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## 1. Abstract

This paper critically analyses and evaluates the technological changes that were carried out in Ntepsmall—a mall that provides daily consumables and the essentials of other needs such as drugs, clothing, cosmetics, etc. This paper analyses the transition process of these change using three change management models which are: ADKAR Change Management Model, Kurt Lewin's Change Management Model and Mckinsey's Change Management Model. Findings revealed that the changes were necessitated due to the need to advance the organization technologically, the need to salvage decreased efficiency, the urgency to manage crowd at the counter and provide excellent customer service delivery. Findings revealed ADKAR change model finds its strength in the provision of a clear and detailed step by step approach to change management; ADKAR Change Model is also appraised for its consideration towards the feelings and contributions of organizational members by seeing the need to educate and spark up a desire to the urgency and acceptance of change. ADKAR Change Model though effective in the transition of change. is adversely critiqued as it wields excess power to organizational members which may develop a tendency for revolt or outright resistance. Kurt Lewin's Change Model on the other hand is positively appraised as it develops a communication strategy towards transitioning organizational members to a change process. However, Lewin's Change Model is flawed as its approach towards organizational change is rather hasty giving limited time for organizational members to abandon old methods and adopt new ones. MCKinsey's Change Model is appraised positively as it takes into consideration all organizational factors in its transition to change, ranging from structure, style of leadership, shared value etc. Mckinsey's Change Model, is critiqued for not having a specific change implementation process. Going by the various change theories, this paper provides recommendation as to factors organizations can put in place to have an effective change process.

**KEYWORDS:** Organizational Change, change management, change theories.

## 2. Introduction

Organizations strive daily to improve on services, structure, values, culture, and clientele relationship. The ability to ensure that they are seen as reliable structures, constantly adapting and making progress, is woven in the fabric of organizational change. Mihelcic (2012) defines an organization as a group of people coming together to achieve group goals and objectives. Sharma & Gawande (2020) further notes that an organisation can be seen as a conglomerate of various individuals from various multicultural groups, bounded together by a similar objective which can be need to solve a problem while making profit. Organizations evolve as times emerge and may experience certain changes. These changes can be economic, technological or even environmental and can be triggered by various factors which may be internal or external, whatever, the case there is need for an organization to experience organizational change. Kumarasinghe and Dilan (2022), defines organizational change as the process whereby organizations alter their processes, design, overall structure, technology as well as make provisions to address the consequences those changes might have on its internal or external environment. Rocque (2017), notes that organizational change is the modification of organizational design, set-up, structure inorder to accommodate new processes and ideas. Rocque (2017) notes that organizations should maintain flexibility in order to achieve change processes. Ntepsmall in 2020 made some few notable technological changes in its grocery store in order to facilitate and enhance an excellent customer service delivery. These changes included the use of smart carts as opposed to the use of grocery personals to direct customers to location of goods, the use of AI cameras which aids in evaluating data on customers most frequent purchase and the use of 'scan and go' aiding in the reduction of queue at the grocery store as customers can pick up items, scan them and information on products items is sent to area of payment and cash is automatically deducted from the customers' account. These technological changes, has in many ways improved the organizational structure of Ntepsmall as efficiency and effectiveness seems to be their reality. Technological change in NtepsMall was quite expedient as there was need to improve on customer experience.

## 2.1 A brief profile of Ntepsmall

NtepsMall is a Mall for sale of daily consumables with different arms for sale of drugs, cosmetics, clothing, foodstuff etc. It is a mall designed to serve the need of individuals and save the stress of having to stop at various places to satisfy needs for consumables, drugs, clothing etc. hence the need to create an all-purpose store for consumer satisfaction. Ntepsmall has an organizational culture of responsiveness, customer value proposition, politeness, integrity, performance-driven reward system and confidentiality. This organizational culture has established and cemented core values and behavior of the organization.

## 2.2 Organizational change and drivers of change in Nteps mall

The wild competition in the 'grocery' market leaves behind a brand that is unwilling to adjust to the tide of events. Nurdianasari and Indriani (2021) explains that Customers on the other hand are always on the move and on the search for a convenient shopping environment. Drake (2015), notes that organizations do not stand in isolation as they always influenced by factors from their environment which pressurizes them to change. In the introduction of this technological change, Nteps mall factored the need to salvage its decreased efficiency as there was a decline in excellence in customer service delivery. Serar (2021) explains that the need to align with technology is also factored in as an organization needs to advance technologically in order to be on the same pace or higher with its competitors. Technology constantly enabling an easy and convenient way towards achieving result, Ntepsmall saw the need to make certain technological changes. These technological changes and the urgency for creation, is explained below:

- **The Use of Smart Cart:** The smart cart is a trolley that has an inbuilt Computer and Radio Frequency Identification system technology to aids a customer to the accurate location of items, giving information on price, function, weight on such item as well as gives information on discount prices if any. Roopa and Reddy (2020) notes that smart cart has an easy payment system where items picked

can be scanned and prices of goods scanned and sent directly to the mall's counter while payment is being made without the customer having to queue up. This change was necessary as there was always an influx of customers at the mall and every customer had to wait to be attended to. This caused wastage of time and loss of customers, as a good number of them could not wait. As this happened, management realized that there were losing customers hence decided to think of an efficient and faster means to attend to clients, so they are not lost to competition. This urgency necessitated the need for a technological change. Hence the use of smart cart was introduced. Since its introduction, Ntepsmall has seen a drastic increase in sales and customers have experienced effectiveness and efficiency at delivery.

- **The use of 'Scan and go:** Scan and go is another massive technological change that was initiated at the Ntepsmall. This change was necessary to manage the crowd at the point of payment at the counter Lawo et al (2021) The use of 'scan and go' aids the mall in the collection of data on customers' preference on goods. This enabled the mall to note the kinds and variants of goods customers were most interest in, as it enabled the organization to stock up immediately thereby improving sales rapidly.
- **The Introduction of AI Camera:** This technological change offered information on individual shoppers, their food choice and other preferences. Pillai et al(2020) notes that this enables the grocery store to have sufficient information on every buyer who walks into the store to buy a particular goods. This technological change helped greatly in improving the customer relationship of the organizations with their customers. This change was expedient as the organization was experiencing a deficiency in accuracy of data collection on customers. The introduction of AI cameras necessitated the increase organization's accuracy in stocking the shelf with items that customers constantly purchased as this brought in an influx of customers to the mall.

The introduction of these technological changes was effective; however, these changes were not without its setbacks as some customers found it a little tasking to operate the

applications. This limitation was managed as mall attendants always came to the rescue.

### 3. Theoretical approaches to change management

Bekmukha (2021) notes that change management is the transition process in organizational methodology, strategy and process. The approach an organization takes towards achieving change, can either lead to a resistance or an acceptance and cooperation from its internal environment. Mumbai (2015), explains that Change management is the transition of organizational members from a current state to a desired state for effectiveness and efficiency. Wang and Sun (2012) explains that the goal of change Management is to apply workable understandable structures, which will successfully transition organizational members to a desired state while managing its impact on individuals. Wang and Sun (2012) further notes that organizations cannot out rule the fact that change is imminent; however, the approach taken towards achieving and managing such should have a minimal impact on organizational members. The technological changes in NstepsMall were planned and employees were carried along through every process. Nstepsmall adopted two change models as a means towards managing its organizational change. The models are: The ADKAR Change Model. Kurt Lewin's Change Model and MCKinsey's 7 S Model of change management.

- **ADKAR MODEL:** The ADKAR model was developed by Jeffrey Hiatt. According to Goyal and Patwardhan (2018), ADKAR is an acronym for Awareness, desire, Knowledge, ability and reinforcement.
- **A -Awareness:** Notes that the initial step, towards getting organizational members to embrace change is the need to create awareness. Goyal and Patwardhan (2018) explains that In the creation of awareness, employees are shown the need for the change and how this change can help in growing or expanding the organization.

- **D- Desire:** After the creation of awareness, organizational members are further motivated to accept the change. Goyal and Patwardhan (2018) notes that the benefits of the planned change are further analyzed to organizational members thereby creating a sense of desire to accept the change.
- **K- knowledge:** This leads the organization to the next step of enhancing the knowledge of organizational members on the knowledge of using such change. Gratiela (2014) explains that this is done by training as it will greatly enhance acceptance as organizational members may experience zero or little difficulty in using the introduced change.
- **A- Ability:** From knowledge, organizational members will have the ability to use gadgets or equipment of the introduced change.
- **R- Reinforcement:** Having achieved the various stages on the ADKAR model, Gratiela (2014) explains that there is need to for reinforcement to be made, this is done through evaluation, and implementation as this will point out the challenges faced by organizational members in the process of using the introduced change. Gratiela (2014) stresses that this reinforcement will enable for questions to be addressed and challenges addressed. This stages or processes if carefully and effectively carried out will manage change effectively and successfully transit the organization to a successful desired change state.

### **3.1 Analysis and critique of 'ADKAR' change step model on technological changes in Ntepsmall**

The ADKAR model is very effective because it factors in a step by step approach to change, taking into consideration the feelings of organizational members by seeing the need to educate them on the urgency for change and educating organizational member on certain knowledge that accompanies change. Boca (2014), explains that this model a considers the interest of organizational members as a major factor in establishing change. This is seen in the 'desire' stage where there is need to spark up motivation in the minds of organizational members. Boca (2014), further notes that this model factors in concern for organizational members making the transition to a desired change a success as it carefully transitions the organization into a desired state with little or no

resistance. ADKAR Change Model being effective does not totally ignore its limitations. Agazu et al (2022) explains that ADKAR Change Model is quite slow and would be ineffective in an emergent or unplanned change. Some changes come unplanned and little or no time is needed to implement them, hence the ADKAR Change model will not suffice in managing these kinds of changes. Owusu and Bonsu (2020) adds that another limitation in ADKAR Change model, is that it gives power to organizational members by seeing the urgency to spark up an interest. Owusu and Bonsu (2020) reiterates that this approach to change if not firmly handled by organizational leaders may experience outright resistance or a revolt. Rubel and Kee (2021), notes that the advent of a new technology in an organization can be quite challenging considering the fact that organizational members may not be tech-savvy. The management of Ntepsmall, in a bid to introduce changes from the traditional ways of customers checking out in the counter, to the technological means of them scanning a product and checking out almost immediately with the use of 'scan and go', organizational leaders had to first create an awareness explaining the urgency for a change. They ensured that organizational members saw the need to adopt a new method as it will go a long way towards managing the crowd at the counter thereby increasing sales. Going from the creating of awareness, organizational leaders created a desire in organizational members. This desire was further strengthened by training, thereby giving organizational members sufficient knowledge on the use of the newly introduced technological gadgets. Organizational leaders in the application of the ADKAR model further applied the reinforcement stage which reiterated the need for the urgency of change and addressed concerns organizational members may experience. The ADKAR Change Model successfully transitioned Ntepsmall to the desired state of technological advancement. The management of Ntepsmall considered the need for technological advancement, considering the fact that other malls had begun adapting to technological change which aided in the management of crowd at the counter while ensuring that customers were quickly and effectively attended to without the interaction of organizational members. In the introduction of the technological change, Ntepsmall factored in its declining effectiveness towards customer satisfaction as this became a major push towards implementing organizational change.



### 3.2 Lewin's three step model

This model was designed by Kurt Lewin in 1940. Hussain et al (2016) explains that Lewin's three step model is a three-stage model towards managing organizational changes. The steps are Unfreeze, change and refreeze. Hussain et al (2016) notes that For Lewin, organizational change first involves the need for organization members to see that there is a need for change; from there steps are taken towards achieving the actual change and then solidifying the change or making it permanent.

- **Unfreezing:** Sukedehve (2020) Notes that unfreezing is the act of discovering a means of letting people abandon methods that were unproductive in an organization and adopting a productive method. Unfreezing is imperative. Unfreezing explains the need to explain to organizational members on the need to see the importance of a change.
- **Changing:** This process is called the transition stage and it is marked with the implementation of the change. Sukedehve (2020) explains that the the most difficult step to overcome is the "changing" stage as organizational members begin to nurse the fear and uncertainty of coping or adopting with the change. During this period, there is need for education, support and communication as organizational members' transition to the desired change.
- **Refreezing:** This stage solidifies the change making it permanent, ensuring that organizational members do not go back to their old ways.

#### 3.2.1 Analysis and critique of Lewin's change mangement model in Nstepsmall

Another change process that was used to manage the introduction of technological change in NstepsMall was the Lewin's Change model. This model was quite effective in implementing the desired organizational change as this model encourages the use of communication strategy to implement desired change. McAleese et al (2013) observes that this model encourages organizational members to see the desired change as a win-win situation for all if properly implemented. This is seen in the unfreezing stage Lewin's change model is quite effective in change management. McAleese et al (2013) further notes this model, however adopts a rather hasty approach to organizational

change giving limited time for organizational members let go of their old ways of doing things and adopting a new method of operation. Lewin's change model does not afford organizational members enough time to understand the change process as they are hurried through the change process.

### **3.3 Mckinsey's 7s model**

Hamdoh (2021), notes that this model was introduced by Philips, Peters and Waterman in 1980. The seven 'S' model evaluates organizational change from 7 dimensions. The seven 'S' indicates for strategy, structure, system, skills, and staff and shared values. According to Hamdoh, (2021), this model aids an organization in identifying the measure of consistency in organizations central structures. Hamdoh (2021), notes that strategy explains the plans put in place by an organization to achieve its organizational goals and visions. The structure on the other refers to the method by which the company's function is combined. Systems indicate the organizational policies which the company runs, staff refers to organizational members, this also includes the process of staffing, selection, recruitment etc. Skills analyzes the various skills employees have towards running the organization, while style refers to the leadership style of running the organization and shared values refers to the ideals organizational members share. Hamdoh (2021), explains that these factors are taken into consideration during the transition of the organization from its former state to its desired state.

#### **3.3.1 Analyses and crituque of Mckinsey's 7s model in change management in Ntepsmall**

This model is quite effective in the transition as change as it puts into consideration core units of the organization. This model carries along other key factors of the organization bearing in mind that any factor that fails to be considered in the change process may affect the outcome of the desired change. Ravanfar (2015) explains that this change process has a consideration for both change in business and the human side of change meticulously involving its inputs on all areas of the organization ranging from the structure, style, skill, shared values etc. Ravanfar (2015) further explains that the limitations of MCKinsey's change model are quite unclear as it does not clearly and sequentially state how an organization can be transitioned during its change

management process. Kocaoglu and Demir (2019) adds that Mckinsey's model unlike other models does not specify a step by step approach to change process. This therefore makes unreliable and undependable. Having critiqued these theories used by Ntepsmall in its change management, it should clearly state that the transition process did not experience any resistance from organizational members as the technological changes were duly communicated and accepted by the organizational members.

#### **4. Impact of organizational change on human side**

Organizations in its desire to create change have to show a concern for its stakeholders. This means analyzing the negative and positive impact of organizational change on the human side. Anjum and Putul (2021) notes that the impact of organizational changes in an organization can bring about brought about a positive and negative impact to stakeholders in the organization. The negative impacts were in the areas of downsizing which majorly affected the employees while the positive impact weighed on creation of speedy and excellent customer service delivery for the organization.

**Employee Downsizing:** The advent of technological gadgets in NtepsMall to ensure customer effectiveness and efficiency in customer delivery saw a downsizing of 50% of organizational members in Ntepsmall. Technological devices like the 'scan and go' brought about less interaction between customers and staff and organizational leaders did not see the need to keep some organizational members whose functions were taken over by technological devices. Cingoz and Akdogan (2021) Organizations should learn to show emotional vulnerability for its employees by paying attention to the human side of change and not only the business side of change. There is need to pay attention to the human side of change, as organizational members may experience fear, doubt and uncertainty that accompanies a change process.

**Less Interaction:** Technological change in Ntepsmall brought about less interaction between staff and customers as the availability of these technological devices downplayed on employee contribution to customers' purchase in the grocery store.

**Increased sales, efficiency and effectiveness:** The introduction of technological change brought about a rapid increase in organizational profit. This change process saw an influx of customers' patronage as customers liked the idea of purchasing items within seconds and leaving the mall immediately without having to meet a crowd or get delayed.

## **5. Recommendation**

Going by the critique of ADKAR Change Model, Lewin's Change model and McKinsey's Change Model, organizations should understand that change is a process that should be carefully managed; therefore, there is need to always plan effectively for every change process. Furthermore, organizations should learn to factor in the human side of change and not only pay attention to the business side of change. This implies that the emotions and feelings of organizational members should be taken into consideration, being that they are an integral part of the organization. Similarly, organizational members are to always keep an open mind as change is constant in the business sphere. This will help them to adjust to organizational changes without fear and uncertainty. In the same vein, organizations can adopt change models that are clear and provide step by step processes for effective change transition while organizational members should view change as a concept that provides a push for organizational growth and organizational members.

## **6. Conclusion**

Change in an organization is constant and these changes can be necessitated by certain factors such as the need for technological advancement, the need for increased organizational proficiency, the need to explore, the need to increase profit and deliver excellently in service delivery and factors. Whatever the need for the change is, considerations should be taken into transitioning organizational members from a current state to its desired state. This transition is called 'change management'. The transitioning of Ntepsmall from one state to another was followed by the use of various change models, however these change models had their limitations but the transitioning

was quite effective with little or zero resistance transitioning the mall to their desired state of change.

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