

Full Length Research

# Organisational change, resistance to change and managerial tools used in overcoming resistance to change

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This research paper reviewed the causes of employees' resistance to organisational change and managerial tools that can be employed to overcome such resistance. Extensive studies showed that there are countless reasons why employees might resist change, which could border on individual personality, and lack of trust in the organisation's vision or the management team. The paper also reviewed how managers apply change theories to effectively employees' resistance during organisational change.

**Keywords:** organisational change, employee resistance to change, change theories, managing resistance to change.

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## INTRODUCTION

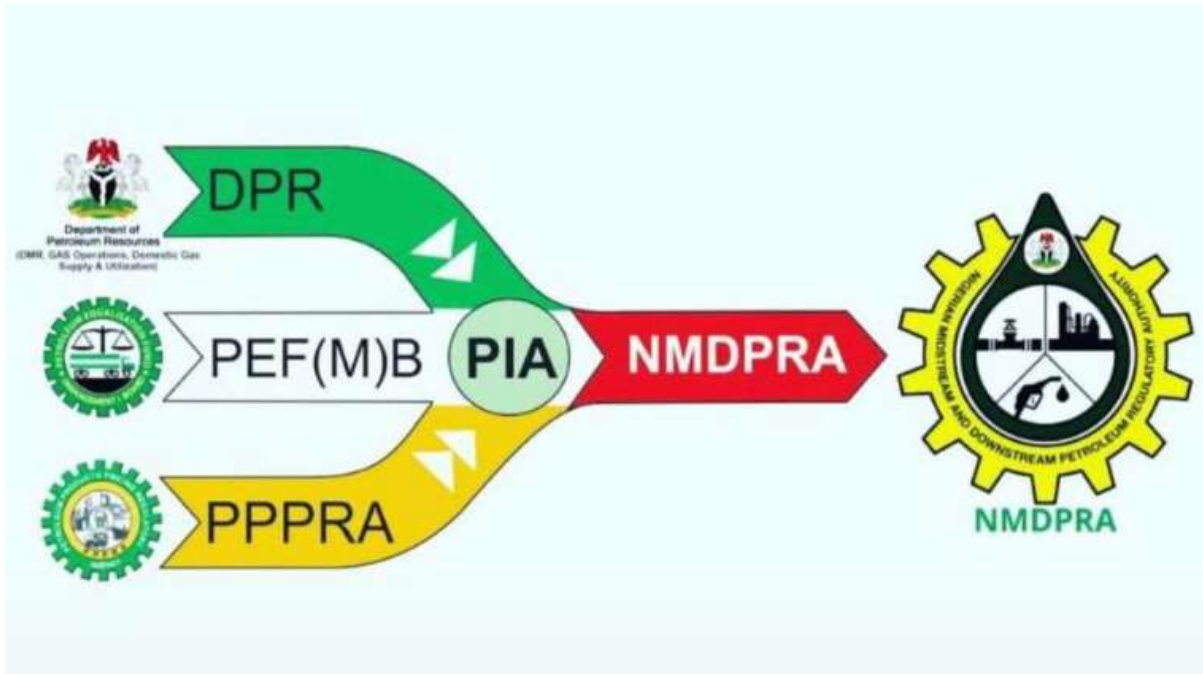
Organisations are constantly faced with threats or opportunities to which they need to respond to. Subsequently, (Daft 1983) opined that change is birthed when an organisation responds to a threatening or empowering situation for its survival. (Lewin 1946) stated that for an organisation to successfully respond to change situations, it needs to plan the change by constantly monitoring its environment (Rosenbaum et al. 2018).

However, employees or managers may likely oppose organisational response because of difficulties linked with parting with organisational culture, structure, and power. Resistance to change is the adverse behavioural reaction to change which tends to inhibit the successful implementation of the planned change (Rafferty and Jimmieson 2017).

This study aims to critically analyse three types of change, (organisational mergers, restructuring and business strategy transformation), the possible employee resistance that may impede the change and the managerial tools that can be used to manage employees' resistance to change.

## NMDPRA.

The assignment of the Nigerian Petroleum Industry Act into law on 16<sup>th</sup> August 2021, led to the merger of three organizations namely: (the Department of Petroleum Resource, Petroleum Equalisation Fund (Management) Board, and Petroleum Products Regulatory Agency), into one organization now referred to as **NMDPRA** to regulate and ensure efficient midstream and downstream operations in the oil and gas sector (PIA 2021).



Source: nmdpra.gov.ng

### Resistance to change

#### Openness:

the organisational merger of the defunct agencies into one regulatory body might lead to an increase in job demands, and responsibilities which may cause employee burnout and consequently, increase employee absenteeism and reduce their openness to change (Liu 2021). However, studies showed that employees' involvement in defining and setting goals increases their openness to supporting the change and welcoming new ideas, although research argues that employees' involvement in the change process is self-motivated based on one's perception of the change (Seppälä et al. 2012).

#### Conscientiousness:

Managers and employees resist change that disrupts the existing balance of power through counterproductive work behaviours such as sabotaging work processes through time-wasting and hoarding of information (Kump 2019). Therefore altering the line of authority of the defunct agencies will lead to a lack of conscientiousness in managers who carry out critical activities that enable change, and employees are the active users of the changing environment (Agarwal and Gupta 2018).

#### Agreeableness:

Agreeable people tend to prefer cooperation over conflict (Wille et al. 2014). The merging of the defunct agencies will heighten employees' sensitivity to managerial decisions. Consequently, if employees' perception of the managerial decisions is unfair and unjust, they can become disagreeable and resist change through acts of violence such as physical assault, expression of hostility and display of obstructive behaviour such as verbal assault (Skarlicki et al. 1999).

#### Neurotic:

Employees prefer to remain in the status quo to protect themselves from the feeling of anxiety even though they are unhappy with their current situation (Collins and Restubog 2021). Studies showed that preference for the status quo is because of their inability to influence or control the change, which makes them feel psychologically distressed, and anxious (Schneider et al. 2012).

## Tools for overcoming resistance to change:

### Communication

Effective communication is crucial to organisational mergers because it plays a salient role in creating change awareness, and building employees' readiness, toward change (Ford and Ford 2008). Furthermore, (Ford and Ford 1995) opined that successful change premise on altering conversation patterns:

- I. **Initiative conversation:** introduction of new ideas and direction to employees.
- II. **Conversations for understanding:** provision of clear and detailed information regarding the change to the employee to provide clarity and reduce the feeling of uncertainty.
- III. **Conversation for performance:** specify requests for result-oriented action from employees.
- IV. **Conversation for closure:** this step intends to fill in gaps or complete result-oriented tasks assigned to employees.

Studies showed that altering communication patterns reduce anxiety and increase employee openness, and agreeableness, due to consistent communication at all levels of the change (Ford and Ford 2008). However, to effectively communicate the change in values and culture for the new regulatory body, the information should be cascaded down from the CEO to line managers, and then to employees. because managers are active mediators between employees and organisational change (Agarwal and Gupta 2018).

S/n	Technique to effectively communicate organisational change to employees.
1	The Chief Executive officer should communicate the mission and vision to the managers in a clear and timely manner immediately after the merger
2	The Chief Executive Officer should create a town hall meeting forum to communicate the change situation and its vision and mission to all employees, with virtual links sent out via email to ensure full participation of staff who are field officers, staff on annual leave or on special assignment
3	Line Managers should create meeting time to further explain the change to employees on how it would benefit and affect them.
4	Managers should initiate periodic meetings to give employees step by step plan of the change while extending the CEO's appreciation for their understanding and cooperation. This is to give them a clear expectation of what to expect every step of the way.
5	Managers should customise the change by allocating roles and responsibilities to employees and give them clear details of what is expected of them
6	Managers should provide opportunity for periodic two way communication meeting to discuss employees feedback on the change implementation so far and answer question for further clarity on expectations

However, the shortcoming of the conversation of understanding stage is the wilful blindness of employees if culture to be changed is considered invaluable. Furthermore, the conversation for performance did not make provision for a promise to be made, which research showed that a promise completes a request. Consequently, a request will not elicit an action until an employee agrees to act. Similarly, the conversation about performance lacked accountability because it lacked a deadline, and research also showed that people can accept the request without committing to any deadline to complete the action (Ford and Ford 2008).

## Organisational Behaviour Modification

Behaviour modification is used to manipulate environmental variables that have control over employees' performance to elicit ethical and good moral behaviours that will foster productivity in an organization (Novak et al. 2020).

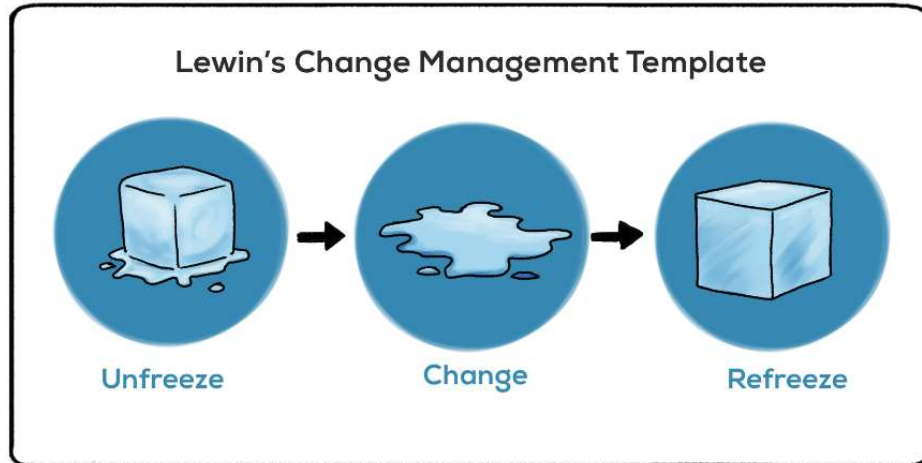
(Skinner 1904-1990) opined that scheduling and reinforcing desired behaviour of employees of the defunct agencies with pleasant consequences can be used to maintain its occurrence and increase its frequency. Reinforcement has been proven by research to be a form of motivation that its occurrence if scheduled, will increase conscientiousness (Buchanan and Huczynski 2019).

S/n	Techniques for modifying employees behaviour
1	develop and communicate employees guidelines and policy to line managers
2	Share the new organisations policy guide through emails to all staff
3	Line managers should identify behaviours that need change amongst their team
4	The CEO should communicate to all employees through Corporate services via email informing employees of undesirable behaviours that will attract punishment
5	Line managers should monitor desired behaviour frequency and recognise employees who are compliant
6	Line managers should recognise employees who are compliant to the policy guidelines and periodically reward them
7	Line managers should employ interim appraisal to tackle complacency and invite employees to have one on one discussion

However, (Deci and Ryan 1985) self-determination theory argues that reinforcement as an extrinsic motivation may not elicit desired behaviour because employees are only motivated when they see themselves as the volitional agents of their future (Shuck et al. 2018). Therefore, the desired behaviour is elicited by introjected motivation where desired behaviour evolves out of internal psychic pressure that has an external control e.g. (Exhibiting desired behaviour for validation). However, the shortcomings of operant conditioning are; that the value of reward varies amongst employees because what could be valued as a reward to one employee might be valued less by another employee, similarly pain in terms of punishment may mean nothing to some whilst it may be worth avoidance to others (Buchanan and Huczynski 2019).

## Kurt Lewin's Model

(Lewin 1947) identified three stages organisational change should transit i.e., unfreeze, change, and refreeze. He opined that there is a need to unfreeze the current value and beliefs of employees, to learn the desired values (Hussain et al. 2018).



Source: practicalpsychology (Theodore 2022)

**Unfreeze stage**

Research has shown that unfreezing and learning are interrelated because, during organisational change, employees of the defunct agencies are pushed to learn new skills and behaviours to increase their readiness to change (Alas and Sharifi 2002).

**Change Stage**

Employees' involvement in activity planning and problem-solving creates a road map for successful organisational change. Because their commitment to planning and implementing the change increases their openness and agreeableness to change (Hussain et al. 2018).

**Refreeze Stage**

Changes in organisational cultures will regress if it is not institutionalised. However, studies have shown that if the desired values are not compatible with the current values and beliefs of the employee, the resistance to the change is likely to intensify (Bartunek and Woodman 2015).

S/n	Technique to unfreezing, changing and refreezing an organisation
1	The CEO should stimulate employees readiness to change by giving them a clear view of the change objectives through a town hall meeting with virtual link sent to field staff for attendance, this is to increase their understanding of the change and to gain their maximum cooperation
2	Line Managers should stipulate learning objectives to employees because those who work with purpose put in their best effort.
3	The CEO should adopt cascade to the line managers, a change model that include goal, culture and processes to develop a learning organisation
4	Line managers should incentivise learning to encourage facilitate personal mastery
5	The CEO should create a periodic meeting time with line managers to physically interact on learning milestone and challenges
6	Line managers should institutionalise learning through culture, value and norm

Although Lewin's model increases employees' agreeableness and openness, however, the challenge of this theory is that it oversimplifies unlearning behaviour which is usually complex and conflicting in terms of openness (Burnes 2004).

Furthermore, (Palmer & Dunford 1996) showed that change does not occur sequentially or linearly as suggested by Lewin's model, nor do managers have certainty of its outcome.

Studies also argued that an organisation is not an ice cube and is never frozen, instead, it is in a fluid form with different personalities as seen in the merger of defunct agencies into NMDPRA (Kanter et al 1992). In addition, (Helms 2003) opined that change is a continuous process and as such it does not last long enough to refreeze because it is interrelated with the dynamic environment (Bartunek and Woodman 2015).

### **British Airways (BA) Case Study**

British Airways appointed a new chairperson (John King) in 1981 who noticed the organisation was inefficient and wasteful of valuable resources. He articulated and communicated a change management plan that would restructure the organisation and increase profits for the business by eliminating unprofitable routes, replacing old planes with modern jets, and downsizing the workforce which in course of the change axed 22,000 jobs (Profit & 2019).

#### **Resistance to change:**

##### **Fear of the unknown**

Employees fear management decision-making about them (Zhang et al. 2011). Therefore, the decision by BA to downsize the workforce will increase anxiety about job security, which may lower employees' commitment to work and consequently, the planned change will be disrupted because employees' psychological responses and behaviour are key to a successful change (Silva et al. 2020).

##### **Breach of psychological contract**

Organisations engage in relational contracts which involve long-term employee work arrangements which influence employees' turnover intention and work commitment (Solinger et al. 2016). However, unmet contract obligations and undue contract change by BA will result in high employee turnover of the remaining staff and anti-organisational citizenship behaviour which will halt the change process (Bankins 2015).

##### **Economic Stress**

Extensive studies have shown that downsizing will enhance productivity and reduce labour costs in BA operations. However, evidence also showed that it will harm the long-term performance and commitment of the remaining staff. Because employees' perception of job insecurity will diminish their job satisfaction and smother their performance (Luan et al. 2013).

##### **Distrust**

Employees' lack of trust in the leadership team constituted to restructure BA, will breed cynicism, which has the potential to disrupt the successful implementation of change. Studies have shown that reduces employees' commitment level to participate in the change process, consequently smothering the change because a high level of employee commitment is needed to successfully implement change (Nadeem 2020).

#### **Tools for overcoming resistance to change**

##### **Kotter's eight-step model**

(Kotter 1995) opined that organisational change fails because change implementors and initiators try to instigate change too quickly and as such, critical mistakes that impede change is made. On this note, Kotter developed an eight-step model for the successful implementation of change (King et al. 2018).

##### **Establish a sense of urgency**

Highlighting that BA's survival premise on changing organisational culture (OC) that attenuates the business's competitiveness will establish a sense of urgency, and gain the maximum cooperation required to kick start the change program which will maintain employees' psychological contract because employees are convinced that organisation change is needed.

### **Build a guidance team**

A management team is needed to drive the change initiative. Therefore, constituting a team of credible internal restructuring team in BA who have a good reputation, expertise and experience will increase employees' trust and confidence in the leaders' guidance on the change management.

### **Develop a vision**

Develop a plan and objective that will guide the change process in achieving the desired outcome. Studies have shown that employees' perception of positive outcomes of the CEO's vision will reduce economic stress and encourage employees to support the change.

### **Communicate the vision**

Communication of the vision by the CEO in clear and simple terms will promote employees understanding of the intended change for BA and eliminate the fear of the unknown. Research has shown that for an individual to expend effort and make a sacrifice toward change, he must be convinced that the change is beneficial and achievable (Nadeem 2020).

### **Empowerment and obstacle removal**

Empowering BA staff with the necessary skills and addressing structures and systems in the BA that can limit employees' participation in the change process will increase their trust in change management (Nadeem 2020).

### **Creating short-term wins**

Identifying short-term goals will reinforce employees' momentum towards the change objective. Studies have shown that creating short-term goals reduces economic stress because multiloading employees with many activities will smoothen their performance and increase threats of job insecurity (Buchanan and Huczynski 2019).

### **Consolidate milestones**

Declaring victory too soon can kill the change momentum and reduce the level of urgency of restructuring BA. However, modifying systems and structures that are not in line with the previously implemented change in BA will maintain employees' trust.

### **Institutionalizing new approaches**

(Kotter 1995) opined that institutionalization of new approaches premises on:

- I. New approaches and behaviours that have effectively improved BA's performance should be showcased.
- II. Promotion of next-generation to top management should premise on employees personifying the new approach.

Extensive studies have shown that attaching promotion to the personification of a new approach establishes a psychological contract and raises employees' commitment to the organisation.

### **Limitation**

(Burnes 1996) argues that organisations prefer to use change approaches that correlate with their OC because if the sequential approach counters the OC, it will be ignored. Furthermore, the personification of the new approaches could be subject to bias due to a lack of metrics (Appelbaum et al. 2012). Lastly, I believe that short-term wins should come first before empowering phases so that employees are equipped with relevant knowledge fit for the objective. Therefore, the steps sequentially do not seem practical.



Source: studyres.com

Studies have shown that culture management by the BA CEO is necessary to reform dysfunctional behaviour and self-contained subculture because deeply internalised culture influences employee behaviour (Lewin 1951). Consequently, to successfully restructure BA, the driving force of the change must be able to penetrate and change internalised cultures (Skogland and Hansen 2017).

Research has shown that OC should be formed based on the values and beliefs of the CEO, because if the OC does not align with his strategic view and goals, it may impede the planned change (Stephen and Timothy 2017). Substantively, the leader's ability to create new values that will restructure the organisation will increase employees' trust in his guidance.

S/n	Steps to changing organisational culture
1	Identify culture and behaviours that needs change or improvement through investigation of inefficient operational system
2	Identify culture and behaviours that aid efficiency and incorporate them to promote efficiency in operations
3	Set clear goals and expectations
4	Schedule periodic meetings with employees to communicate new initiative and solicit feedback
5	Encourage employee to critically analyse situations, and question beliefs and values they assume to be long-held and outdated in solving contemporary issues
6	Incorporate agile software to promote system efficiency, increase staff response time and promote accountability
7	Encourage employees learning
8	Measure employees' turnover rate to gauge effectiveness of the organisations culture change

However, the challenge of the iceberg theory as argued by (Bennett 1993) is that culture cannot be likened to a physical object (iceberg) because it is a lived experience that guides shared values (Hammer et al. 2003). furthermore, (Schwartz



2007) argues that OC premise on societal pressure due to the expected compliance with the acceptable societal norms and regulations. Therefore culture is formed in line with a dynamic business environment (Dauber et al. 2012).

### Psychological safety

(Schein and Bennis 1965) opined that psychological safety (PS) makes an employee feel safe to challenge change initiatives concerning the organisation's workplace policies and procedures (Frazier et al. 2017). Research has also shown that a supportive and consultative leadership style promotes psychological safety which encourages knowledge sharing, innovation and employee work engagement. Psychological safety encourages employees to take interpersonal risks in tackling problems quickly without fear or threats of negative consequences (Frazier et al. 2017).

s/n	Steps to building psychological safety
1	Organise periodic meeting to discuss change milestone
2	Solicit ideas from employees by asking them what they think on the implementation of the change so far
3	Welcome and acknowledge each employees input by shading more light on their ideas to reinforce their self-esteem
4	Use previous failures to create a learning opportunity for the team
5	Include employees in problem solving and encourage them to proffer innovative ideas on how best to solve the problem
6	Create opportunities for social engagement after each periodic team meeting to encourage employees to feel comfortable working with each other

Although PS will make BA employees feel safe in being innovative in problem-solving situations that require creative and critical thinking, however, (Pearsall and Ellis 2011) argued that its shortcoming is that it catalyses uncovering risky ideas that encourage unethical behaviour. Furthermore, studies showed employees with a utilitarian orientation, will access situations based on their consequences even though they might violate the ethical standard. Therefore, encouraging PS by the BA CEO will propel employees to engage in unethical behaviour based on justifiable outcomes such as “*no one got hurt*” instead of the values of the organisation (Pearsall and Ellis 2011).

### Netflix case study

In 1997 when Netflix was formed, it offered a monthly subscription for doorstep delivery of movies to its customers. However, in 2007 Netflix started streaming movies online to bridge customers' waiting time for movie delivery. This change led to a significant drop in subscriptions, notwithstanding the significant drop in subscriptions, Netflix believed in the digital future which saw its monthly subscribers increase from 23 million in 2011 to 137 million in 2018 (Profit & 2019).

### Resistance to change

#### Competency pressure

The absence of requisite knowledge and skills for the new ways of working in Netflix will reduce employees' participation level in the change process and diminishes their self-esteem because of the negative perception that may come from the evaluation of their cognitive ability (Ridgers et al. 2007). However, studies argue that competency pressure propels employees to participate in the change process to make desirable impressions (Parlami et al. 2020).

#### Threat to status quo

The change in Netflix's methodology of providing services will require employees and customers to expend more effort in learning new ways of doing things to adapt to the new situations. Studies have shown that if employees and customers find learning challenging, it could lead to job and services dissatisfaction and ultimately, a high turnover rate (Chi et al. 2020).

### Sceptical toward the need for a change

The high customer turnover in Netflix due to the service change will make employees pessimistic about the change, subsequently, the feeling of scepticism towards change in Netflix services will be resonated. Consequently, scepticism towards the services change will lead to a cultural reinvention of doorstep movie delivery by the employees due to job dissatisfaction (Kolbjørnsrud et al. 2017).

### Defeatism

The significant drop in the subscription after the implementation of online streaming of movies will form a negative perception in employees' minds that the change is already doomed, hence it is pointless to even try. Subsequently, employees will allow pessimism to interfere with their work intentions and participation in the change process due to a lack of valued experience from the job (Reichers et al. 1997).

### Tools for overcoming resistance to change

#### Learning Organisation (Andragogy theory)

Learning occurs when employees need to deal with new situations that entail developing new skills, attitudes, and knowledge to meet the expectation of the new situation.

(Malcolm 1913 – 1997) opined that there are five principles of andragogy (Purwanti 2017):

- I. **Self-concept**—adults become more self-dependent as they mature
- II. **Adult learner experience**—experience is a valuable resource because adult learners relate new knowledge to experiences and events.
- III. **Readiness to learn** – adult learners have reasons for learning, and they usually know what they want to learn. Having a learning objective heightens their readiness to learn.
- IV. **Orientation to learning** – adult learning is centred on problem-solving because problems provide learning situations hence adults are confronted with challenging tasks and responsibilities to develop their knowledge.
- V. **Motivation to learn** – adults are intriguingly motivated to undertake new learning when it influences their self-esteem, job performance and satisfaction.

S/n	Technique to Up-skill and Reskill the workforce
1	Managers should communicate the vision and mission of the intended change and the skill development to the employee's
2	Managers should lead by example and engage in learning activities themselves
3	Managers should establish learning plans for employees to spend a dedicated amount of time on skill development
4	Managers should contract experts who will in synergy with management staff, monitor employee progress, offer feedback and guidance where necessary to the employee.
5	Managers should group employees into teams to foster collaboration and promote knowledge sharing

Studies have shown that Netflix adopting new working ways will escalate employees' readiness to learn, because learning through problem-solving reduces competency pressure and pessimism thereby encouraging employees to believe in their abilities which propels them to continue attempting challenging tasks (Malik and Garg 2020).

However, the challenge of andragogy theory is that the self-concept seems more Western than African because it does not acknowledge the influence of culture on employees' learning. Furthermore, it promotes sexism because "*andragogy means man leading*" apparently the theory acknowledged and generalised the learning concept of one way of being (Duff 2019).

### Socialisation

Organisational socialisation is a process used to influence employees' behavioural patterns to conform to that of the organisation. This mostly involves teaching recruits the values and skills required to successfully perform their role in the organisation (Spagnoli 2020).

(Feldman 1976) identified three stages of socialisation that a Netflix recruit will go through to become acculturated with its values and culture (Buchanan and Huczynski 2019):

**Stage 1 Anticipatory socialisation** - these are internal brand management by Netflix that forms a perception in the recruit's mind when they research to learn about the organisation. However, the challenge is that newcomers having shattered expectations from the espoused culture can lead to job dissatisfaction and high turnover (Sang et al. 2009).

**Stage 2 Accommodation** – at this phase the recruit learns the required skills and knowledge needed to carry out his assigned task effectively. Learning is the core of socialisation because it centres on teaching Netflix's new employees the values and technical skills necessary to achieve good performance (Liu et al. 2021).

**Stage 3 Role management** – this is the knowledge application stage and role modelling stage where employees are coached by Netflix's valued employees because they exhibit the required behaviour and achieve the required result (Sang et al. 2009).

S/n	Technique for socialising new recruits
1	Choose candidates who have traits of agreeableness and openness to facilitate acceptance of the organisations norms and values.
2	Create a learning environment to increase their acceptance of the organisational values and norms.
3	Provide new recruits with front line training of required knowledge and skill for role and task mastery.
4	Administer appraisal as a measurement tool to measure employees compliance .
5	Administer behavioural modification to reduce complacency to ensure new employees identify with the transcendence values of the organisation.
6	Use valued staff history to illustrate the aim of the vision, values and culture of the organisation.
7	Attach new employees to organisations valued staff to mentor and influence them through exemplary behaviours.

Socialisation reduces competency pressure because it initiates friendships and makes the learning environment less tense. Furthermore, it increases employees' performance by reducing role conflict and task ambiguity (Spagnoli 2020). Although socialisation influences behavioural patterns to conform to that of the organisation, however, its downside is that it encourages peer coaching which may expose newcomers to emulate bad and unethical behaviours from their peers (Liu et al. 2021).

### Dialogic communication

(Kent and Taylor 1998) opined that Netflix negotiating and exchanging ideas with the public (customers) will guide them to understanding and responding to societal demands that will be mutually beneficial to both parties. Furthermore, (Kent and Taylor 1998) proposed the use of an online communication channel that incorporates the

principle of a dialogic loop which allows the public to query the organisation and allows them to respond and address questions and problems (Hong et al. 2016).

Studies have shown that social media facilitates conversations online. Therefore, Netflix using social networking sites to create awareness to the public about the new way of watching movies and highlighting the importance of digital support in bridging waiting time for movie delivery, will reduce the public's scepticism of the need for change and shift from status quo (Hong et al. 2016).

S/n	Technique to engaging the public
1	Build a persona to identify the target audience
2	Identify media landscape to effectively reach the target audience
3	Develop objectives i.e. create new product and services awareness
4	build educative content about the new product and service and engage social media influencers to aid its visibility.
5	Map a social media interactive strategy to monitor, listen and respond to customers complaints

Furthermore, communicating to employees the importance of digital support in routine processes such as fragmentation, standardization and automation of work tasks will reduce competency pressure faced by employees because competency is shifted to the computational algorithm of the digital device (Melzer and Diewald 2020). However, the challenge to this theory is the lack of coordination and inconsistency it would bring in addressing issues because there is no method on how communication officers in Netflix should coordinate its standpoint on issues. Furthermore, the public will access Netflix on the perceived quality of dialogic communication and studies have shown that public judgement is greatly influenced by dialogic communication (Yang et al. 2015).

### Crossover theory

Employee work engagement is characterised by a high level of mental and physical resilience, in being intentional to expend extra effort amidst challenges to accomplish organisational goals. While burnout is a form of psychological exhaustion and decline in work intention due to workplace inefficacy (Gutermann et al. 2017).

The crossover theory by (Westman 2001) opined that psychological state such as work engagement is transferable (Gutermann et al. 2017). Consequently, given the influential role of leaders on employees, engagement could crossover from leaders through the creation of a resourceful work environment enriched with support and performance feedback. Research showed that job resources such as social support and performance feedback will increase employee work engagement and commitment to actualise the goals of changing movie provision services in Netflix and reduce the feeling of scepticism and defeatism towards the change (Gutermann et al. 2017).

S/n	Techniques to engaging employees, maintaing work engagement and committment
1	<b>Line managers should get to know their subordinates</b> - Line managers should take out time to inquire how about employees personal goals and family to develop strong rapport with them. Because studies showed that employees who feel valued tend to be more engaged with their work and perform better
2	Managers should provide employees with job resources (trainings, feedback and support) to increase their competence and performance
3	Managers should hold weekly or monthly departmental meetings to discuss task , target and achieved mile stone with employees to increase their commitment level
4	Managers should encourage work autonomy and reduce micromanging employees - Managers should respond encouragingly to employees with pitch ideas so as not to discourage them from trying further.
5	Managers should constantly offer social support to employees by stepping in to assist in rectify situation
6	Managers should recognise and acknowlege employees effort to encourage them to continue being engaged with their work
7	Managers should listen and act on employees feedback where neccessary or give employees explanations to some managerial decision because employees perception of management influences work engagement level
8	Managers should give employees psychological safety by adopting positive and effective approach to address employees failed decisions

However, the limitation of this theory is that family demands that exert emotional strain on the leader can spill over to the workplace and subsequently aggression will be transferred to an employee (subordinates). Similarly, job stress can spill over to the leaders' homes thus leading to work-family conflict which impairs employees' performance as a result of increased exhaustion from marital dissatisfaction (Bakker et al. 2009).

## CONCLUSION

Extensive studies showed that for organisational change to be successful, it must be duly planned. In addition to the planning, the change initiators and implementors must take cognisance of the possible resistances to the change and identify appropriate measures to employ to halt the resistances.

The studies also showed that there is various form of organisational change and as such, no one cap fits all in managing organisational change. However, communication is a universal tool that overcomes resistance to change because it increases employees' readiness to change by providing a clear view that promotes understanding of the change objectives.

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