D.G.M. were interviewed, they revealed that some of the changes that require showing example are attitudinal changes and that persuasion involved creating an understanding so that the managers will look at changes as part of the organizational problem.

In planning a change the ED and his DGM say they consult their senior managers, while The senior managers in turn force changes on their subordinates probably because of the imposing nature of a change process, the subordinates accept changes with difficulties as proved by their answer to question number six where seven of the senior managers claimed that their subordinates have difficulties in accepting changes.

To overcome resistance to change, the senior managers apply force. The staff manager confirm verbally that the management do not at all expect a resistance and as such any attempt to resist change will not be welcomed. Very little persuasion is applied to overcome resistance.

Both the senior and junior staff welcome organizational change though they claimed that they are not satisfied with the way they are treated. They equally like their jobs, but still do resist changes due to many reasons stated in question eight.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This final chapter tend to point out in brief what the research has discussed in the past chapters. Conclusion will be drawn and recommendations made based on the findings of the research.

SUMMARY

Chapter one starts with the introduction of the study. Historical background and general information on the case study, First Bank of Nigeria Plc is objectively presented. The chapter also presents a statement of general problem commonly associated with the topic, aims and objectives of the research and the hypothesis, as well as the limitations.

Chapter two reviews works of other researchers relating to the topic.

Chapter three presents the methodology employed in data collection. It shows that questionnaire, interview, documentation and observation methods were utilised.

In Chapter four, data presentation and analysis is made. The chapter shows that different categories of questionnaire were designed to cover the entire staff of the organization; that is from top management down to the junior workers.

In brief, the analysis reflects that First Bank of Nigeria Plc recognize that organizational change bring progress to the business thus the bank employs changes in order to achieve its goals. Also the analysis shows that the bank use coercive method in managing employees' resistance to change. However, Schemer horn warns that this method only work in a short run. The method also can attract reaction from Trade Unions.

CONCLUSION

In conclusion, one can state from the findings that First Bank of Nigeria Plc introduces and embraces organizational change. The bank experiences resistance to change from its employees and to overcome resistance more force or coercion than persuasion is used to make them accept changes. The bank management are achieving their objectives by using the method.

TESTING THE HYPOTHESIS

HO

"Organizational changes is indispensable in business organization".

The question is, is this hypothesis true of First Bank of Nigeria Plc?

Organizational change form an integral part of First Bank. Employees are made to see change as an order. From the top management cadre to the fore-front managers, senior staff as well as junior staff have testified that organizational change brings progress and development to their organization. This can be seen in Table 4; 6 were 78% of the total respondents, claimed that they welcome change since it helps to achieve organizational goals.

One can conclude therefore, that this hypothesis is true of First Bank. That no business organization can isolate herself from this ever changing world, if they have to survive.

HI

HI

"Business organizations can survive without organizational change".

From the presentation and analysis of the data collected this hypothesis has been rendered invalid. The fact that the bank is committed to the achievement of its objectives confirmed that it must be opened to new ideas in order to compete favourably with competitors. HI suggests that business organizations are static. It is never possible in the world of today, for any business to remain stagnant. Any firm that does so will surely die off.

HO

"Organizations work force detest all forms of organizational changes".

The result of findings, show that, though First Bank employees welcome change, they do also resist change when introduced. This is an irony. 73% of the total respondent confirmed this. As earlier pointed out, an employee do not resist change itself but the effect of change. This is to say that not all forms of changes are resisted but changes that do not favour the employee.

H1

"Human resources in organization do not resist organizational change".

The findings show that changes are generally resisted. On the contrary, employees will not resist changes that boost their ego.

Table 4:6 shows that 73% of the total respondent resist organizational changes while 27% do not. This proves that changes are resisted by employees, thereby rendering this hypothesis not true.

HO

"Force is the only method management use to overcome employees resistance to change".

In First Bank of Nigeria Plc, force is mostly used to manage employees resistance to change. Summary of analysis presented in table 4:6 shows that 81% of the total respondents agreed that the use of force are applied to overcome resistance to change. It is relevant to comment here, that the nature of an organization or work performed determine whether or not force should be

used in dealing with resistance to change. Force cannot be the only method as stated, it is normally combined with other non-coercive methods, hence 19% of the respondents agreed that persuasion is also used.

Jolaoso points out that coercion as a method is most appropriate for an organization that has ignored change for a long time. However, he worried that unwise application of force can attract trade disputes. The use of force to manage resistance, can only be effective if it is used with extreme caution, otherwise it can cause more harm than good.

HI

"Management employ persuasion and consultation as the only method to overcome employee resistance to change".

First Bank of Nigeria Plc employs this method as seen from the summary analysis table. This therefore proves that other methods other than the use of force is employed in managing resistance to change. The percentage is nineteen (19%)

RECOMMENDATIONS

The findings of this research show that organizations cannot isolate themselves from changes that are healthy to their progress. It is therefore, essential for management to be sensitive to organizational changes. The research has also shown that major organizational changes do not surface without resistance. Management should always take note that controversial changes are always resisted in various ways, therefore managers should always be alert in order to contain resistance.

It is generally accepted that "prevention is better than cure", this saying is equally relevant in the case of change, since a change process needs to be carefully planned in order to reduce employees resistance. Management needs to involve members of staff in planning a change process. This will make them have a sense of belonging.

Since some aspect of change has to do with the psychological part of the individual, for example attitudinal change, it is necessary that a conducive work environment be provided for staff. A worker who is pleased with his work environment will be proud and also will be happier to do his job, then the one who is not.

One other thing that can reduce resistance to change is an assurance that the employees job is secured. If there is job security employees will view organizational change as a problem which needs to be solved by all. These and other forms of motivational measures such as good reward system, are essential in checking resistance to change both directly or indirectly.

In adopting organizational change managers should bear in mind that change in itself is not the means neither should it be looked upon as a decision to act, but rather it should be seen as a process of achieving the means. A question facing all of us then is. How does one deal with resistance?

Many managers under-estimate not only the variety of ways people react to organizational change, but also the ways they can positively influence specific individuals and group during a change. And, again because of past experiences, managers sometimes do not have an accurate understanding of the advantages and disadvantages of the methods with which they are familiar. First Bank of Nigeria Plc relies heavily on coercion in overcoming resistance to change - Jolaoso and Schermerhorn are in agreement that the method has a temporary effect, hence, First Bank of Nigeria Plc management, need not rely so much on this method.

These are some other ways to overcome resistance to change:-

One of the common ways which First Bank should use to overcome resistance to change is to educate people about it before hand. Communication of ideas helps people see the need for and the logic of change. The education process can involve one-on-one discussions, presentations to groups or memos and reports. An education and communication programme can be ideal when resistance is based on inadequate or inaccurate information and analysis, especially if the initiators need the resistors help in implementing the change. What First Bank managers overlook, is the fact that programme of this sort requires a good relationship between initiators and resistors or that the latter may not believe what they hear. This method also requires time and effort, particularly if a lot of people are involved.

A person's attitude is generally organised and integrated around a person's image of oneself, and they result in stabilized characteristic ways of dealing with others. In order to change these attitudes, one may need to be subjected to a process called unfreezing. This process according to Hersey/Blanchard, would disturb what was previously his "stable equilibrium" and in so doing, would make him ready to accept change. Once the person's previous beheviour pattern is unfrozen, then he is presented with the desired characteristics which

would change his behaviour. He needs to identify with the desired characteristics patterns and internalize them. As the individual undergoing the change is internalizing the new behaviour patterns, he is given reforcement of his new behaviour. This is the part of the change process Schein, called refreezing. It is intended that he will find these new patterns acceptable to himself and thus an attitudinal change results.

If the initiators involve the potential resistors is some aspects of the design and implementation of the change, they can often forestall resistance. With a participative change effort, the initiators listen to the people the change involves and use their advice. I have found that many managers in First Bank have quite strong feelings about participation - sometimes positive and sometimes negative. That is some managers feel that there should always be participation during change efforts, while others feel this is virtually always a mistake. Both attitudes can create problems for a manager, because neither is very realistic. It is suggested that when change initiators believe they do not have all the information, they need to design and implement a change, or when they need the whole-hearted commitment of others to do so, involving others make very good sense. Considerable research has demonstrated that in general, participation leads to commitment, not merely compliance. In some instances, commitment is needed for the change to be a success. Nevertheless, the

participation process does have its draw backs. Not only can it lead to a poor solution if the process is not carefully managed, but also it can be enormously time consuming. When the change must be made immediately, it can take too long to involve others.

Another way that managers can deal with potential resistance to change is being supportive. This process might include providing employees time off after a demanding period, or simply listening and providing emotional support, for example. Facilitation and support are most helpful when fear and anxiety lie at the heart of resistance. In First Bank seasoned tough managers often overlook or ignore this kind of resistance, as well as the efficacy of facilitative ways of dealing with it. The basic drawback of this approach is that it can be time consuming and expensive and still fail if time, money and patience are not just available, then using supportive methods is not very practical.

Finally, managers of First Bank of Nigeria Plc often deal with resistance coercively. Here they essentially force people to accept a change by explicitly or implicitly threatening them (with the loss of jobs, promotion possibilities, and so forth) or by actually firing or transferring them. Using coercion is a risky process because inevitably people strongly resent forced change. The use of force is only necessary in situations, where speed is essential and where

changes will not be popular, regardless of how they are introduced.

Having discussed the above methods of reducing or overcoming resistance to change, I will like to emphasis that successful organizational change efforts are always characterised by the skillful application of a number of these approaches often in very different combinations. According to John Kotter and Leonard Schlesinger, two American specialists, the most common mistake managers make is to use only one approach or a limited set of them regardless of situation. Surprisingly large number of First Bank managers have this problem.

A second common mistake that First Bank managers make is to approach change in a disjointed and incremental way that is not a part of a clearly considered strategy. In approaching an organizational change situation, managers explicitly or implicitly make strategic choices regarding the speed of the effort, the amount of pre-planning the involvement of others, and the relative emphasis they will give to different approaches. Successful change efforts seem to be those of where these choices both are internally consistent and fit some key situational variables.

In First Bank of Nigeria Plc, automation had increased responsibility and variety in management's job. However, there is great amount of resistance from the

senior and junior workers due to increased work load. There is therefore a decrease in interpersonal communication and also lowered skill requirement.

Therefore in this regard, the management should combat these problems with job enrichment and incentives. The real challenge to First Bank management is designing environments which are people oriented. Without a healthy process of change it is unlikely that new systems will become part of the way people work.

APPENDIX 1

QUESTIONNAIRE 1

FOR EXECUTIVE DIRECTOR AND DEPUTY GENERAL MANAGER

OVERCOMING EMPLOYEES RESISTANCE TO ORGANIZATIONAL CHANGE

I am a staff of First Bank of Nigeria Plc, Kaduna South Branch, undertaking a Masters Course in Business Administration at Ahmadu Bello University, Zaria. As a requirement for the award of the Masters Degree, I am carrying on a research project on the above topic.

By organizational change, I mean changes initiated and adopted by the management in order to improve performance in the organization. Kindly tick (✓) or circle the applicable suggested statements following each question. Please be assured that confidentiality will be maintained.

1. Changes occur in my organization.

   a. Frequently

   b. Rarely

   c. Only when necessary

2. My opinion about change.

   a. Helps achieve organizational goals

   b. Never desirable

3. My feelings about change.

   a. It should be discouraged

   b. It should be welcomed

4. The way I look at external changes that affect the organization indirectly or directly.

   a. Threat to the organization

   b. A blessing to the organization

c. Sometimes challenging and pose difficulties.

5. How my managers respond to changes:

a. Sometimes resist changes.

b. Welcome changes all the time

c. Detest changes.

6. How my managers feel about planning a change.

a. Want me to involve them.

b. Do not want to be involved.

c. Some want to be involved.

7. Whenever resistance to change occur, I do one more of the following to overcome it.

a. Call the managers attention.

b. Compel him/her to obey the change as an order.

c. I will lead the way by showing example.

8. How I see changes made by my managers:

   a. A welcome development and I would encourage them

   b. I would caution them to get prior permission

   c. I am indifferent.

APPENDIX 2

QUESTIONNAIRE II

OVERCOMING EMPLOYEES RESISTANCE TO ORGANIZATIONAL CHANGING

I am a staff of First Bank of Nigeria Plc, Kaduna South Branch, undertaking a Masters Course in Business Administration, Ahmadu Bello University, Zaria. As a requirement for the award of the Masters degree, I am carrying on a research project on the above topic.

By organization change, I mean changes initiated and adopted by the management in order to improve performance in the organization.

Kindly tick (✓) or circle the applicable suggested statements following each question. Please be assured that confidentiality will be maintained.

1. My Post .....

2. I have been serving in the bank for:

   a. Less than 10 years

   b. More than 10 years

   c. More than 20 years

3. My general opinion of First Bank of Nigeria Plc.

   a. It is a very satisfactory place to work.

   b. Fairly satisfactory

   c. I'd rather work elsewhere.

4. My opinion about organizational change.

   a. It helps achieve goals hence it is welcomed.

   b. A threat to my performance

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c. It is good for the organization but not for me.

5. Do you sometimes introduce change?

a. Yes

b. No

6. I introduce change sometimes and this is how my subordinates see it.

a. A challenge and face it without resistance

b. Hate it

c. Accept change reluctantly.

7. I plan a change through the following: (you can choose more than one alternative).

a. Consult my subordinate first

b. I introduce a change when I feel the need and

c. Present it as an order after planning it alone.

8. Whenever change is resisted I do the following:-

   a. Sack the employee concern

   b. Persuade employee to accept the change

   c. Compel them to accept change.

9. What medium of communication do you use to convey change?

   a. Through circulares

   b. Workshops/seminars

   c. All of the above

10. How do you react to suggestions on change made by subordinates

   a. They form part of my change package.

   b. I do not welcome such suggestions

APPENDIX 3

QUESTIONNAIRE III

FOR SENIOR AND JUNIOR STAFF

OVERCOMING EMPLOYEES' RESISTANCE TO ORGANIZATIONAL CHANGE

I am a staff of First Bank of Nigeria Plc, Kaduna South Branch, undertaking a Masters Course in Business Administration, Ahmadu Bello University, Zaria. As a requirement for the award of the Masters degree, I am carrying on a research project on the above topic.

By organizational change, I mean changes initiated and adopted by the management in order to improve performance in the organization.

Kindly tick (✓) or circle the applicable suggested statements following each question. Please be assured that confidentiality will be maintained.

1. GRADE: . . . . . .

2. Years worked in FBN Plc: . . . . . .

3. Years on current job: . . . . . .

4 My opinion of First Bank of Nigeria Plc

a. I am very satisfied.

b. It is not satisfactory

c. Fairly satisfactorily, there should be an improvement

5. Feelings about my job

a. I like it very much

b. I do not like it.

6. My feelings about organizational change.

a. It is good for the organization but not for me.

b. A threat to my performance

c. It helps achieve organizational goals hence it is welcomed.

7. Do you resist change?

a. Yes, at all times.

b. Yes, sometimes.

c. No.

8. If yes, what are your reasons.

a. Brings uncertainty, so I feel insecured.

b. I do not trust the policy makers.

c. Lack of skills required.

d. No motivation

e. All of the above

9. If No, what are your reasons:

a. Provides scope for personal development.

b. It provides challenges

c. Recognises achievements

d. All of the above.

10. Do you participate in planning a change:

    a. Yes

    b. No.

11. Are you being motivated to accept change?

    a. Yes

    b. No

12. How are you made to accept change?

    a. I am compelled or forced to accept changes

    b. I am persuaded to accept changes

    c. I am allowed to take decision whether or not to accept change.

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