

## Role of Change Management in Organizational Growth: A Case Study of CTG Global (Afghanistan)

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### ABSTRACT

The significance of Change Management in Organizational Growth cannot be overstated. In today's business landscape, enterprises that resist change are at risk of obsolescence. Therefore, the ability to swiftly identify and execute necessary changes hinges on well-crafted change strategies, efficient processes, effective communication tools, and information sharing. These components play a pivotal role in achieving organizational goals and objectives. Change management offers several benefits, including increased production, enhanced employee motivation, job security, improved performance, and a serious consideration of organizational growth and expansion.

This study was conducted at Committed To Good (CTG Global) in Afghanistan, employing a survey-based approach. Self-administered questionnaires and interviews were used to collect employee opinions on the implementation of change management and its perceived success. A total of 51 employees participated in the surveys. The findings indicated that employees were generally content with their involvement in the change implementation process, the provision of necessary training, management's support and sponsorship, coalition building, and commitment to change. However, there remains room for improvement in system, process, and organizational strategies to further enhance the success of the change implementation. Some aspects of the current system are limiting its effectiveness, and certain essential elements for successful change implementation are still missing.

**Keywords-** Change Management, Organizational Adaptation, Environmental Changes, Organizational Culture & Change Manager.

### I. INTRODUCTION

In today's fast-paced world, the ability of any modern enterprise to adapt and embrace change is critical for its survival (Johnson & Venkatramani, 2015). The relentless pace of change in society and the business landscape demands swift and adept responses from organizations (Hegde, 2015). To thrive in this environment, businesses must adopt fast, reliable, active, and comprehensive strategies to overcome entrenched paradigms and traditional organizational cultures (Johnson & Venkatramani, 2015). This imperative has given rise to the concept of 'Change Management.'

Change Management is a systematic approach designed to prepare organizations for continuous environmental changes within their operations. It involves innovative strategies and prompt actions to address variable and unexpected changes (Johnson & Venkatramani, 2015). This process encompasses various facets of a business operation, ranging from organizational structure and governance to product development and customer satisfaction. Successful Change Management not only identifies necessary changes in the governance structure but also maximizes productivity by modifying and complementing the existing organizational system, ultimately benefiting customer satisfaction (Hegde, 2015). Effective production

management relies heavily on the efficient use of organizational resources. Lalzai, F. (2023).

In this context, the collaborative efforts of all organization members, from management-level to entry-level employees, are vital. These individuals must align their actions with the organization's vision, mission, goals, and objectives, despite the diversity of attitudes towards change (Johnson & Venkatramani, 2015). The role of the 'change manager' is pivotal in guiding the organization's response to these variations. Furthermore, the support and sponsorship from leaders are crucial for the success of Change Management (change-management.com, as cited in Johnson & Venkatramani, 2015).

The effective use of human resources significantly affects customer satisfaction and competitive advantage. Therefore, managers must regularly evaluate employee satisfaction and key variables impacting both satisfaction and performance. Jahan, et al (2023).

Moreover, Change Management encompasses an information technology and engineering dimension, emphasizing the need for a systematic approach to monitor organizational systems and processes (Johnson & Venkatramani, 2015). For example, it involves assessing the reliability of individual computer operating systems, regular system updates based on user feedback and bug reports, and necessary patches for system resilience. This systematic approach minimizes potential risks associated with system changes (Hegde, 2015).

These principles of Change Management extend beyond organizational structure, touching upon a company's competitive business strategy and product development aligned with customer needs and demands (Hegde, 2015). In essence, Change Management is a multifaceted approach that addresses the dynamic nature of the business world, providing a framework for successful adaptation.

### **1.1 Problem Statement**

Change is important in today's world, because the world and most of the organizations are changing. If any organization does not take attention for change to be adopted and refuse to change, they will be eliminated by the available rivals. Those organizations which are fear or hesitate to change must try to step out and start to change now. It's obvious that for adopting any possible change (partial of holistic) many factors preventing for change to be implemented such as lack of financial, informational, physical resources as well as human resource, employee's resistance, lack of intention and commitment to change, organizational structure and so on, each organization must gain confidence in the ability for its collective knowledge, skills, and resources to be seamlessly implemented towards a common goal. With appropriate senior management and organizational support in place, it is likely that the organization will be ready to undertake the challenge of the proposed change(s).

### **1.2 Research Objectives**

- To investigate the role of change management in organizational growth with in depth elaboration of change management strategies adaptation resulted for the expansion and growth.
- To elaborate employee's readiness and develop employees resistance strategy and discuss the problems associated with change adaptation.

## **II. LITERATURE REVIEW**

Boeker (1997) explored how CEO and top management team characteristics influence strategic change's association with poor performance, long tenures, and diverse top management teams being linked to greater strategic change. Poor performance amplifies the impact of managerial characteristics on strategic change.

Wiersema and Bantel (1992) studied the demography of top management teams in Fortune 500 companies and found that teams with specific characteristics, including age, tenure, education, and specialization, were more likely to undergo corporate strategic changes.

Jones, Jimmieson, and Griffiths (2005) focused on employees' perceptions of an organization's culture and their readiness for change, which influenced the success of change implementation, particularly in the context of a state government department.

Waddell and Sohal (1998) challenged the idea of resistance to change as an adversary, suggesting that resistance might have utility if managed properly, emphasizing the importance of leveraging resistance for change rather than defeating it.

Worren, Ruddle, and Moore (1999) compared change management with traditional organizational development, highlighting change management's potential to unify various thought worlds in the field of planned organizational change.

Bovey and Hede (2001) delved into the role of individual psychological factors in resistance to organizational change, identifying maladaptive and adaptive defense mechanisms and suggesting intervention strategies for managing resistance.

Premkumar and Ramamurthy (1995) examined the influence of inter-organizational and organizational factors on the adoption of Inter-Organizational Systems (IOS) in the context of electronic data interchange (EDI).

Vakola, Tsaousis, and Nikolaou (2004) explored how emotional intelligence and personality traits impact individuals' attitudes toward organizational change, emphasizing the significance of aligning these attributes with successful change.

Abdul Rashid, Sambasivan, and Abdul Rahman (2004) investigated the relationship between organizational culture and attitudes toward organizational change, revealing that certain organizational cultures facilitate acceptance of change while others do not.

Kotter and Schlesinger (1989) acknowledged the challenges of organizational change efforts and the reluctance to initiate needed changes due to a lack of confidence in successful implementation.

Bordia, Hobman, Jones, Gallois, and Callan (2004) classified change uncertainty into strategic, structural, and job-related types, and studied how control, management communication, and participation in decision-making impacted psychological strain during change.

Wiklund and Shepherd (2003) used the theory of planned behavior to develop a model of small business managers' growth aspirations and the level of growth achieved, considering education, experience, and environmental dynamism.

Helmich (1974) examined the relationship between modes of administrative succession and organizational growth in manufacturing companies, emphasizing adaptability as more important than profit or employee morale.

Armenakis, Harris, and Mossholder (1993) distinguished readiness for change from resistance, presented a model of influence strategies, and discussed the impact of change agents' credibility on creating readiness for organizational change.

Ng, Feldman, and Lam (2010) explored the effects of psychological contract breaches on organizational commitment and innovation-related behaviors over time, revealing the dynamic nature of these relationships.

Burnes and Jackson (2011) argued that the misalignment of value systems between change interventions and the organization's members could be a significant reason for low success rates in change initiatives, suggesting the importance of value system alignment.

Autio, Sapienza, and Almeida (2000) applied knowledge-based theory to examine international growth in entrepreneurial firms and found that earlier internationalization and greater knowledge intensity were associated with faster international growth.

Mishina, Pollock, and Porac (2004) investigated how managerial growth logics, financial slack, and human resource slack influenced short-term revenue growth in manufacturing firms.

Neumann and Finaly-Neumann (1994) developed a model linking organizational growth to competitive strategy, CEO characteristics, and presented results from a study in private liberal art colleges.

SEO et al. (2012) studied employees' affective experiences and their commitment and behavioral responses to organizational change, finding that positive and negative affect predicted commitment and behaviors over time.

Vakola, Tsaousis, and Nikolaou (2004) examined the influence of organizational culture on attitudes toward organizational change in Malaysia, identifying an association between culture and attitudes.

Kotter and Schlesinger (1989) acknowledged the challenges of organizational change efforts, where few are entirely successful, and many face problems, delays, and costs. Some organizations hesitate to initiate needed changes due to fear of unsuccessful implementation.

Bordia, Hobman, Jones, Gallois, and Callan (2004) categorized change uncertainty into strategic, structural, and job-related types, and studied how control, management communication, and participation in decision-making influenced psychological strain during change.

Wiklund and Shepherd (2003) used the theory of planned behavior to model small business managers' growth aspirations and their achievement. Education, experience, and environmental dynamism influenced the relationship between aspirations and actual growth.

Helmich (1974) examined the relationship between modes of administrative succession and organizational growth, highlighting the importance of adaptability.

Armenakis, Harris, and Mossholder (1993) differentiated readiness for change from resistance, provided a model of influence strategies, and discussed the role of change agents in creating readiness for organizational change.

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### **III. RESEARCH METHODOLOGY**

**3.1 Research Design:** a descriptive research method is used.

**3.2 Population:** The research targeted over 10% of CTG Global-Afghanistan's workforce, which consists of 310 staff, including management, across various departments and regions.

**3.3 Sampling Technique:** Simple random sampling used here

Sample size: 51 employees selected the study focused on Committed To Good Global (CTG) Afghanistan employees.

**3.4 Research Instrument:** Data was collected through self-administered questionnaires and interviews featuring multiple-choice and Likert scale questions and the analytical tools of SPSS.

**3.5 Data Collection:** Primary data was gathered via questionnaires and interviews, while secondary data was obtained from published sources like journals, magazines, books, and online theses.

**IV. RESULTS AND DISCUSSION**

*Cronbach's Alpha*

Reliability Statistics	
Cronbach's Alpha	N of Items
.8141	10

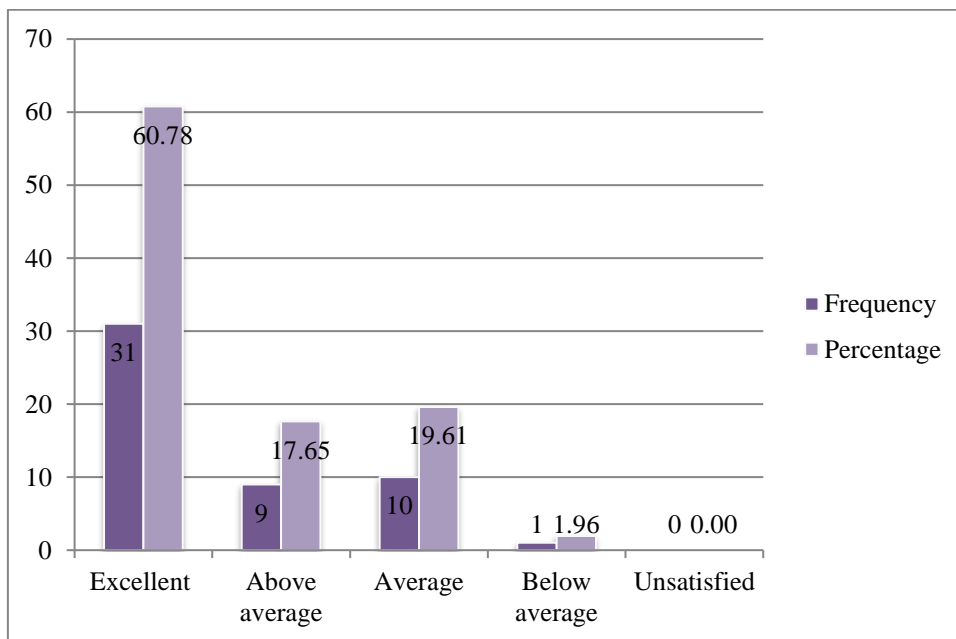
As we need to analyze our questionnaire, we did Cronbach's Alpha reliability test to ensure the reliability of our questionnaire. As above figure indicates that our questionnaire Cronbach's Alpha is 0.8141 which confirm our questionnaire's reliability.

**V. ANALYSIS AND FINDINGS**

A strong coalition is built among employer and employees and commitment to change is developed.

**Table & Figure 1**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	31	9	10	1	0
Percentage	60.78	17.65	19.61	1.96	0.00



**Interpretation:**

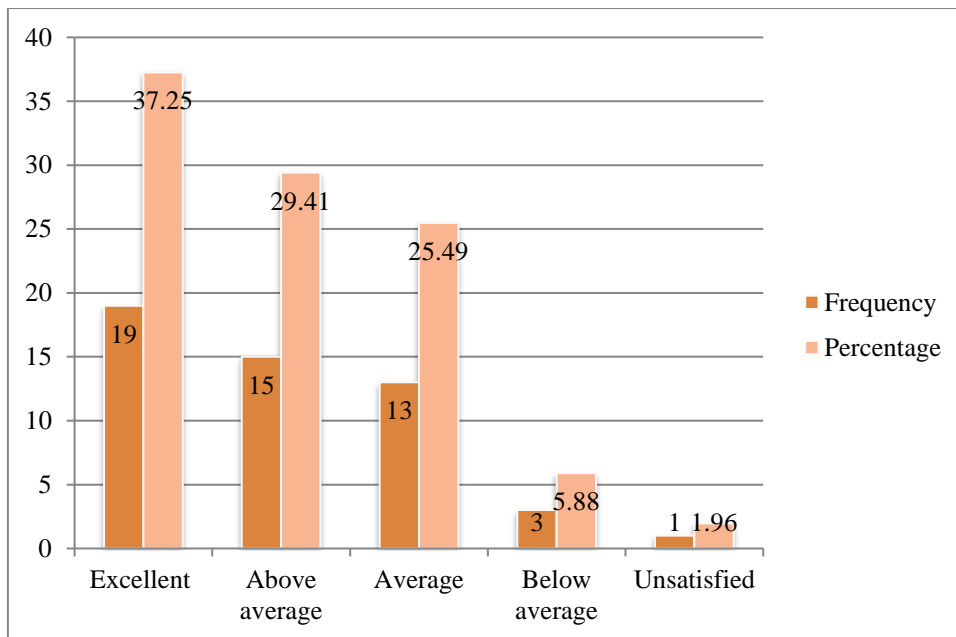
In above chart 51 respondents' rate 31 Excellent range, 9 Above average and 10 Average and only 1 respondent range was Below average with no Unsatisfied result, thus its resulted to build a team and coalition for

the purpose of well implementation change within the organization and employer and employees commitment developed accordingly.

*Satisfaction level of employees regarding change for authority and responsibility distribution.*

**Table & Figure 2**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	19	15	13	3	1
Percentage	37.25	29.41	25.49	5.88	1.96



**Interpretation:**

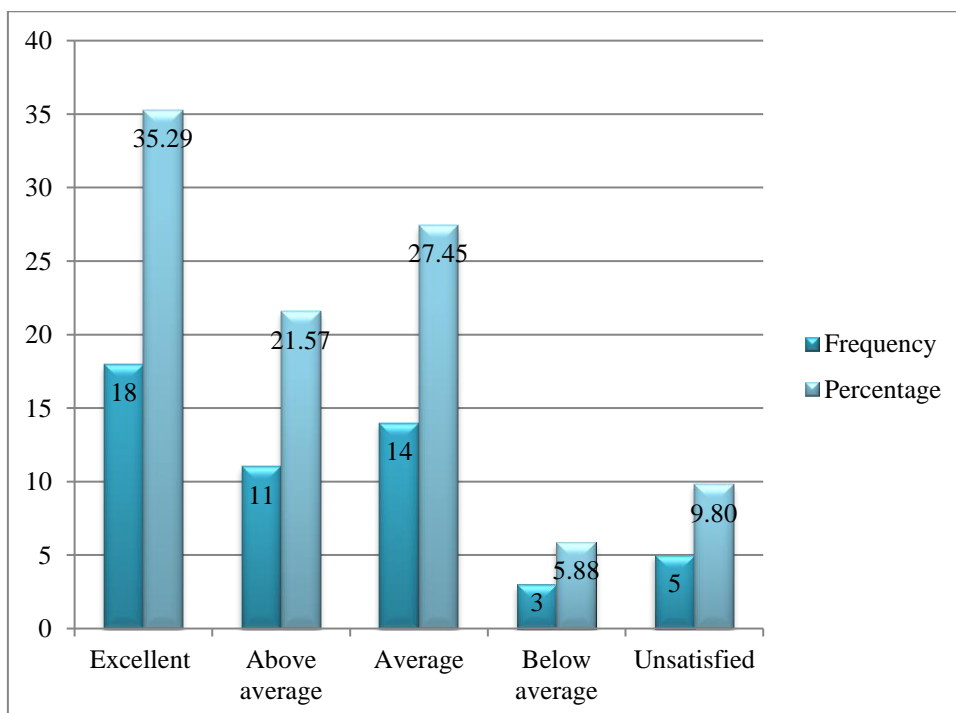
The 51 respondents, 19 respondents ranked (“Excellent”, 15 “Above average”, 13 “Average” and 3 “Below average” with 1 respondent “Unsatisfied”) resulted, thus it show a high level of employee satisfaction and responsibilities plus authorities was well designed

and well distributed among employees for the purpose of well implementation of change within organization resulted the growth of the organization.

*The employees are satisfied with change in the welfare facilities.*

**Table & Figure 3**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	18	11	14	3	5
Percentage	35.29	21.57	27.45	5.88	9.80



**Interpretation:**

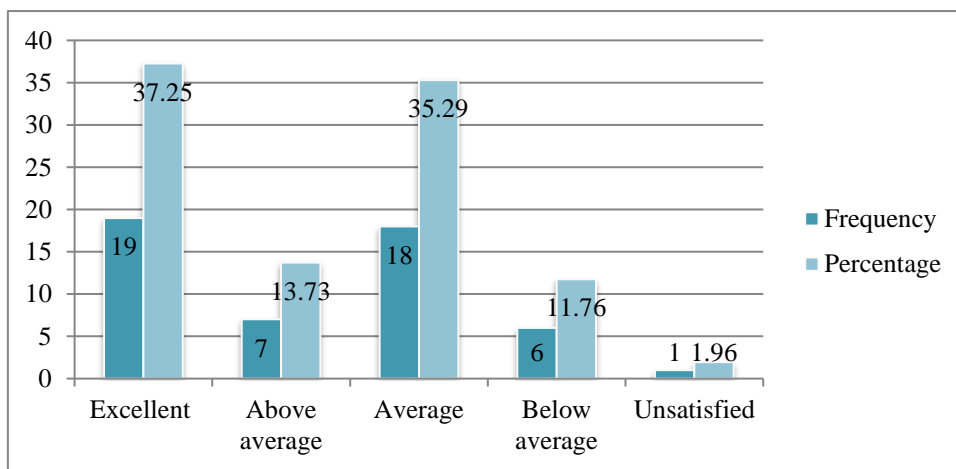
The above fig 4.3 indicates that out of 51 respondents, (18 employees rated “Excellent”, 11 “Above average” and 14 “Average” only 3 rated “Below average” and 5 “Unsatisfied”), hence considering the above result show that most of the employees are satisfied for the implemented change which create welfare facilities for

the employees which plays a very vital role for employees motivation plus maintaining employees as well as creating well employees commitment environment, which assure positive implementation of change within organization.

*Employees are satisfied with the change in working environment at their work place.*

**Table & Figure 4**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	19	7	18	6	1
Percentage	37.25	13.73	35.29	11.76	1.96



**Interpretation:**

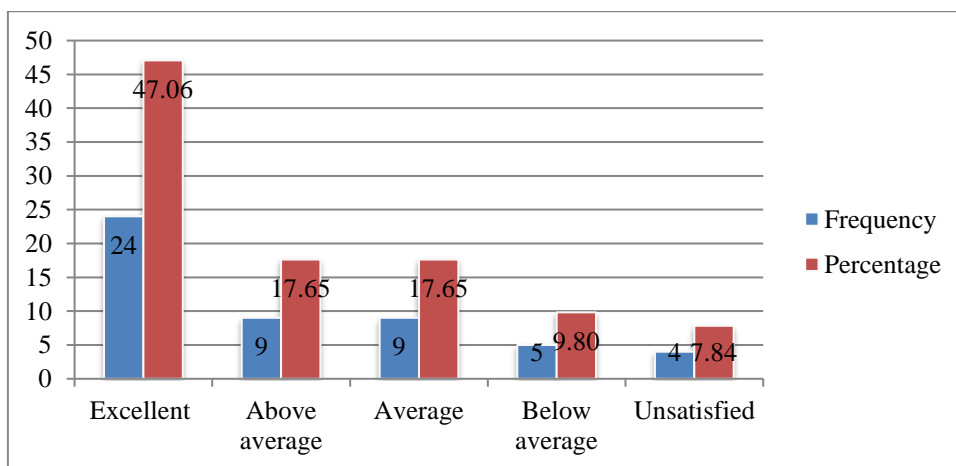
The above fig 4.4, reflects that majority of the sample (n= 19 Excellent, 7 Above average and 18 Average) stated that the working environment is well designed and goo working place is considered which resulted satisfaction of employees and will create proper

working condition for the employees which maintain them satisfied and motivated towards change implementation and sustaining the change with appropriate condition.

*Employees are satisfied with changes in the organizational structure.*

**Table & Figure 5**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	24	9	9	5	4
Percentage	47.06	17.65	17.65	9.80	7.84



**Interpretation:**

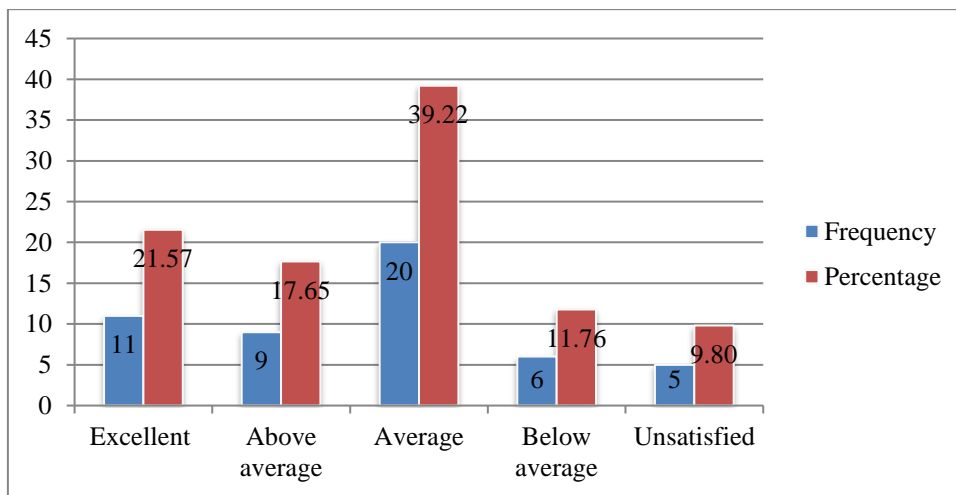
As in the above figure is indicated that most of the respondents (n=24 Excellent, 9 Above average, 9 Average) have shown their satisfaction with the organizational structure designed during change adaptation, while a few respondents (Below average and

Unsatisfied), which assure well and proper designed of organizational structure for implementing change within the organization.

*The employees are participating in implementing the change.*

**Table & Figure 6**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	11	9	20	6	5
Percentage	21.57	17.65	39.22	11.76	9.80



**Interpretation:**

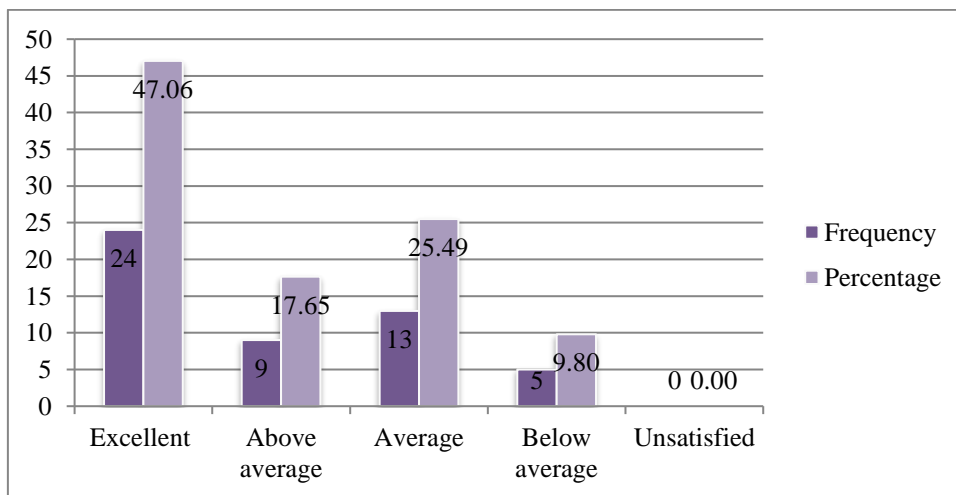
In the above chart indicated that, respondents (n=11 Excellent, 9 Above average, 20 Average, 6 Below average and only 5 respondents Unsatisfied) that the level of employees participation are notified and nearly all fully participated in change implementation, and in CTG

Global the employees are involve in change implementation and all participated in change adaptation which assure the change sustainability as well as organizational growth.

*The performance of employees is improving due to change in organizational plans and policies.*

**Table & Figure 7**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	24	9	13	5	0
Percentage	47.06	17.65	25.49	9.80	0.00



**Interpretation:**

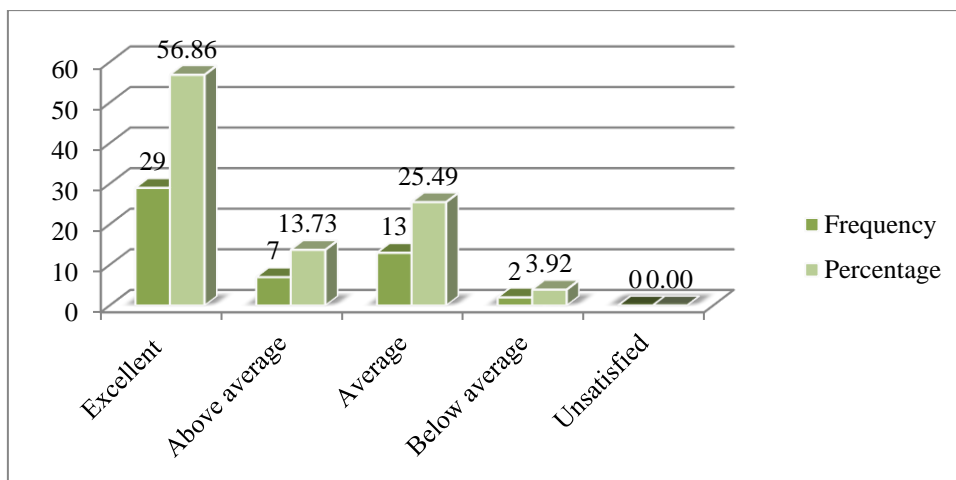
Out of 51 respondents, 24 employees (47.1%) stated “Excellent” that well plans and policies are designed, (n=9 or 17.6%) were “Above average” as they were confirmed that the plan and policies are well developed; (n=13 or 29.5%) responded “Average” which also agreed with the appropriate plans and policies designed and 5 employees (9.8%) was “Below average”

which indicated somehow dissatisfaction; with (n=0 or 0%) of “Unsatisfied”. The survey result indicated that CTG Global organization developed plans and policies based on change requirement and resulted improvement in employee’s performance.

*Due to change adaptation, there is improvement in the profitability and resulted growth.*

**Table & Figure 8**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	29	7	13	2	0
Percentage	56.86	13.73	25.49	3.92	0.00



**Interpretation:**

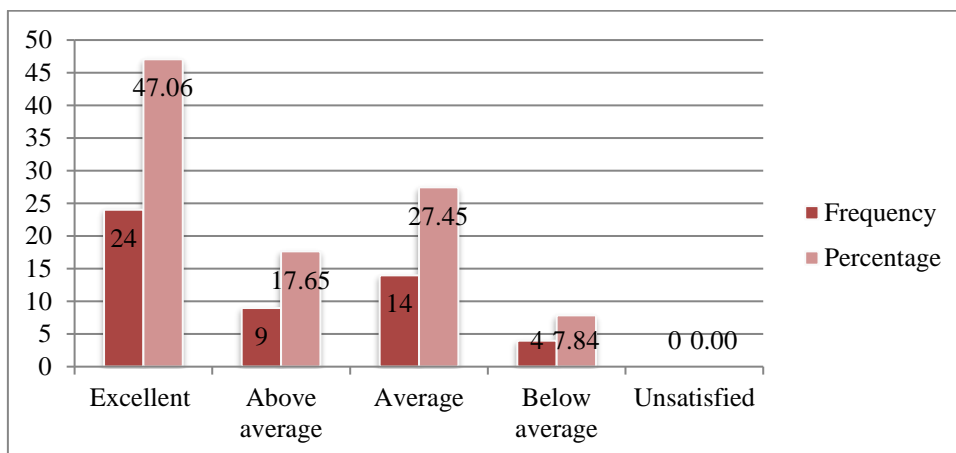
Out of 51 respondents, 29 employees (56.9. %) stated “Excellent” that change implementation enhanced profitability and growth of the organization. (n=7 or 13.73%) marked “Above average”; (n=13 or 25.5%) marked “Average”. Only (n=2 or 3.1%) having “Below

average” with no “Unsatisfied” level within employees. The above survey indicated that profitability and growth of the organization (CTG Global) improved due to change implementation.

*Management is positively participating in the change process and boosting the morale of the employees.*

**Table & Figure 9**

Items	Excellent	Above average	Average	Below average	Unsatisfied
Frequency	24	9	14	4	0
Percentage	47.06	17.65	27.45	7.84	0.00





**Interpretation:**

Out of 51 respondents, (n= 24 or 47.1%) state “Excellent”, (n=9 or 17.7%) stated “Above average” and (n=14 or 27.4%) were “Average” that indicated that managers’ participation was remarkable and is positive which enhance and boost the morale of employees within the organization. And only (n=4 or 7.9%) responded “Below average” and (n=0 or 0%) of “Unsatisfied” respondent.

**VI. CONCLUSION**

In summary, this study aimed to explore the role of change management in organizational growth, addressing key objectives regarding its significance, its impact on growth, and strategies for effective communication, coordination, and commitment. This investigation involved a comprehensive literature review and a survey conducted among the organization's employees.

The literature review emphasized the advantages of identifying and implementing change within well-structured systems. It highlighted the pivotal role of a robust system for achieving desired outcomes. The survey results indicated active employee participation in change implementation, with open communication channels for sharing strategic goals and objectives. The findings suggest that the organization's change management approach encompasses crucial elements for effectiveness.

According to employees, the organization's change management is effective and has contributed to its expansion and growth. A properly designed change application system has motivated staff, improved performance, increased productivity, ensured job security, and provided necessary training for performance enhancement. Nevertheless, it's important to acknowledge that the system has room for improvement, although it's headed in the right direction and has demonstrated positive outcomes.

**Recommendations**

- ✓ Establish an open communication and information sharing system within the organization to improve overall effectiveness. This will ensure that all employees have access to the necessary information.
- ✓ Address the inconsistency in authority and responsibility distribution during change implementation. Design a distribution system that motivates employees, enhances performance, and promotes efficiency.
- ✓ Implement a structured change framework, outlining key objectives such as awareness, desire, knowledge, and reinforcement. Provide training to all involved in the change process to ensure alignment with the organization's strategic goals and objectives.

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