PLANNED CHANGE AND ORGANIZATIONAL EFFECTIVENESS, THE MODERATING ROLE OF ORGANIZATIONAL CULTURE

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Abstract

The study investigated the role of organizational culture in moderating the relationship between planned change and organizational effectiveness. We measured organizational effectiveness using resilience and corporate growth. The study adopted the cross sectional method which is a form of the quasi experiment research design. A population of 1651 was drawn from 33 selected indigenous maritime companies operating in Nigeria. The Krejcie and Morgan (1970) table was used to arrive at a sample size of 327. The questionnaire was used as the main instrument for collection of data and it was designed using the 5 point Likert scale. Pearson Moment Correlation was used to test the hypotheses while Step Wise Regression Model was used to test the moderating effect of organizational culture on the relationship between planned change and organizational effectiveness. Our findings revealed a significant and positive relationship between planned change and organizational effectiveness, measured by resilience and corporate growth. The study however revealed a negative relationship between organizational culture in moderating the relationship between planned change and organizational effectiveness. We concluded that when changes are well planned and communicated to members of the organization, and the importance of the change made visible, resistance to change is completely eliminated or reduced to the barest minimum. We recommended maritime organizations need to conduct a cultural audit with a view to cultivating those values and cultural dimensions that engender and reward change readiness and goal achievement. We strongly recommend that organizations build a system that integrates change, considering how important these changes could be to the achievement of organizational goals. Where change is recurrent, adjustment to environmental changes will be inevitable for organizations to achieve their goals.

Keywords: Planned change, organizational effectiveness, resilience, corporate growth and organizational culture.

Introduction

Planned change originates from Lewin's three-step-model of change management and is undertaken based on well-established steps. Planned change enjoys popularity and long history of theoretical base and is assumed highly effective with minimally accused setbacks (Bamford and Forester, 2003; Kantor *et al.*, 1992; Burnes, 2004; Senior, 2002; Wilson, 1992).

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.

Traditional planned change management strategies involve sequential steps for altering organisational and individual behaviour. This method is typically employed once decision makers identify a need for change (Livne-Tarandach and Bartunek, 2009; Burns, 2006) after analysing the environment's inhibiting and enabling forces Burns, (2005). Lewin (1951) the father of planned change in organisation studies, developed the three stage model that has become the classic way of thinking about change in organisations. The model was based on field theory, group dynamics and action research. As such, change involves pre-prescribed, group based steps aimed at a goal. Lewin's model prevalent from the 1950s until the economic instability of the 1970s called it into question Burns (2006:328) continues, however, to underpin many change efforts today (Dent and Goldberg Galloway, 1999; Burns, 2006:34). As Livne-Tarandach and Bartunek point out, "conscious, planned change is seen as infinitely preferable to unconscious, emergent change" (2009).

Lewin (1951) suggests in his model a progression through three semi-stable stages to balance inhibiting and enabling environmental forces that call for change. The first stage is unfreezing where unhelpful behaviour needs to be made explicit and disconfirmed; concrete change needs also have to be identified. The next stage is change or 'moving', where through trial and-error, research style action the change slowly gets implemented. Once a suitable change is identified and implemented, the refreezing stage begins; its objective is to embed the new changes in a state of quasi equilibrium so they are learned and assimilated enough to be maintained in the future. The refreezing stage requires behaviours to be consistent with the personality, behaviour, and environment of those involved Schein, (2004). Today, change is taking place at such speed that is nearly impossible to align new behaviours to environmental demands before they actually change (Nicholson, 2000).

The objectives of this study are to:

1. Establish the relationship between planned change and organizational resilience.
2. Establish the relationship between planned change and corporate growth.
3. Ascertain if organizational culture moderates the relationship between planned change and organizational effectiveness.

Literature Review

Theoretical Framework

Social cognition theory – differs from the earlier theories in that it is rooted in the phenomenological or social constructivist view of an organization (Kezar, 2001). The other theories belong to the functionalist perspective of an organization which holds that there is a single organizational reality that all people generally perceive similarly.

Theory E and Theory O: Beer and Nohria (2000) propounded these theories which they describe as archetypes of change. The two theories reflect the hard and soft approaches to change. The theories have been variously described as leadership and change theories. Theory E represents the hard approach and focuses on economic value "… shareholder value is the only legitimate measure of corporate success and change involves heavy use of economic incentives, drastic layoffs, downsizing and restructuring" (Beer & Nohria, 2000: 89). On the other hand, theory O represents the soft approach to change and its goal is to develop corporate culture and human capability through individual and organizational learning – the process of changing, obtaining feedback, reflecting and maintaining further changes.

The theories differ in several respects. A major difference between the two is that while theory E is most suitable for planned change, theory O is used for emergent changes. One other remarkable fact that is discernible from the table is that the two theories can be combined to yield a hybrid style. Beer and Nohria (2000: 89) note that "few companies subscribe to just one theory: most companies we have studied have used a mix of both. But all too often, managers try to apply theories E and O in tandem without resolving the inherent tension between them." They further noted that "the impulse to combine the strategies is directionally correct but theories E and O are so different that it is hard to manage them simultaneously. The obvious way to combine theory E and O is to sequence them. For the purpose of this work, emphasis will be laid on theory E.

Planned Change

Due to its focus on group involvement and trial-and-error testing, planned change initiatives are often criticized as slow, static and only suitable for times of stability, not dynamic interrelatedness and complexity (Dawson, 1994; Hatch and Cunliffe, 2006; Kanter, 1999). McKendall (1993) and Hatch and Cunliffe (2006) also suggest that planned change can be an unethical, fear-producing "vehicle for domination" (In Burns, 2006:146) that extends existing top-down power structures. Lewin recognized that change could be initiated from anywhere

(Lewin, 1951), but expected it to occur within the given change framework. This approach has also been criticized for ignoring environmental factors that are inconsistent with planned change initiatives (Livne-Tarandach and Bartunek, 2009; March, 1994). This is especially true in our increasingly complex, interconnected and global corporate world.

The criticism of planned change efforts is not unfounded. Failure rates tend to be very high, up to 70% Sackmann et al (2009). Kotter (1995) identifies eight reasons planned change efforts fail. These include failure to establish adequate urgency to change, an insufficiently powerful guiding coalition, a missing, blocked or under communicated vision, failure to create short term wins, declaring victory too soon and not anchoring changes in the corporation's culture. Recent research adds difficulty negotiating conflicting group identities McInnes et al (2006), leadership behaviour problems and inertia deriving from a company resource position as well as failure to appreciate organisation-environment interdependencies and connectivity (Sackmann et al, 2009). Increasing complexity requires organisations "to rethink the nature of hierarchy and control, learn the art of managing and changing contexts, promote self-organising processes, and learn how to use small changes to create large effects" (Burns, 2005:82).

As Weick (2000) suggests, planned change efforts often get the credit in decision makers' eyes for successes in delivering new strategies for survival, but they rarely change the organisation's underlying nature and problems usually recur. Planned change has been found to be most suitable when there is an anticipated need for structural changes (Sackmann *et al* 2009; Burns, 2005).Structural changes alone however, are not sufficient to guarantee organisational learning or the sustainability of change efforts. While planned change efforts often focus on diminishing the restrictive environmental forces, emergent change efforts focuses on identifying the enabling forces and enhancing them Livene-Tarandech and Bartunek (2009:13). The sustainability of change is achieved through the latter.

Organizational Effectiveness

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.

Organizational resilience

The concept of resilience is gaining acceptance among organization theorists in response to the increasing volatility, ambiguity and complexity of the environment. The environment offers both opportunities and threats some of which can be overwhelming and a firm's ability to overcome such threats ensures its sustainability. Resilience has been variously defined by, Horne & Orr, (1998) as the resistance capacity of the organization to withstand against unfavourable and stressful conditions; as the capacity of the organization to preserve its position; and the capacity of an organization to benefit from unfavourable conditions. In the face of increasing environmental dynamism that often embody overwhelming adverse conditions, firms need to develop strategies that will enable them overcome the crisis and move on. It is not just adaptation but positive adaptation. In fact, Weick (1993) notes that resilience is more than adaptation in that it is solution-oriented, creative and proactive. He equally noted that resilience is not only about accepting the change and ambiguity and trying to continue but also it is about turning this unfavourable condition into an advantage and finding ways to deal with it. Maurer, (2006) suggest that organizational theory literature perceives resilience as a positive state that every organization aims to achieve. In this direction a number of researches (Teixira & Werther, 2013; Ritcher & Lofsten, 2014) have established the relationship between resilience and organizational success or effectiveness. Perhaps this explains why it is highly adopted in organizational studies and strategic management. This study adopts resilience as a measure of organizational effectiveness and it will be measured based on the scale developed by Gibral (2012). According to these researchers, resilience has three dimensions, viz:

- Robustness which measures the resistance capacity of the firm
- Agility measures the ease and rapidity with which a firm adapts to changing circumstances, and
- Integrity which measures the extent to which employees are knit together in the firm.

H01. There is a significant relationship between planned change and organizational resilience.

Corporate Growth

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 (Ardishvili, Cardozo, Harmon & Vadakath, 1998; 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.

The above theoretical approach was refuted by Gibrat (2012). According to Gibrat's law of proportionate effect (LPE), the firm growth rate and firm size are independent of each other, the reason being that changes in the market demand and uncertain external factors have the same effect on the growth of all companies. Some researchers supported the LPE hypothesis. Later, Mansfield (2015), however, refuted the LPE hypothesis by arguing that there is a negative relationship between firm size and growth rate, using an empirical study based on companies in the U.S. His results can be attributed to smaller-sized companies pursuing fast growth to achieve the efficiency enjoyed by larger companies in the early phase.

H02. There is no significant relationship between planned change and corporate growth.

Organizational Culture

According to Hii and Neely (2000), a company's culture molds its main abilities and its knowledge base, in tandem with the existing physical structure and managerial environment. It influences the way in which things are done and employee relationships. Organizational culture determines which knowledge is valued and how it is disseminated to employees, setting the company apart from its competitors. Gibral (2015) also highlights the corporate culture's capacity to differentiate. To the author, as well as defining the way in which a company's personnel interact with one another and with the environment, organizational culture also distinguishes one firm from another. In fact, organizational culture – comprising the set of knowledge valued and disseminated among employees – is what distinguishes a particular company from others in all aspects, including its innovation process. Seeking to better understand the generation and accumulation of knowledge within the company and how it may contribute to forming organizational culture, Lemon and Sahota (2004) listed the main repositories of knowledge in a company, namely: the environment; its mission, vision, and values; technology; knowledge structures; the management style and organizational structure; individuals; the collective; and organizational memory.

Neely and Hii (1998) associate organizational culture to several factors, including knowledge of the company's mission and objectives, strategy geared towards innovation, the existence of an organizational structure that privileges teamwork, and encouragement to take risks related to innovative activity. Molina-Palma (2004) defines the organizational culture dimension of innovation by the following values: being innovative and willing to experiment with new ideas, being opportunistic, not constrained by many rules, and willing to take risks. With these characteristics, the author claims, managers who perceive the company's culture to be highly innovative feel comfortable carrying out projects that are new, untested, and risky. High management support for its creation and maintenance is therefore of the utmost importance.

In short, based on the literature review, four indicators that would constitute an effective organizational culture can be defined: innovation strategy in the company; supportive high management; risk aversion; and systems in place to encourage innovation.

H03. Organizational culture does not moderate the relationship between planned change and organizational effectiveness.

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.

Findings and Discussion

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%

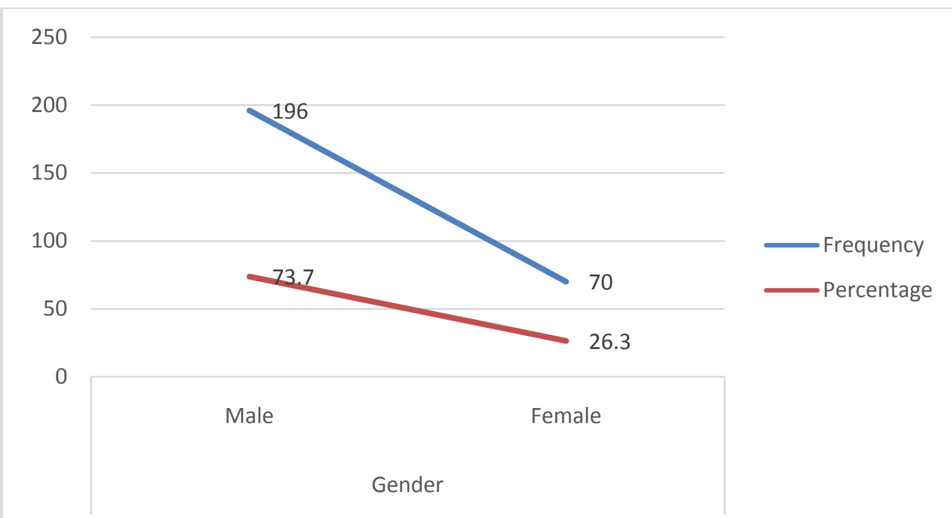

Figure 4.1 Distribution for gender of respondents

The distribution for gender as illustrated in figure 4.1 indicates a more dominant male group within the target organizations. The frequencies indicate that the male distributions at 196 and 73.7% exceed the female distribution by more than half. The results suggest a highly male dominant organizations and possibly industry as well.

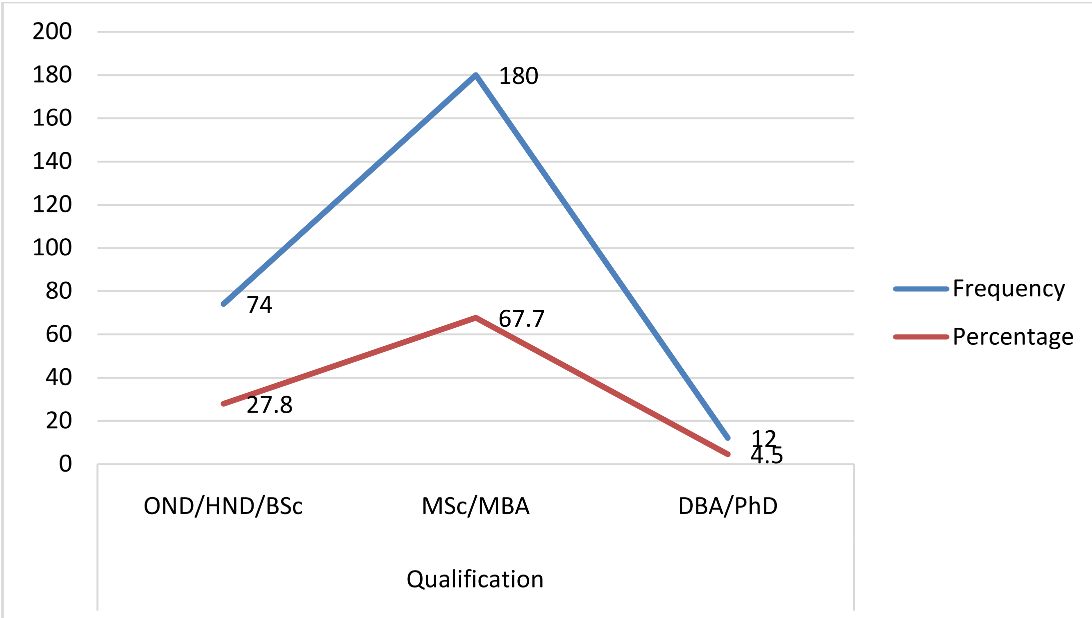

Figure 4.2 Distribution for qualification of respondents

The distribution on the third demographic feature – the qualification of the respondents, is illustrated in figure 4.2. 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 (figures 4.1, 4.2) 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

Dimensions	Indicators	N	Mean	Std. Deviation
Planned change	My company prepares in advance for change before it is introduced.	266	4.0376	.98598
	The introduction of a new way of doing things or something new takes place only after a long time of planning.	266	4.0226	.95929
	Only the manager introduces change in the organization.	266	4.1466	.93825
	The introduction of change follows logical steps.	266	4.1992	.93655
	The management of this company is always prepared to handle every new development in our industry or the economy.	266	4.1278	.95888

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 dimensions of change management

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Planning	266	4.1068	.87084	-2.183	.149	4.405	.298
Valid N (listwise)	266						

Source: SPSS Data output, 2019

Table 4.3 above summarizes the distribution of the indicators based on their corresponding latent dimensional constructs: planned change. Distributions indicate that the variables are substantially reflected and prevail within the organizations. Result show that both constructs have mean distributions above the adopted threshold of $x > 4.0$ and suggest that within the context of the organization respondents consider their manifestations as being evident.

Table 4.4 Distribution for indicators of organizational effectiveness

Measures	Indicators	N	Mean	Std. Deviation
Corporate growth	Our business has experienced increase in the volume of activities	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
Resilience	This company is strong and always able to overcome difficult conditions	266	4.1241	.86637
	This company shows resistance to adverse conditions till it overcomes	266	4.2218	.90265
	This firm is successful in acting as a whole with all its staff in all circumstances	266	4.1990	.89535
	This firm always has alternative courses of action to overcome adverse conditions	266	4.1040	.88310
	This firm has the ability to respond well to every environmental challenge.	266	4.9042	.93200
	This firm has a way of surviving hard times.	266	4.1500	.81330
	Valid N (listwise)	266		

Source: SPSS Data output, 2019

The distribution for the indicators of organizational effectiveness is illustrated in table 4.4. 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 4.5 Distribution for measures of organizational effectiveness

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Corporate Growth	266	4.1187	.77133	-2.313	.149	5.653	.298
Resilience	266	4.1617	.74252	-2.255	.149	5.769	.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 4.6 Distribution for organizational culture

	N	Mean	Std. Deviation
The firm has a unique way of doing things	266	4.1617	.94380
The culture of this firm can prevent it from taking certain actions or decisions	266	4.1466	.87584
I am proud of the way we do things in this company	266	4.1992	.89535
I feel free to make suggestions on how to improve my work	266	4.1128	.82557
I must ask my boss before I do anything	266	4.1654	.91264
One is not free to take actions until the manager approves	266	4.1579	.80884
Our identity, belief and manner of operation is unique and distinct from our rivals	266	4.2256	.85664
Our operations are aligned to customers' comments and recommendations	266	4.1391	.95137
We respond to change very quickly	266	4.1992	.95649
Valid N (listwise)	266		

Source: SPSS Data output, 2019

The result from the distribution (see table 4.6) identifies organizational culture as an evident feature and prevailing factor within the target firms. The results indicate that respondents affirm to the evidence of prevailing cultural norms and belief systems which can be described as modeling and streamlining behaviour and actions within the organization. This is as all indicators for the construct are observed to have mean distributions above the stated threshold of $x > 4.0$ for high levels of affirmation and agreement to the statements.

Table 4.7 Planned change and dimensions of organizational effectiveness

		Planning	Corporate	Commit	Resilience
Planning	Pearson Correlation	1	.945**	.972**	.886**
	Sig. (2-tailed)		.000	.000	.000
	N	266	266	266	266
Corporate Growth	Pearson Correlation	.945**	1	.966**	.971**
	Sig. (2-tailed)	.000		.000	.000
	N	266	266	266	266
	Pearson Correlation	.972**	.966**	1	.933**
Resilience	Sig. (2-tailed)	.000	.000	.000	
	N	266	266	266	266

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

The evidence from the tests (table 4.7) reveal significant associations between planned change and the measures of organizational effectiveness. The distribution reveals that at an R = .0945 and Pv = 0.000, planned change contributes towards corporate growth; at an R = 0.972 and Pv = 0.000, planned change influences employee commitment; at R = 0.886 and Pv = 0.000, planned change impacts on resilience. The result indicate that planned change is an evident predictor of organizational effectiveness, and as such all related null hypothetical statements are rejected

Planned change and organizational effectiveness: The results revealed that the activities and functions concerned with planned change significantly contribute towards organizational effectiveness. This shows that planned change can be described as a significant predictor of outcomes such as corporate growth, employee commitment and resilience. The relationship between the constructs demonstrates the usefulness of forecasting and the strategic configuration of systems and processes in line with change expectations and organizational goals. In this vein, actions which promote or emphasize on restructuring and system modifications in view of strategic positioning or competitiveness can be described as enhancing the organizations features and serving its effectiveness agenda.

Multivariate Result

The result for the multivariate test for this study is presented in this sub-section. The 3-step regression analysis according to Baron and Kenny (1986) is utilized in the assessment of the moderating effect of organizational culture on the relationship between change management and organizational effectiveness. Each step offers a model which describes related functions and outcome pertinent to explaining and establishing the role of culture. Moderation is established where indirect relationship (organizational culture and organizational effectiveness) is observed to be more significant than the direct relationship (change management and organizational effectiveness).

Table 4.8. Relationship between change management and organizational culture

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.462	.174		8.380	.000
	Change	.656	.042	.698	15.817	.000

a. Dependent Variable: Culture

Evidence from table 4.8 above illustrates a significant relationship between change management and organizational culture. This satisfies the first requirement for the test for moderation as stated by Baron and Kennedy (1986) as it establishes a link between supposed predictor and moderator at a T = 15.817 and Pv = 0.000. Thus, affirming change management as associated with the culture of the organization.

The results from the multivariate analysis demonstrate the outcome and significance of organizational culture within the maritime firms. As revealed in the analysis, while organizational culture is evidently associated with change management, and plays a significant role as predictor of organizational effectiveness; it does not however, moderate the relationship between these two variables. The results indicate that organizational culture is evidently enhances effectiveness, nonetheless, the norms and values of the organization do not serve to enhance the features or attributes of change management within the maritime firms examined in this study, hence, the statement of finding that: Organizational culture does not significantly moderate the relationship between change management and organizational effectiveness

Planned change significantly and positively influences organizational effectiveness

The relationship between planned change and the measures of organizational effectiveness is revealed to be significant at a Pv < 0.05 for all three hypothetical statements. Thus, a rejection of all related null hypothetical statements. Expectedly, planned change focuses an organization on its goals and ensures that the organization achieves the posture needed to succeed in the given environmental configuration. In planned change, the organization seeks to influence the environment to its advantage and such preparedness ensures not just goal achievement but also resilience. This result corroborates the findings of Igwe, Nwokedi & Udeh (2014) which identified a positive relationship between change initiative and corporate performance. It is also in line with the views of such researchers as (Maurer, 2006; Strebel, 2004; Waddell and Sohal, 2008), who argued that the reasons for the failure of many organizational growth or effectiveness initiatives can be found in resistance to change. Resistance is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs and generally reducing organizational performance (Ansoff, 2000). Resistance to planned change is any conduct that tries to keep the status quo, and thus avoid change (Maurer, 2006; Rumelt, 2005). Resistance has also been considered as a source of information; being useful in learning how to develop a more successful change process therefore it’s not a negative concept as it could show change managers certain aspects that are not properly considered in the change process (Waddell & Sohal, 2008).

Robertson and Seneviratne (2005) In their own study explained that changes in technology and physical setting to the ways change can be accomplished, which they group with organization arrangements and social factors into a category they label organizational work setting. Their model of the organizational change process has three phases: (a) planned interventions create changes in the organization work setting; (b) these changes in the work setting lead individuals to change their behaviour; (c) these individual behavioural changes impact organizational effectiveness and through its growth and individual development, the key organization outcomes. Others studies which share this position emphasize that the intervention strategy needs to be driven by vision and strategy (Beckhard & Harris 2008), and that the arrows linking the components should be double-headed, reflecting the interactive nature of the components in the planned change process.

In a similar study, Richard et al. (2009) noted that organizational effectiveness, apart from the measures of corporate growth, commitment and resilience examined herein, should be related to factors such as improved service delivery, market share growth, and improved productivity and sales. This is as organizational effectiveness is affected by a multiplicity of individuals, group, and task, technological, structural, managerial and environmental factors. He claims that there can be no change management without a modicum of information as to effectiveness information in basis period and, ideally, a targeted or well thought out and planned effectiveness in a future time period. Hence, it is evident that as presented in the unique effects of each dimension on organizational effectiveness, different approaches used in managing change will result in either a decrease or increase in the variables under each dimension.

Organizational culture does not significantly moderate the relationship between change management and organizational effectiveness

The findings of this study recognize organizational culture as significant in enhancing organizational effectiveness; nonetheless, it does not moderate the relationship between change management and organizational effectiveness. Nonetheless, the impact of culture on organizations is profound. Schein (1990) observes that "culture is what a group learns over time as it solves its problems of survival in an external environment and its problems of internal integration". Specific sets of culture relating to not anchoring the changes made into the organization's culture, norms and shared values could erode the gains made. This could subject the change effort to degradation as the pressure for the change is removed (Kotter, 1995). This may also be the reason for the outcomes observed in this study. Therefore, Kotter (1995) emphasize the need to institutionalize change in corporate culture. Two factors are important for this; First, conscious attempt is needed to articulate how the new approaches, behaviours and attitudes are positively connected to and have aided corporate success.

A major criticism, as frequently reported in the literature and highlighted by Jackson and Philip (2005), is that planned models fail to look beyond technological issues and understand the social and cultural factors influencing the change process. From research both theoretical and case based, Jackson and Philip (2005) note that the general conclusion would seem to be that technological change should be approached from an emergent perspective. Emergent approaches recognize the importance of understanding the ongoing behavioural aspects of change. These approaches posit and share the view that change cannot be viewed as a linear sequential process planned within a given time period, by senior management. Instead actors are expected to enact change as they respond to change arising in an ad hoc fashion. Change from this view is something, which is ongoing or continuous, enabling understanding the social and cultural factors influencing the change process. This would involve understanding the different actor's expectations, norms and perceptions within organizational contexts (Jackson & Philip, 2005).

In understanding the cognitive and behavioural aspects of change for example, Wolff and Frank (2005) indicate numerous approaches to study and foster processes of organizational change. These are mostly focused on social and psychological aspects. Dominant areas include management of change, organizational learning (for enhancing problem-solving capacity), enabling communication (across hierarchical and domain barriers), organizational culture as well as images or metaphors of organizations for creating an awareness of potential problems. Organizational culture is only as significant as it is emphasized through policies and values. For a stronger and more effective organization it is advisable that change management activities are aligned and premised on organizational values and belief systems.

Conclusion

From our findings, we concluded that there exists a positive relationship between the planned change and the measures of organizational effectiveness corporate growth and resilience. We concluded that when changes are well planned and communicated to members of the organization, and the importance of the change made visible, resistance to change is completely eliminated or reduced to the barest minimum. A moderating variable, organizational culture was introduced to moderate the relationship between change management and organizational effectiveness, it was concluded that while culture has a positive relationship with planned change and organizational effectiveness, it however does not moderate the relationship between planned change and organizational effectiveness.

Recommendations

We strongly recommend that organizations build a system that integrates change, considering how important these changes could be to the achievement of organizational goals. Where change is recurrent, adjustment to environmental changes will be inevitable for organizations to achieve their goals.

Change should be implemented in a way that everybody feels carried along in the organization. Kotter’s model of change management would come handy here as a model that presents a step by step management of change with focus on how to deal with resistance in the organization. If people do not know change is coming they are likely to resist change.

Maritime organizations need to conduct a cultural audit with a view to cultivating those values and cultural dimensions that engender and reward change readiness and goal achievement.

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