CHANGE MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS IN NIGERIA MARITIME INDUSTRY

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Abstract

The study investigated the relationship between change management and organizational effectiveness in the Nigerian maritime industry. The study used emergent change as a dimension for change management while organizational effectiveness was measured using corporate growth and employee commitment. The study adopted the cross sectional survey method, which is a form of the quasi experimental research design. A population element of 1651 was drawn from the 33 selected indigenous maritime companies in Nigeria. The Krejcie and Morgan (1970) table was used to arrive at a sample size of 327. The questionnaire was mainly used as instrument for data collection. The Pearson Moment Correlation was used to test our hypotheses. The findings revealed that there exists a positive and significant relationship between emergent change and organizational effectiveness measured with employee commitment and corporate growth. We concluded that organizations with absorptive capacities could turn changes into their favour if the system is built to withstand emergent environmental dynamism. We recommended that organizations should invest more in self building and self sustainability as a caution for these disruptive changes which in some cases work to the advantage of the organization that exploits it.

Keywords: Change management, organizational effectiveness, emergent change, corporate growth and employee commitment.

Introduction

The maritime sector is critical for socio-economic development of any nation; the sector provides huge employment opportunities and income to the state, particularly in developing economies. In keeping with this, the sector in Nigeria has witnessed tremendous change-driven developments, especially in the areas of port reforms, regulatory activities. Analysts (Uwadia, 2017; Nweke, 2016) argue that the sector is doing very poorly owing to complex environmental developments, that often challenge the players' management team to turn to good change managers otherwise they lose their strategic fronts. This affirms that organizations rarely operate in isolation or in a vacuum; every organization whether big or small, public or private, profit or not-for-profit, domestic or international, operates in an environment characterized by unpredictable and dynamic change. Change is quite ubiquitous and inevitable; it inherently disrupts player's status-quo, and must be proficiently managed to attain its goals and overcome its adversities. Thus, organizations are continuously besieged with multi-dimensional forces and conditions that disrupt firm-environment fit and demand corporate behavior that effectively manages such changes for effectiveness. Leifer (1989) recognizes change as a normal and natural response to dynamic internal and external conditions. However, the greatest and the most re-occurring challenge facing the 21st century managers is how to master change and effectively ride on its crest to build organizational effectiveness.

Change is viewed in terms of "crystallization of new possibilities (new policies; new behavior patterns; new staff, structure or action; and new methodologies, products and markets) based on the re-conceptualized pattern in the institution" (Kanter, 1992: 279). Scholars (Drucker, 1977; Etzioni, 1964; Seashore and Yuchtman, 1967) posit that the ability to take advantage of the environment in the acquisition of critical resources to build organizational effectiveness (OE) and to remain competitive involves doing things right to sustain and improve goal attainment. A typical organizational change that tends to reflect on OE addresses the questions of what, how and why - the *what* views change as a state and explains its content and outcome; the *how* deals with the process perspective such as scale, timing, stages and speed of change; and the *why* explains the sources and drivers of change, which may be within and outside the enterprise. However, the surge of interest in organizational change is historical though crystallized in Lewin's (1951) thought on Organizational Development (OD); thus, organizational change has undergone a transition from OD to change management. Grant and Wailes (2005) note that the movement from OD to change management represents more than simply a renaming of change processes; there is a substantive difference. OD is a temporarily bounded process characterized by one-off and destination-orientation (that is, problem-centred) with clearly discernible cradle and end-point; whereas change management integrates the ingenuities of employees and managers to develop evident-driven and on-going processes of discoveries that improve organizational processes (Lewin, 1951; Inn, 1996). Change management is conceptualized as the process of continually renewing an organization's direction, structure and capabilities to serve the changing needs of external and internal customers (Moran and Brightman, 2011). Similarly, Raineri (2011) posits that change management practices relate to a variety of organizational interventions that when executed properly and in consistency with internal and external organizational events, facilitate the enactment of organizational change processes. These conceptualizations are consistent with the scholarly emphasis on organization's ability to identify where it heads tomorrow and how to manage the changes required in getting there (By, 2005) as well as the smooth integration of organizational change and organizational strategy (Burnes, 2004; Rieley and Clarkson, 2001).

The main objectives of this study will be;

- To establish the relationship between change management and organizational effectiveness.
- To establish the relationship between emergent change and corporate growth.
- To establish the relationship between emergent change and employee commitment.

Literature Review

Life-cycle theory: this has its roots in studies of child development but essentially focuses on stages of organizational growth, maturity and decline (Levy and Mary, 1986). Change is exemplified by developmental stages, each of which has its peculiarities in terms of features and demands. As rightly noted by Goodman (1982) organizations are born, then they grow, mature, go through stages of revival and essentially decline. As a result, change does not occur because people see the necessity of or even want change; it occurs because it is a natural progression that cannot be stopped or altered (Miller and Friesen, 1980; Morgan, 1986).

Evolutionary – There are two dimensions to this theory: social and biological evolutionary theories. This theory, particularly the biological arm sees change as a slow stream of mutations gradually shaped by environmental influences (Morgan, 1986). Its assumption is that change is dependent on circumstances, situational variables and the environment faced by each organization (Morgan, 1986). In other words, evolution is deterministic and people have only a minor impact on the nature and direction of the change process (Hrebmiak & Joyce, 1985). Kieser (1989) has noted that the emphasis of this theory is on a slow process rather than discrete events and activities.

Dialectical theory of change was propounded by Van de Ven and Poole (1995) and sees change as evolving from the interaction between two opposing forces, values or ideologies. According to Kezar (2001) the name dialectical refers directly to the Hegelian-Marxian perspective in which a pattern, value, ideal or norm in an organization is always present with its polar opposites. The assumption of this theory is that organizations pass through long periods of evolutionary changes (as the dialectical interaction between the polar opposites occurs) and short periods of second order or revolutionary change when there is an impasse between the two perspectives (Morgan, 1986). Kezar (2001) added that when the polar opposite belief systems of an organization eventually clash, it leads to radical change.

Change Management

Change management has been defined by Moran and Brightman (2011:111) as the process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs of external and internal customers. Raineri (2011) sees change management practices as a variety of organizational interventions that when executed properly and in consistency with internal and external organizational events, facilitate the enactment of organizational change processes. Change management is the continuous process of aligning an organization with its marketplace and doing so more responsively and effectively than competitors (Kudray & Kleiner, 1997). The concept of change management "involves various attempts to examine systematically ways of minimizing disruption to the conduct of existing institutions while introducing deep-seated alterations to traditional ways of working" (Lawler & Sillitoe, 2010:44). According to Nickols (2004) the term 'managing change' has two meanings, both 'the making of changes in a planned and managed or systematic fashion' and 'the response to changes over which the organization exercises little or no control'..

The need to manage change cannot be over-emphasized as By (2003) has noted that there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future and how to manage the changes required in getting there. No wonder, Burnes (2004), and Reby and Clarkson (2001) argue that organizational change cannot be separated from organizational strategy or vice-versa.

By (2007) identifies two approaches to change management – conscious and unconscious. While the conscious approach is continuous, proactive and driven by awareness, choice and decision, the unconscious approach is discontinuous, reactive and driven by organizational crisis, fear and chance (By, 2007).

These two approaches have been schematically illustrated in figure 1.

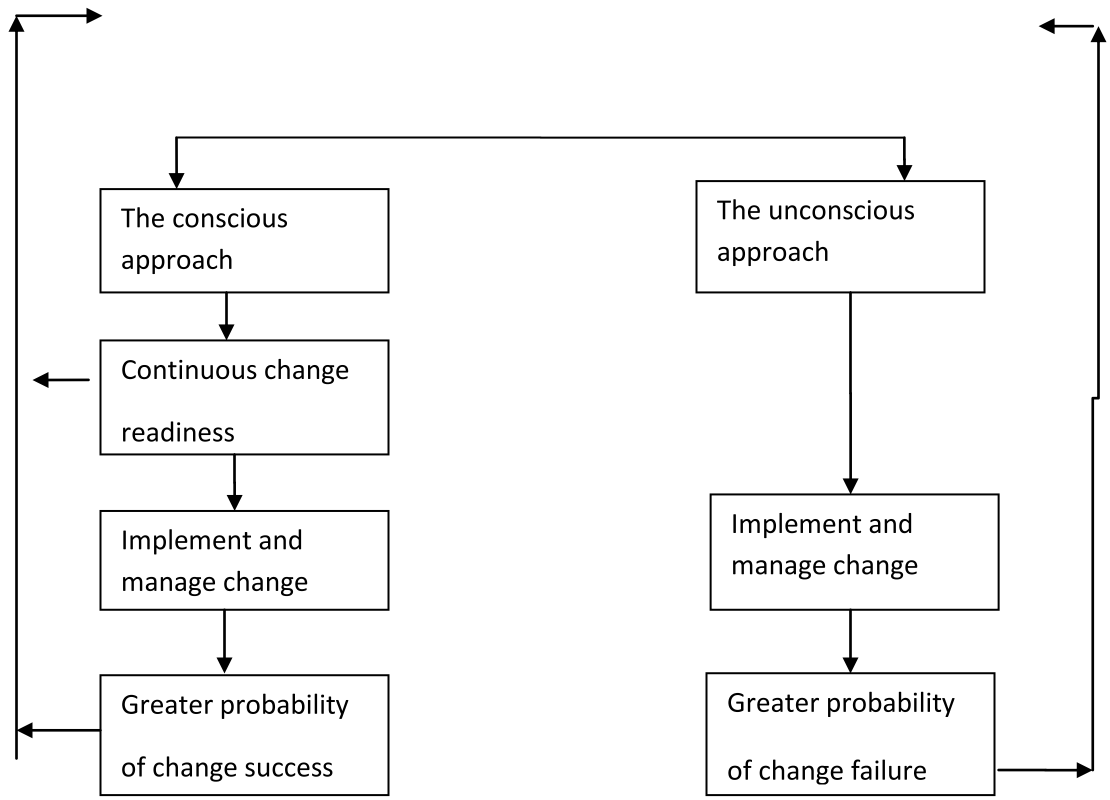


Figure 1. Conscious versus unconscious change management

Source: By, R. T. (2007).

As shown in figure 1 above, By (2007) and Jones et al (2005) argue that the continuous approach has greater probability of change success and this is attributable to the fact that employees are psychologically ready for change. Understandably, the continuous and proactive nature of the approach and the fact that it is driven by awareness contribute to employee readiness for change. But this is not so with the unconscious approach which is reactive, discontinuous and crisis based. No wonder it has greater chances of change failure (By, 2007). In spite of this, Burnes (1996) notes that there is no one best way of managing organizational change. In agreeing with this observation, By (2007) points out that change can be successfully managed in a number of ways depending on the situation, environment, resources and experience. Focusing on resource, it can be argued that resource availability increases a firm's capacity to achieve continuous change readiness and therefore will be in a position to adopt the conscious approach. On the other hand, paucity of resources represents a limitation to a firm's capacity to achieve continuous change readiness and so will engender unconscious approach to change management.

Readiness for change has been identified as a critical factor of successful change management (Armenakis et al, 1993). In fact, Jones et al (2005) point out that premature implementation of change may not yield the intended results simply because employees are not psychologically ready. This is in line with the views of Kotter (1996), Luecke (2003), Armenakis & Harris

(2002) and Cunningham et al (2002) to the effect that change readiness is vital for an organization to be change ready before attempting to implement and manage any kind of change. It should, however, be pointed out that change readiness is not only a mental state that focuses on the extent to which organizational members recognize the need for a particular change at a specific point in time, but according to Eby et al (2000), the import of chaos and complexity theories which see the environment in a state of constant flux make it imperative for organizations to be continuously change ready. These theories posit that the environment consists of an infinite number of systems and sub-systems that are in a constant state of flux and organizations operating within such an environment lack power to influence the future course of action (By, 2007). Hence, the need to maintain constant readiness for change. In fact, Buono & Kerber (2017) prefer the term change capacity which they define as the ability of an organization to change not just once but as a normal course of events in response to and in anticipation of internal and external shifts.

Organizational Effectiveness

Organizational effectiveness remains a pre-eminent concept among management scholars and practitioners and this is traceable to the fact that it is a critical attribute of all organizations notwithstanding their type, size, and age. From the perspective of the practitioner, organizational effectiveness (OE) is a desirable organizational attribute which guarantees a firm's survival and continued support by stakeholders. Effective organizations are usually described as healthy, successful, productive, excellent, high performance organization and full of vitality. Drucker (1977) defines effectiveness as doing the right things. Organizational effectiveness, according to Etzioni (1964) is the degree to which an organization realizes its goals. But Seashore and Yuchtman (1967) see it as the ability of the organization to exploit the environment in the acquisition of critical resources to sustain its functioning. On his part, Price (1968) defines OE as the degree of goal achievement. Such goals include profit, productivity, return on asset, sales growth, etc. Richard, Devinney, Yip and Johnson (2009) argue that OE captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers) such as corporate social responsibility. Similarly, Mihalicz (2012) observes that organizational effectiveness is far more than the ability of a company to make sales or to turn a profit; rather, it focuses on the overall effectiveness in these short-term areas, *as well as* sustainability, concern for the environment, corporate culture, talent management, leadership, innovation, strategy, engagement, and communication.

Emergent change

Emergent change is described as unpredictable, often unintentional, can come from anywhere, and involving relatively informal self-organising (Weick and Quinn, 1999). It is also iterative. Change emerges simultaneously as actors organise work in given structures and it involves improving the existing enabling conditions in the organisational environment (Stacey, 1992). As Stacey (2005) suggests most organisations these days operate at the 'edge of chaos and far-from-equilibrium' with instability and stability intertwined and difficult to separate. As natural systems, organisations need to learn to operate within these conditions since too much stability and control will cause the organization to become unresponsive to its environment and decline (Stacey, 2001). As Burns argues, disequilibrium is a necessary condition for the growth of dynamic systems Burns, (2006:149). Change becomes conceptualized then as continuous and emergent (Weick and Quinn, 1999; Stacey, 1992, 2005; Burns, 2006).

Emergent change occurs 'in real time' Burns (2006:363) and therefore fosters ongoing re-alignment with the environment, ongoing learning and strategy making. Further benefits of emergent change are: "Sensitivity to local contingencies; suitability for on-line real-time experimentation, learning and sense-making, comprehensibility and manageability; likelihood of satisfying needs of autonomy, control, and expression; proneness to swift implementation, resistance to unraveling; ability to exploit existing tacit knowledge; and tightened and shortened feedback loops from results to action" (Weick, 2000:225).

Emergent change theories emphasize the processual nature of organizing (Hosking and Morley, 1992). Thus the way people's interactions lead to unpredictable outcomes and difficulties in predicting and therefore planning beforehand the path that change initiatives will take. One such example is the volunteer group that sprung up spontaneously after the destruction of the World Trade Center in 9/11 (Voorhees, 2008; in Livne-Tarandach and Bartunek, 2009). Volunteers developed a new pattern for coordinating action after the need for doing so was explicitly recognised and accepted. A further example is the innovation processes as explained by Kanter (1999:18) where customers, suppliers and venture partners become all 'important sources of innovation'. Through the use of new technologies (e.g Facebook, Twitter) organisations are starting to leverage stakeholders input quickly and effectively. This feedback however, is largely unpredictable and might lead to the recognition of felt need for change in a direction that the company had not considered before.

Growth

Organizational growth is a major concern to managers, scholars and even the government and this is due to the fact that it has serious implications for firm survival, aggregate employment and economic growth. As a matter of fact, Weinzimmer, Nystrom & Freeman (1998) argue that organizational growth is inherently a dynamic measure of change overtime. It shows how an organization has managed change whether planned or externally imposed. It is a pointer to a firm's effective adaptation to the environment. Ordinarily, organizational growth is defined as an increase in certain attributes such as sales, employment and/or profit of a firm between two points in time (Hakkert & Temp, 2006). Nelson & Winter (1982) define it as an organizational outcome resulting from the combination of firm specific resources, capabilities and routines. A number of parameters have been identified for measuring organizational growth such as financial or stock market value, number of employees, sales, asset, production capability, value of production or added value of production (Kimberly, 1976).

The firm growth theory is based on the U-shaped long-term cost function defined by Viner (2011). Fixed costs are reduced in accordance with an increased production scale, while average costs are reduced according to the U-shaped long-term cost function. Such a situation is referred to as "economies of scale" in economics. Economies of scale often originate with fixed costs, which are lowered per unit of production as design capacity increases. However, once the firm achieves a certain design capacity, it experiences a period of "unchangeable scale", which increases in proportion to production depending on the increased scale. Moreover, when the firm's size increases further, "diseconomies of scale" occur due to an increase in management costs (including communication costs) and bureaucratization; thus, the average cost increases accordingly. This cost curve suggests that a small-sized firm has more opportunities for growth, whereas a large-sized firm is associated with a lower possibility for growth due to diseconomies of scale.

H01. There is no significant relationship between emergent change and corporate growth

1.1.7. Employee commitment.

Organizational commitment (OC) is ordinarily defined as the psychological state which binds an individual to an organization (Meyer & Allen, 1990). On their part Noble & Mokwa (1999) define it as the extent to which a person identifies himself with and works towards organization-related goals and values. Clearly, organizational commitment is a psychological attachment to an organization that is seen from different approaches such as attitudinal, calculated, normative and organizational identification. Based on the attitudinal approach, Porter, Steers, Mowday & Boulian (1974) define OC as the relative strength of an individual's identification with and involvement in a particular organization and which is characterized by the following:

- A strong belief in and acceptance of the organization's goals.
- A willingness to exert considerable effort on behalf of the organization, and
- A definite desire to maintain organizational membership.

The calculated commitment sees OC as "a structural phenomenon which occurs as a result of individual-organizational transactions and alterations in side-bets or investments over time" (Hrebiniak & Alutto, 1972: 556). Meyers & Allen (1990) conceptualized OC as a three component model made up of affective, continuance and normative commitments. They describe these components thus:

Affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organization (employees stay with a firm because they want to); continuance commitment refers to an awareness of the costs associated with leaving the organization (employees stay with the firm because they need to); and normative commitment reflects a feeling of obligation to continue employment (employees stay with a firm because they ought to), (p.76).

The three components can be visualized as different forms of a mindset. Affective commitment, according to Maxwell & Steele (2003) is characterized by a strong belief in and acceptance of the goals and values of the organization, a willingness to put in extra effort on behalf of the organization and a desire to remain a member of the organization. On the other hand, Stallworth (2004) points out that work experiences that are consistent with an employee's expectations and basic needs will facilitate the development of affective commitment towards the organization.

Continuance commitment, according to Falkenburg & Schyns (2007) is a function of the investments an employee made in the organization and the costs associated with leaving the organization. Stallworth (2004) has equally noted that continuance commitment is strengthened by a perceived lack of employment alternatives which increases the cost associated with leaving the organization. Normative commitment develops through the socialization and internalization of norms or when an individual receives benefits and feels a need to reciprocate (Meyer & Allen, 1990).

H02. There is no significant relationship between emergent change and employee commitment.

Relationship between change management and organizational effectiveness

Ample studies on change management demonstrated the criteria for classifying change and how change management link up with organizational effectiveness (Burnes, 2004; Forester, 2003; By, 2005). Senior (2002) classified change into its rate of occurrence, how it comes and scales, and found these to determine the nature of change management, and to impact on OE. Investigating further on the rate of occurrence, other scholars classified change into continuous (Burnes, 2004; Balogun and Hope-Hailey, 2004); discontinuous (Grundy, 1993; Luecke, 2003; Senior, 2002); incremental (Burnes, 2004); smooth incremental (Grundy, 1993; Senior, 2002); bumpy incremental (Grundy, 1993; Senior, 2002); continuous incremental (Luecke, 2003); and punctuated equilibrium (Balogun and Hope-Hailey, 2004; Burnes, 2004) based on the level of disruption on the established behavior pattern. Burnes (2004) describes continuous change as the ability to change continuously in a fundamental manner to keep up with the fast and rapid environmental changes. Continuous change is contested as organizations rarely achieve higher OE when they change continuously (Rieley and Clarkson, 2001); there must be routines to sustain and improve OE (Luecke, 2003). Grundy (1993) conceptualizes discontinuous change as that which is marked by rapid shifts in strategy, structure or culture, or in all three.

Methodology

The study adopted the cross sectional survey, which is a form of the quasi experimental research design. A population element of 1651 (one thousand six hundred and fifty one) was draw from the 33 selected indigenous maritime companies operating in Port Harcourt and Lagos. Port

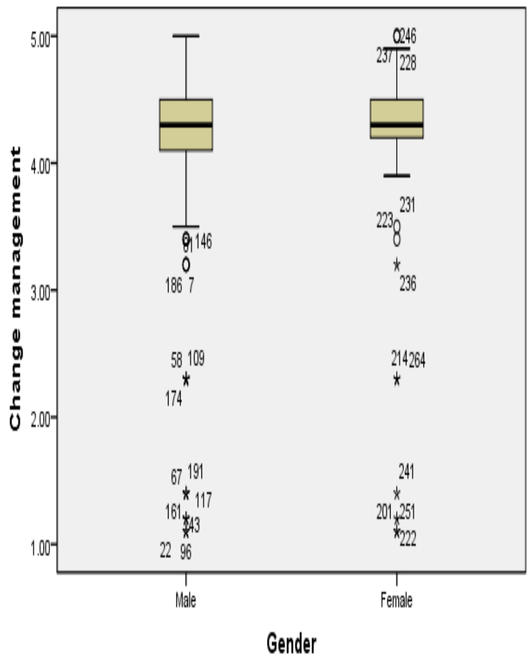
Harcourt and Lagos were chosen because they represent the hub of maritime activities in Nigeria. The list of the 33 maritime companies was obtained from the Nigerian Maritime Administration and Safety Agency (NIMASA). The Krejcie and Morgan (1970) table was used to arrive at a sample size of 327 (three hundred and twenty seven). The purposive sampling technique was adopted largely because of the nature and characteristics of the respondents. The questionnaire was mainly used to collect data from the respondents. The Bowley proportion allocation formula was used to distribute the 327 questionnaire among the 33 selected firms to be studied. A pilot study was conducted to validate the instrument, using 40 respondents from the sample element and their response led to further adjustment on the instrument. Reliability was carried out using the Cronbach Alpha which returned an average statistical significance of not less than 0.7. The Pearson Moment Correlation Coefficient was used to test our hypotheses.

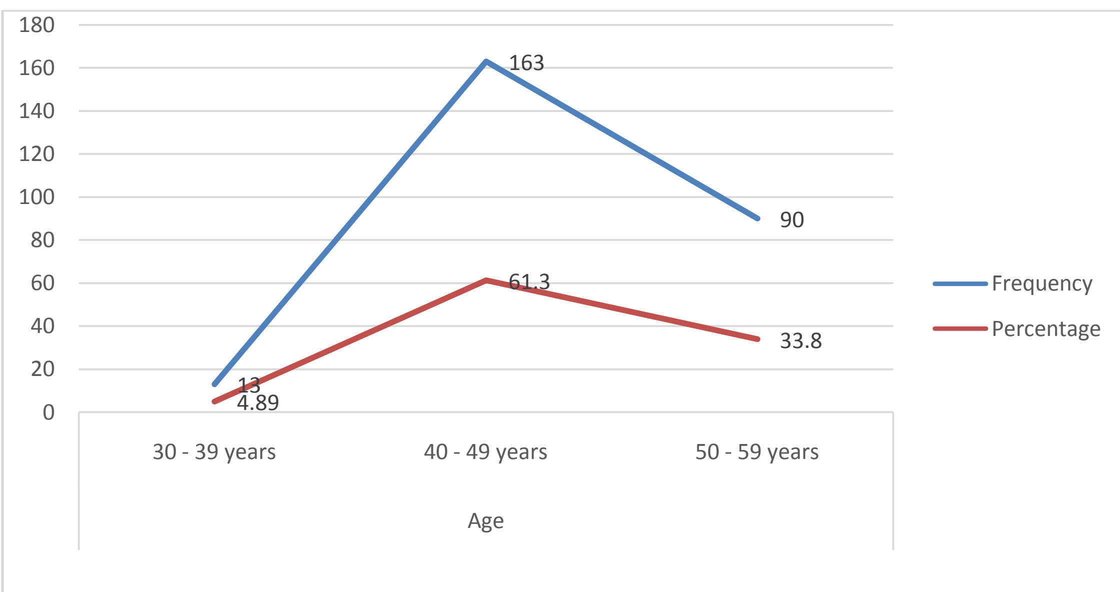
Data Presentation, findings and Recommendations

Questionnaire distribution was carried out manually with questionnaire copies distributed to the target sample within a space of 3weeks by the researcher and other research assistants. Contact personnel were first established within each firm through which copies were distributed to the participants identified within the sampling frame. Participants were also allowed a time period of 1 week to fill and complete their copies and retrieval commenced thereafter, spanning a period of 3 weeks as well; bringing the total of field work to 7 weeks. Retrieved copies amounted to a total of 292 copies as obtained from the contact personnel within each organization, however, collation processes noted the poor completion of 26 copies, leaving only 266 questionnaire copies as admissible in the analysis.

Table 4.1 Distribution for survey outcome

Questionnaire Copies	Frequencies	Percentage
Distributed copies	327	100%
Retrieved copies	292	89%
Bad copies	26	8%
Utilized copies	266	81%





4.2 Distribution for age of respondents

The result on the distribution for the age of the respondents is illustrated in figure 4.2. The chart demonstrates that a high proportion of the respondents are between the ages of 40 – 49 with a high percentage of 61.3% accounting for more than half of the total number of respondents. The results suggest a stronger presence of workers within their 40s in the organization and as being substantially dominant with regards to other age categories within the target organizations.

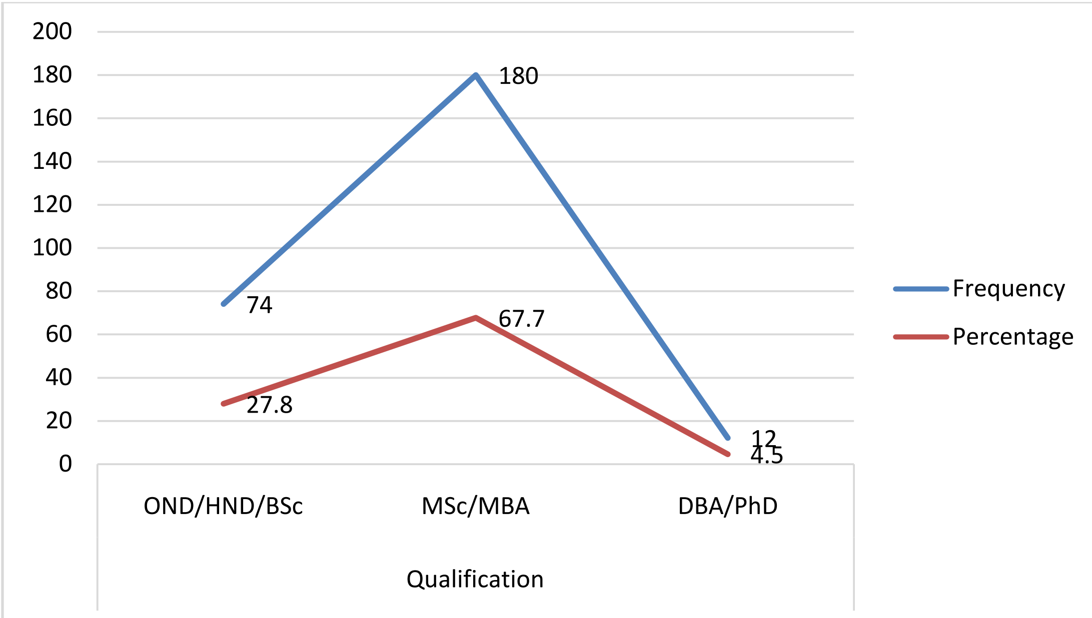


Figure 4.3 Distribution for qualification of respondents

The distribution on the third demographic feature – the qualification of the respondents, is illustrated in figure 4.3. Evidence suggests that a higher number of respondents have obtained their MSc/MBA qualifications with a frequency of 180 and a percentage of 68%. The distribution suggests that majority of the respondents are master degree holders. This category also accounts for more than half of the total number of respondents with the OND/HND/BSc holders accounting for just 74 (27.8%) and DBA/PhD accounting for the remaining 12 (4.5%).

The result from the distribution of the sample characteristics (figure 4.1, 4.2, 4.3) suggests a sample highly populated by workers between the ages of 40 – 49 years, mostly male, and also with majority having attained post graduate master qualifications. This evidence highlights the features and apparent characteristics of the organization itself and depicts these factors as possibly obtainable within the same industry.

Table 4.2 Distribution for indicators of change management

Dimensions	Indicators	N	Mean	Std. Deviation
Emergent change	Change is usually introduced without any preparations	266	4.0188	.98844
	The management likes to introduce change anytime something happens in the environment	266	4.1842	.95161
	Employees' suggestions on ways of improving company operations are welcomed by managers.	266	4.1278	.91457
	The speed with which events occur in this country makes it difficult for the firm to plan ahead.	266	4.1241	.86637
	The management of this firm is always very reluctant to introduce change	266	4.2218	.90265
	Valid N (listwise)	266		

Source: SPSS Data output, 2019

The distribution for the indicators of change management is presented in the table 4.2 above. The outcome of the analysis indicates that based on the x > 4.0 threshold for substantial affirmation, most of statements are considered as highly appreciated and agreed to by the respondents. However, for indicators such as: PLN1 = My company prepares in advance for change before it is introduced (x = 4.0376), PLN2 = The introduction of a new way of doing things or something new takes place only after a long time of planning (x = 4.0226) and EMG1 = Change is usually introduced without any preparations (x = 4.0188), respondents can be stated as having moderate levels of affirmation or agreement. The results indicate that these indicators are truly reflected as prevailing factors within the organizations examined in this study.

Table 4.3 Distribution for indicators of organizational effectiveness

Measures	Indicators	N	Mean	Std. Deviation
Corporate growth	Our business has experienced increase in the volume of our business.	266	4.2000	.80595
	Our business has experienced growth in profit over the past few years.	266	4.0940	.88307
	Our business has experienced growth in market share over the past few years.	266	4.1842	.93157
	The competitive position of our business has improved over the past few years.	266	4.1466	.81329
	Our company employed more staff in the past few years.	266	4.0376	.98598
	Our company has expanded its operations in the past few years.	266	4.0230	.95929
	Our customer base has increased over the years	266	4.1466	.93825
Employee commitment	I am willing to put in more effort in order to help this organization to be successful	266	4.1992	.93655
	I am interested in and care about the survival of this firm	266	4.1278	.95888
	I really feel as if the problem of this company are my problems	266	4.0188	.98844
	This company means a lot to me	266	4.1842	.95161
	I feel a sense of pride whenever I am telling people about this company	266	4.1278	.91457

Source: SPSS Data output, 2019

The distribution for the indicators of organizational effectiveness is illustrated in table 4.3. The results indicate evidence of the construct within the context specified. This is as mean distributions are shown to exceed the stated mean threshold for moderate agreement stated at 2 < x $\leq$ 4.0, implying that respondents consider their organizations as being effective. The evidence indicates that the highest distribution is evident at RES1 = This firm has the ability to respond well to every environmental challenge (x = 4.9042) while the lowest is evident at EMC3 = I really feel as if the problem of this company are my problems (x = 4.0188). As such distributions indicate evidence of apparent agreement and confirmation of the construct within the examined organizations.

Table 4.4 Distribution for measures of organizational effectiveness

	N	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Corporate	266	.77133	-2.313	.149	5.653	.298
Commit	266	.84227	-2.312	.149	5.191	.298
Valid N (listwise)	266					

Source: SPSS Data output, 2019

The summary distribution on the dimensions: corporate growth, employee commitment and resilience indicate substantiality of their evidence within the organizations examined. The results indicate that based on the threshold of x > 4.0 substantiating high affirmation or agreement, respondents are substantially positive about the prevalence of these measures within their organizations.

Table 4.5 Emergent change and dimensions of organizational effectiveness

		Emerge	Corporate	Commit	Resilience
	Pearson Correlation	1	.963**	.972**	.957**
Emerge	Sig. (2-tailed)		.000	.000	.000
	N	266	266	266	266
	Pearson Correlation	.963**	1	.966**	.971**
Corporate	Sig. (2-tailed)	.000		.000	.000
	N	266	266	266	266
	Pearson Correlation	.972**	.966**	1	.933**
Commit	Sig. (2-tailed)	.000	.000		.000
	N	266	266	266	266

**. Correlation is significant at the 0.01 level (2-tailed).

Presented in table 4.5 above is the result on the test on the hypothetical statements of the study. The result indicates that emergent change has a significant effect on organizational effectiveness. The evidence indicates that at an R = 0.963 and Pv = 0.000, emergent change enhances the corporate growth of the organization; at an R = 0.972 and Pv = 0.000, emergent change contributes towards employee commitment; while at an R = 0.957 and Pv = 0.000, emergent change influences resilience. The result from the test indicates that emergent change is a significant antecedent of organizational effectiveness, as such all related null hypotheses are rejected.

Emergent change and organizational effectiveness: The results from the analysis demonstrate the usefulness of flexibility and adaptability of systems and structures to emergent change. The results show that such features or attributes align the behaviour and functions of the organization with the fluctuations of its environment and as such enhance its ability to grow, acquire and retain committed employees and also express resilience through its systems and operations. The findings of the study detail the necessities of flexibility, openness and adaptability in the organizations processes and systems. Such drive its emergent change capabilities which thus enable its prediction or determination of organizational effectiveness outcomes such as corporate growth, employee commitment.

From the foregoing, the following findings are stated for the bivariate analysis:

i. Emergent change contributes significantly and positively impacts on organizational effectiveness.

Emergent change contributes significantly and positively impacts on organizational effectiveness

Evidence on the relationship between emergent change and the measures of organizational effectiveness show that at a Pv < 0.05, emergent change significantly impacts on the two measures of organizational effectiveness. Thus, a rejection of all related null hypothetical statements. Similar results were reached by Stacey (2005) suggesting most organisations these days operate at the ‘edge of chaos and far-from-equilibrium’ with instability and stability intertwined and difficult to separate. As natural systems, organisations need to learn to operate within these conditions since too much stability and control will cause the organisation to become unresponsive to its environment and decline (Stacey, 2001).

Likewise, burns (2006) argued that disequilibrium is a necessary condition for the growth of dynamic systems. Change becomes conceptualised then as continuous and emergent (Weick and Quinn, 1999; Burns, 2006). Emergent change occurs ‘in real time’ (Burns, 2006) and therefore fosters ongoing re-alignment with the environment, ongoing learning and strategy making. Further benefits of emergent change are: “Sensitivity to local contingencies; suitability for on-line real-time experimentation, learning and sense-making, comprehensibility and manageability; likelihood of satisfying needs of autonomy, control, and expression; proneness to swift implementation, resistance to unraveling; ability to exploit existing tacit knowledge; and tightened and shortened feedback loops from results to action. (Weick 2000).

Emergent change theories emphasize the processual nature of organising (Hosking & Morley, 1992). Thus, the way people’s interactions lead to unpredictable outcomes and difficulties in predicting and therefore planning beforehand the path that change initiatives will take. One such example is the volunteer group that sprung up spontaneously after the destruction of the World Trade Centre in 9/11 (Livne-Tarandach & Bartunek, 2009). Volunteers developed a new pattern for coordinating action after the need for doing so was explicitly recognised and accepted.

A further example is the innovation processes as explained by Kanter (1999) where customers, suppliers and venture partners become all ‘important sources of innovation’. Through the use of new technologies (such as Facebook, Twitter) organisations are starting to leverage stakeholders input quickly and effectively. This feedback however, is largely unpredictable and might lead to the recognition of felt need for change in a direction that the company had not considered before. These examples suggest that change interventions need to go beyond the episodic change formulated by Kurth Lewin’s defreeze-change-refreeze model to incorporate notions of emergence, emergent developments, and self-organisation. This finding reiterates the evidence presented by previous studies which aimed at understanding the interplay between planned and emergent change and their effect on organizational outcomes (Cunha & Cunha, 2003; Burns, 2005; Sackman et al 2009).

Conclusion

From our findings, we concluded that there exists a positive relationship between emergent change and measures of the dependent variable, organizational effectiveness, which depict as corporate growth and employee commitment. We concluded that organizations with absorptive capacities could turn changes into their favour if the system is built to withstand emergent environmental dynamism.

Recommendations

Emergent change which emphasizes on processual nature organizing suggests that people's interactions would lead to unpredictable outcomes and the difficulties associated with predicting such sharp change means organizations should invest more in self building and self sustainability as a caution for these disruptive change which in some cases work to the advantage of the organization that exploits it.

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