

Managing organizational change through target setting and forecasting for optimal performance

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ABSTRACT

The need to effectively manage organizations or establishments for maximum productivity cannot be overemphasized. Change is one thing that is constant in life. Changes within an organization are not random – change occurs in relation to the past and present conditions of an organization. In fact, one of the harsher realities in business today is that a growing organization will constantly have problems, this is because growth itself means change, that is, change from the perspective of structure, people, task and technology. Over the years organizations have depended on the environment where it operated for its growth and survival, but often times they are affected by finance, labour turnover, adequate equipment, materials, and re-energizing itself with more resources (human, material etc) all from the environment. The lack of these basic provisions has hampered adequate target setting and forecasting. This study is thus, set out to find out if there are organizational problems that affect optimal productivity, what type and classes of change are needed and in what priority is its policies, decision making, attitudes, and which components of the environment are specifically affected that must affect changes. The study adopted the secondary data generational approach, with the aid of empirical literature. It recommends among others that a manager should be able to show the employee how a proposed change will work to their benefit and should be willing, too, to adduce good reasons behind the change, thus allowing the persons who will be affected by the change to participate in the process of planning the change.

Keywords:

Attitudinal change, target setting, technology, forecasting

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1. INTRODUCTION

The planning of organizations to meet targets are often times geared towards ensuring that the concept of organizational systems or structures are adequately developed and managed by management. This could be the reason why Rahul, Md Nazmul, Bishwajit and Mohammad (2022), posited that success or failure in life depends on managing time effectively and putting importance on planning. According to Menshikova, Pruel, Rubtcova and Varlamova (2020), they argued that management has become the fourth area that use the transparency as physical properties. They added that transparency denotes openness of information about the activities of the institution and their leaders. A leader is said to be effective if he is able to draw the necessary response from workers to achieve desired objectives (Okoh, 2005). Institutional development is also a major personnel activity which becomes a general approach for improving the effectiveness of change in an organization by adopting a variety of knowledge, methods and techniques. Change for target or goal getting has been ascribed to a norm which refers to customs or expected ways of behaving. Norms may quicken the workings of a group because each member knows what is expected of him or what is expected of others. It is not possible to change part of an organization and achieve set out goals if other parts of the organization are left out. For example, technological change which is helpful to one unit may have undesirable effect on other units. In other word administration becomes a very crucial means of achieving set objectives. The level of efficiency and effectiveness in administration is an achievement of set targets that depends on the organizations. According to Tonwe (1998), he posits that organizational effectiveness greatly depends upon the capabilities of the managers and the knowledge, skills, motivation and productivity of the total work force. Generally, administration involves co-operative effort by a number of people directed towards achieving targets. Thus, targets can only be achieved by those co-operating only if there is a pre-connived plan that will bring about the achievement of the targeted goal. At each of the many phases of planning, decisions must be made, problems must be diagnosed, alternatives must be sought and evaluated, and the alternative(s) that appear the most suitable is what must be selected. According to Agbato (2010), he posited that, planning bridges the gap between where we are now and where we want to be in a desired future. Effective planning therefore makes it possible for things to

occur that would not otherwise have happened. This is derived from the Manager's ability to diagnose and evaluate available alternatives and opt for that alternative that appears most useful and feasible.

It is therefore the responsibilities of managers to ensure that organizational objectives, plans, policies, rules, regulations and procedures are effectively communicated to workers whose performance is needed to attain set targets. According to Onasanya (1999), he posits that it is necessary to communicate to the worker whatever his shortcomings to enable him amend his ways and improve. Regulations and procedures are necessary to drive a system and aid organizational efficiency and enhance productivity. For these to take place there should be effective planning and adequate communication. Since planning is futuristic, a manager must be a good forecaster, projecting future occurrences. Organizations must therefore engage individual(s) that should be able to look at the present and compare it with the past so as to be able to predict the future. Functionally, planning is a decision-making exercise, it is planning in advance what is to be done, how it is to be done, and who to discharge the duties. Planning as a major tool for organizational efficiency provides a unifying framework for decision making throughout the organization. Any good plan must be able to reveal future opportunities and threats. Agbato (2010) quoting Peter Drucker who said that, even though planning cannot completely eliminate the risk of long-term decisions, yet it can help identify potential opportunities and threat and, at least, minimize risk. Thus, a good plan must be able to identify organizational objectives, aims and goals. The profit of any organization can be affected if its goals, services and characteristics do not match its environment, vis-à-vis its competitors' environment. This sometimes has to do with the regulatory authorities, government legislatures, depressed economy, competition in the labour market, introduction of new technologies, etc. Olarewaju (2022), argued that effective environmental policies and institutional frameworks are needed at the local, national, regional and international levels. The objective of this study therefore is to among others, discuss those hindrances in managing organizational change for service delivery, and effective goal getting or forecasting for optimum performance. Managers of organizations or establishment are expected to be great thinkers, who can successfully and carefully assess organizational finances, managerial

and operating resources, in order to determine what exactly is or is not feasible.

2. ORGANIZATIONAL BEHAVIOUR THAT AFFECT OPTIMAL PRODUCTIVITY

Organizational management is filled with lots of conflict resolution problems, because scarce resources and unpopular decisions inevitably involve conflict between people. Thus, conflict in organizations, results from competition for scarce resources, ideas, and or attention. Conflict occurs when two or more people want the same thing and there is not enough to go-round. Because of this scarcity, conflict has become an everyday occurrence in our personal and job life. Oaikhena (2022) observed that, the promotion of dialogue to create an enabling space for coordinated peace building action, including the exchange of good idea is necessary. Even though we have learned to live with conflict, individual adjustment is an important aspect of organizational success and it depends on work satisfaction. Individuals are influenced by sentiments, wage, increased or better physical conditions, which does not actually improve production. Production improves when people put in their best to discharge duties and adhere strictly to laid down rules and regulations of the organization. According to Mustafaev, Mustafaeva, and Mustafaev (2019), they asserted that economic efficiency, organization and management in industrial enterprises makes the end result and the activity of the enterprise as a whole, while they also added that increase production efficiency greatly depends on the quality of management system that meets the international requirements in the area of governance. The phenomenon of informal organization exists in every society and that informal groups plays an important role in increasing the level of output. The average human being will put in his best in his job if he is given good and effective leadership as well as adequate motivation. According to Mohammed, Mohammed, and Shamimul (2014), they posited that motivation is a way of creating high level of enthusiasm to reach organizational goals, and this situation is accommodated by satisfying some individual needs, they added that basically, motivation refers to achieving organizational main goals by satisfying individual employee's needs or demands. This assertion by these scholars will in fact reduce the issue of nonproductivity, as the workers will put in their very best to see to the success of the organization avoiding external control measures. According to Muhamad, Nur, Idaya and Noreshikin (2018) they argued that people tend to want to move toward a changed state, usually a more accomplished one; becoming more capable, more developed as people in whatever domain they choose to devote their time and motivation.

Excessive external control and threat of punishment will in fact reduce productivity of an average worker. Workers are adults and adults detest excessive external control and direction. In fact, they prefer self-direction and self-control. They will exercise self-direction and self-control in the service of objectives to which they are committed. The quality of employees' behavior or performance will also be influenced by the degree of human resource development policy of the organization. While talking of human resources of an organization, it must be noted that organizations are made of people, that such organizations are social and political as well as economic institutions. Economic institutions are often times thought to be very important in the area of enhancing the well-being of the people or workers this also include development and determination leading to economic growth. Thus, only few business decisions will "make sense" unless considerations have been given to the people who will be affected by the decisions. Therefore, irrespective of the type of organizational problems, such problems must have human dimensions hence all management problems of running an enterprise are rooted in human judgment, actions, interests and attitudes. Every organization must endeavor to give adequate attention to the development and utilization of its available human resources. Unlike the natural social groupings or natural organizations, such as the family, tribe, community, etc., which are undifferentiated and rather inefficient to the modern organizations, that are artificially created as social instruments for achieving certain goals, which are rational, efficient, effective, and confer a lot of happiness on the people, with some disproportionately less-negative side effects. This could be the reason why Ijomoh (2008) said that opinions can be changed by events or environment.

3. HUMAN BEHAVIOR AS EFFECTIVE CHANGE

Human behavior and individual behavior processes are concerned with desired change in organizations, as it is evident that people come into an organization with different experiences, different self-concept, dominant needs and perceptions, or perceptual frame of references. As a result, many people perceive change and uncertainty as capable of presenting the opportunities for personal failures and thus they have an emerging sense of fear, the argument can be made that not all resistance result in psychological resistance. There are changes in jobs and duties that will alter the workers' productivity or productive capacity and thus opportunity for organizational rewards. Okoh (2005) did not mix words when he said that all rewards and benefits provided by employers to their employees are intended for the purpose of eliciting positive motivational behavior either for existing or potential employees. The idea of attitude change may be a bit difficult because attitude change will definitely, be affected by the personality or prestige of the communicator. The fact that an attempt to learn why people behave as they do in organizations requires some understanding about individual characteristics and behavior, therefore, managers who plan and organize work, or control and direct individuals to efficient job tasks for effectiveness, need to know the "whys" of attitudes changes in such individual. Attitude according to Agbator is regarded as a mental state of readiness, organized through experience, exerting a specific influence upon a person's response to people, object, and situations with which it is related. This attitude could be positive or negative, favorable or unfavorable. However, what is important is that they do help in directing one's responses towards a stimulus, event or situation. All undertakings, private or public, requires planning, organization, command, coordination and control, and in order to function properly, all must observe the same principles. The goal is to provide scientific aids which can be used in the conduct of human affairs (Tonwe, 1998). Planning requires high intellectual ability, experience and safety of tenure on the part of managers, if they must plan effectively to achieve organizational efficiency. Accordingly, a manager is said to be effective when he is able to draw the necessary responses from workers to aid his/her achievement towards organizational objectives. The willingness of potential followers to comply with instructions is equally important. Change in organization is not only attributable to attitude it also has to do with innovation and development of relevant skills to bring about technological improvement in the organization to meet adequate performance.

4. PRIORITY POLICIES FOR MAXIMUM PERFORMANCE

Public policy occurs when individuals or groups respond to real or perceived environmental conditions. Consequently, one will venture to say that it requires a thorough understanding of public policy to aid organizational performance. That being the case, organizational performance cannot be achieved if spelt out norms and customs relating to behavior is not strictly adhered to which has to do with rules governing the conduct of individual members in the organization. Norms are strongly held as beliefs or attitudes which relates to the proper behavior and comportment of members of the establishment. Therefore, if members violate one of the prescribed norms in the establishment, the other members of staff are likely to penalize him in one way or the other. Olaopa (2008), observed that as change began to take place in the external environment, the bureaucracy had to make corresponding adjustment in style and philosophy. In most organization when a group begins to form, its members are unsure about their behavior and the required interpersonal relations, but as the group becomes more structured, the norms and customs tend to regulate the behavior and attitude of members. This implies that the interest of one employee or a group of employees in a business concern should not prevail over the interest of that concern. In other words, the goals and objectives of the organization should overshadow the interest of any individual or group of individuals whatever the level in the organization. The interest of the organization which in other words is the general interest should have primacy over individual or group interest. From time to time overall organizational interest will require unpopular decisions that most personnel will disagree with hence, only centralized management can make such decisions. According to Fraussen (2020), he noted that interest groups can provide policy expertise, societal legitimacy and political intelligence, and therefore

polymakers often consider them as valuable partners. He further said that the particular organizational features of groups shape their capacity to provide these valuable policy goods, and thus their ability to fulfill their potential as “transmission belts” between society and the state”. An organization becomes larger and more complex, as top management only deludes itself if it thinks it can maintain central control. Pushing decision making down the organization, will provide more people with an opportunity to participate in the affairs of the organization. Emphasis must be made of the fact that any controls system must be responsive to changing conditions, including the possibilities of failures of the control system itself. Most important of all is that the control system is designed to accommodate company or organizational policies. According to Idehen and Oaikhen (2021), they noted that policies are central to the activities and operations of government, private organizations and communities.

Government labour policies can be evidenced in various legislations and laws enacted by government. Individual organizations are supposed to have their own labour policies which should cater for all employees in their employment. It is necessary for companies to evolve a good labour policy, but the most unfortunate thing one finds in practice is that there are many organizations without labour policies. Such organizations do not realize that these shortcomings will affect their labour turnover for it has been said repeatedly that “an organization that has no policy or control structure may appear to be busy, but it will not be successful in the long run”. It is important therefore, to ensure that organizations have labour policies which must rest on a framework in which people can grow. Any business which prevents such growth has bad management. As a result, ultimate goals are set to the advantage of top management personnel in the organization. This brings about the overall policy on personnel matters, thereby putting in place measures for the pursuit of these goals. Organizational goals have become a major source for drawing up more specific policy guidelines in various functional areas, thus ensuring a coherent approach to the personnel matters throughout the establishment. According to Onansaya (1999) he said that whatever personnel policy is enunciated must be consistent with public policy, approved and authorized by the highest decision-making organs of the enterprise, and be uniformly interpreted and applied throughout the enterprise.

5. DECISION MAKING PROCEDURES FOR ADEQUATE CHANGE

Decision making in an organization is a process. This process is a course of action, consciously chosen from available alternatives for purposes of achieving desired results. All business decisions involve a choice among these alternative courses of action. The criteria for such choice may be subjective, such as attitudes of employee, the manager, the situation, or the criteria may be objective. Every organizations have goals that it pursues. Etzioni quoted by Ikelege and Imhanlahimhin (2004), defines organizational goals as a desired state of affairs which the organization attempts to realize. In most situation, it is possible to analyze some of the consequences of alternative actions in quantitative terms and use the results of this analysis in making decisions. The first step may be to decide to estimate what will probably happen and proceed with an analysis on the assumption that expectations will be fully realized. In a bureaucratic organization for instance, there are complete depersonalization of inter-personal relations. Formal dealing is encouraged to ensure that emotions and sentiments do not unduly interfere with the decisions or rationality and objectivity of officials and promote nepotism and favoritism. Rationality, objectivity and efficiency in decision making are achieved by ensuring that all decisions are shaped by existing precedents, rules and regulations. There is no doubt that the characteristics features of bureaucracy are found in all modern organizations. It is also obvious that modern organizations are able to achieve a high degree of rationality, efficiency, uniformity and predictability of behavior of their workers because they are characterized by some degree of specialization, standardization, formalization and centralization or authority. The use of established procedures, rules and regulations which are important ingredients of bureaucracy have substantially helped to get rid of nepotism, favoritism and incompetence in organizations. Succinctly, individuals have limited knowledge, limited mental ability, and even limited possibility for effective decision making at all times and in all situation. This being the case, there is need for

rationality and logical process in this art of decision making. As noted by Agbator, a good decision depends upon the maker being consciously aware of the factors that have set the stage for the decision, that is, the situation. No organization can function well without putting in place and utilizing appropriate procedures, rules and regulations. It is the existence of appropriate procedures, rules and regulations that catalyzes efficiency in the organization by eliminating or minimizing nepotism, favoritism, prejudice, as well as saving the organization from individual whims, comprises and idiosyncrasies. To manage task over a long period, an individual pyritizes the activities and create a timeline for each task (Rahul, Md Nazmul, Bishwajit and Mohammad 2022).

6. BUREAUCRATS AND ORGANIZATIONAL CHANGE

Bureaucracy has its greatest relevance in organizations and national life. Bureaucracy is said to be slow in its responses to developmental change in national life and might appear to be resistance to fundamental change. This must not be portrayed wholly in bad light. It is because of these peculiarities of bureaucracy that it does not allow reforms, revolutionaries and tyrants to trample upon the rights and ways of life of the people with ease and impunity. According to Oaikhen (2022), he posited that the responsibilities, obligations, privileges, authorities and mandates of bureaucrats, entails solemn principles which guide international best practices, including but not limited to international obligations towards the developmental growth of the society. The bureaucrat mechanism plays the indispensable role of stabilizing and preserving government and civilization. Although impatient critics may voice their disenchantment about the sluggishness of bureaucracy, yet it must be remembered that it offers the comforting dependability of a formalized structure built on a constitutional and statutory foundation. The technical superiority of bureaucrats in an establishment is due to facts like precision, speed, un-ambiguity, knowledge of the fields, continuity, discretion, unity, strict subordination, reduction of materials costs, etc. These are raised to optimum point in strict bureaucratic administration. In other to ensure organization meet the desired changes for growth, bureaucrats must be seen to discharge their duties optimally, without prejudice. According to Suci, Habiballah, and Keumala (2023), organizations are led by individuals who are considered capable of leading the company to achieve the goals set by management. Organizations become independent of individuals over time. Most times, rules and regulations apply including procedures to adopt at any point in time, no matter who happens to occupy a particular position at any point in time. This could be the reason why Zimako (2009) remarked that Nigerian’s endowment with human natural resources is not in doubt, but the bane of the country’s economic development has been corrupt leadership, a leadership that is bereft of articulate ideological vision. This could be the reason why Pyman (2020) asserted that the technical issues and the incentive structures in each sector are quite different, meaning that the safeguards and controls against corruption are likely to be largely different between sectors. In other word an incompetent worker can find sanctuary in a bureaucratic environment, and a good and efficient worker can meet challenges that demand all his strength. The system itself becomes an adversary. Nobody can defeat it.

Notwithstanding, the accomplished bureaucrats learn to orchestrate its movements, to play its instruments, and to suffer its discord strains as a matter of fact, a special theory of bureaucrat’s accommodation can be advanced which holds that the rate of hierarchical ascent is in direct proportion to capacity of conformance. The aspirant who can suppress his individuality and embrace institutional norms lays a sound base for advancement. If he has further ability to sense the moods and prejudices and desires of his superiors and to adjust readily to accommodate their need, he can stay aboard his bureaucratic balloons for the ride to the top. This loyal chameleon will be generously rated by those in the upper layer. The mantle of compliance that he wears may obscure inconsequential characteristics such as laziness moral deficiency or ignorance. But few in the executive chambers will probe his privacy as long as he wears the official colours. According to Macaulay (2020) quoting Fukumoto and Bozeman, (2019), he said identifying values is not a very difficult task but what is problematic is the means by which these selections are made.

7. ENVIRONMENTAL CHANGES FOR SERVICE DELIVERY IN AN ORGANIZATION

According to Rendtorff (2010), he posits that organizations are systems that are based on fundamental values, but also in constant interaction with their environments, as he added that values-driven management is the strategic response to the situation of the corporation as an open system in a society. Organizations need adequacy in environment for a change in the area of service delivery to be effective. It behooves on the management of the organization to ensure that humans and materials needed for corresponding change in the environment towards service delivery is provided and adequately available. This could be the reason why Osemeké and Oaikhená (2019) observed that this practice comprises managerial activities necessary to set strategy in motion, institute strategic control that observe improvement and finally realize organizational goals. A system can naturally be transformed if there is enough energy deployed towards goal objectives. This energy brings about the desired transformational change that affects the organization. This could be the reason why Meso, Bosire and Massey (2023), posit that it is important to pay particular attention to the people, structure, processes, leadership and techniques before selecting a technological solution. The activities of employees in an environment bring about the desired change as transformation of materials and energy are deployed into production of goods and services. The rule here is to abide by the regulations guiding the establishment and ensuring that development and training of personnel is paramount in the minds of managers. The success for these strategies shall be anchored on efficient management system. According to Onansaya (1999), when a worker's needs are met, he becomes happy, enthusiastic and works harder. He affirmed that the employer has created necessary incentives for himself. Compared with strategy and procedures for service delivery the adoption of human transformation has over the history impacted on organizational success. Human activities have contributed evidently in the modification of organizational change and industrial practices. It is the responsibilities of managers to ensure that every provision for organizational development is completed with adequate remunerations to employees working in the establishment. This was why Suci, Habiballah, and Keumala (2023), wrote that leaders in an organization or company have the duty and authority to direct and control people in the organization so that HR (Human Resource) is able to behave as desired by management. However, the modern practice for payment of wages has concentrated moral on banking practices, as employers are saved the cumbersome duty of cash counting and no extra security is needed. In other words, employer's attitude towards employees must be cordial and harmonious for effective service delivery. Good spirit requires that there must be full scope for individual excellence, whenever excellence appears, it must be recognized, encouraged and rewarded and most of all be made productive for all other members of the organization. Good spirit should therefore, represent what a man can do rather than what he cannot do. It thus requires constant improvement of the competence and performance of the whole group to meet organizational objectives and meet set targets.

8. THEORY OF ORGANIZATIONAL CHANGE

Organizations all over the world have witness adequate changes during transition before permanency in the area of leadership and economic prosperity. Organizations need to be able to figure out what the specific needs should be to attract change. As such the implementation of adequate organizational policies is sacrosanct to position the establishment to meet desired targets. According to Howlett (2020), one epistemological effort aims to transform ignorance is by the injection of knowledge, converting inappropriate and incorrect knowledge into more reliable evidence which can better inform the actions of policy makers and takers. Changes do not have to be long term, before they become effective. It only needs to attract the desired support to speed up processes to implement organizational policies. Making adequate decisions for organizational development is a practical contribution to making the necessary quality for prompting improved account of all indicators for improved change, which also leads to transformation. According to Oaikhená and Idehen (2016), transformation in any economy, promotes social development and inclusive growth by diversifying the sources of growth, creating job opportunities, promoting rural development, and enhancing human capital and productivity through strengthening

health and education systems as well as fiscally sustainable social protection systems. Knowledge management is a tool for improving work performance. (Meso, Bosire and Massey, 2023). Realities are bound for the recognition of multiple approaches to organizational change. The need to identify quality problems that easily causes failure to target attainment and goal getting/performance improvement are some basic indicators that hinder organizational change. It is generally noted that these hindrances are practical issues while the theoretical issues and other underlying assumptions are seldom made clear. The assumptions that general practices were complex in organizations often times evolve in different ways. This involves the necessary improvement to grow and develop organization in different ways. For example, teaching technical entities in different ways to improve the quality of organizations and its general practices to meet set out targets. Therefore, for effective organizational change, four strategies have emerged from this study these are: social world, complexity, system, and organizational development. These suggested four basic types of theories are represented as: evolution, people, goal, and conflict. These big four illustrate the benefits of theoretical analysis as described hereunder:

8.1 Social world theory

The postulation of this theory hinged on positive negation towards the desired change in an organization. The ability to negotiate the functionality or otherwise for a better, safer, more productive, effective and efficient methods leading to the target objectives, represents the social world theory. Change is achieved through effective and quality negotiations, thereby improving the indicators for adequate organizational change and development.

8.2 Complexity Theory

The characteristic of the complexity theory is such that it represents a dynamic of practices which becomes adaptive for the sake of interaction leading to the emergence of attitudinal change in the organization. This local interaction has helped to set maximum target for organizations thereby eliminating complexity and undue bottlenecks associated with novel behavior. The informal review of processes and structure for the attainment of set organizational targets is predicated on adequate and forthright negotiations to ascertain what works well and effectively for the organization.

8.3 System theory

The system in this context represents the interrelated parts of the establishment, which has to do with the improvement of the parts which need consideration and adequate relationship with other parts in the organization for effective service delivery. More so the system is important for the infrastructural and task development through the application of technologies, human and financial resources. By the application of these combinations, organizational change can be realized.

8.4 Organizational development theory

The discrete process of planning to change the organization for optimum performance is described as organizational change. It also has to do with organizational behavior in the science and technological innovations. The assumption that success shall be realized at the end depends on the agreement between employee and employers in the organization as it also leads to human development. Thus, effective team work is necessary for quality improvement and adequate change in the organization.

9. CONCLUSION

The focus of this study was to ascertain what works well for organizations to meet set targets and its ability to forecast the future for adequate service delivery. Assessment was made in the areas of organizational effectiveness resulting to the interpretation of personnel attitude towards the organization. Attitude according to the study is a necessity if the organization is expected to meet set target, while also recognizing that there are emerging changes with regards to the environment, and the practice of negotiation and renegotiation between employees and employers' agents or representatives for adequate service delivery. The complexity of most organizations has led to suspicions and lack of trust among individuals. The study reiterated that organizations were change cannot be made manifest is contradictory and cannot easily be predictable. As resistance by the workers becomes the order of the day towards change. Resistance has to do with prompting reflective questions being asked about the change. Organizations must learn to

provide adequate leadership and communicate effectively to avoid social misgivings that could lead to drawbacks and conflict. Acknowledging the fact that if change is to take place effectively as discussed in the study, there must be in place adequate and effective leadership. The style applied to this nomenclature builds a formidable structure, where it is easy to synergies with subordinates to make adequate forecast for the organization. The introduction of new skills or technology by management or managers of the organization will become a veritable tool that shall be embraced by all and sundry, while also putting into perspective the adequate remuneration and training of the workforce. This shall lead to continuous modification of practices as the future of the organization unfolds. Quality improvement and adequate forecasting driven by organizational development focuses on empowering, as well as, involving the workforce in finding solutions to perceived or identified problems that would hinder the progress of the organization.

10. RECOMMENDATIONS

- The existence of organization is usually through the efforts and commitment of employees and employers. Therefore, both parties should co-exist to meet organizational change to meet set targets as planned or forecasted.
- Regulatory framework should be drawn out to guide the working of employers.
- Industrial disharmony should be avoided as much as possible this brings about cordial relationships between the employers and the employees leading to industrial peace and organizational success.
- Government should support organizations by creating a peaceful environment for them to operate. As they also have the responsibility to act as a watchdog for the organizations (private or public).
- General conditions of service should be practiced by employers of labour to attract the desired change. As this further promote goal objectives and target getting.

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