STUDENT NAME: EUCHARIA CHIOMA UGWU
STUDENT ID: UD72051BIn81207

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ATLANTIC INTERNATIONAL UNIVERSITY HONOLULU, HAWAII

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Abstract
Overtime, organizations have thrived as entities offering product and services, adding value and satisfying customers need as desired. The potential of an organization to efficiently maximize market opportunities, increase their market size, gaining competitive advantage, however, has always necessitated the need for certain identified concepts to be imbibed in the business environment. The essential of gaining competitive advantage cannot be undermined in any organization, as that informs on the market share that the organization enjoys per time. One of the concepts applicable in organization, often time considered in gaining competitive advantage is change which overtime has become an important function for the success of organizations, critical to competitive advantage in the business environment. Meeting the demands of the competitive business environment and gaining an edge beyond any other requirement, in the business environment requires that change be consistently embraced by organizations; important in actualizing set objectives and goals. Therefore, this paper attempts to examine organizational change, a strategy for competitive advantage in organization. The study limits its scope to the concept of change in organisation; the need for change within organization; drivers of organisational change; critical success factors for managing organisational change; concept of competitive advantage; competitive strategies adopted in organizations; relationship between change and competitive advantage in organization; and theoretical framework.. Findings show that Changes helps in identifying opportunities, seeking best alternatives, planning, and controlling resources towards achievement of set goals in the midst of complexities, as presented by the changing business environment. Likewise, gaining competitive advantage in the business environment beyond other requirements therefore places demand on channeling attention to embracing change as necessitated per time. More so, organizations that prioritize changes are always at the fore front of gaining edge on operational efficiency, thereby gaining competitive edge. Based on these findings, it was recommended that organizations should give more attention to integrating timely changes as necessitated by the business environment, articulating that at various levels of operations to improve current and future trends, thereby gaining and sustaining competitive advantage. Additionally, cognizance should be channeled at reevaluation of activities, processes, and structure to continuously remain relevant in the market environment; thereby maintaining the market size per time

Key Words: Market Opportunities, Market Size, Competitive Advantage, Business Environment, Change, Organisational Change; Competitive Strategies

1 INTRODUCTION

An organization is an integral element in the overall growth and development within the confine of a nation; central to the existence of overall functional system. McLean (2006) posits that organizations operate as unique entities, reaching out to customers with products that promote organizational intent; satisfying the customers' needs per time. Overtime, organizations have thrived as entities offering products, adding value and satisfying customers need as desired. The potential of organizations to efficiently maximize market opportunities, and increase market size, , however, has always necessitated the need for certain identified concepts to be imbibed in the business environment. Usually, this is spurred by the need for competitive advantage, tailored at profitability, expansion and continuity in business. Competitive advantage therefore forms a cogent concept that informs on organizations operations in the business environment.

Competitive advantage portrays the positioning of a firm within the market front that adds value and earns the firm goodwill from the customers. It can be described as the strategic position gained overtime as organization engages in production activities to the customers while this is also a function of time. Derfus, Maggitti, Grimm and Smith (2008) posits that competitive advantage enjoyed by an organization is that which is gained overtime, a derivative of how satisfactorily the organizations products and services measures up with the customers' needs and the market demand per time. The essential of gaining competitive advantage cannot be undermined in any organization, as that informs on the market share that the organization enjoys in the business environment.

> As opine by Porter (1994, p. 260) "*competitive advantage arises from discovering and implementing ways of competing that are unique and distinctive from those of rivals, and that can be sustained over time*".

Competitive advantage creates an edge for an organization, influencing on various channels of operations that pertains to the organization while spurring the intent of customers to keep been loyal to the distribution channels; earning the organization a wide coverage (Barney, 2002). Gaining competitive advantage from the organization perspective however bothers on integrating certain concepts in operation. One of the concepts applicable in organization, often time considered therefore is change. Burnes (2004) opine that change forms one of the most important concepts that have continuously registered a pronounced recognition within the organizational context, influenced by the business environment, and can be leveraged on to gain a competitive edge in business.

> Change is herein defined generally as, the "*reweaving of actors' webs of beliefs and habits of action to accommodate new experiences obtained through interactions*" (Tsoukas & Chia 2002, p. 567).

Change in relation to organizations operations, has become an important function for the success of organizations, critical to growth and development in the competitive business environment. Karanja (2015) opine that change are measures initiated, integrated, and applied in business operations, activities and/or processes; to improve performance, satisfy customers, attract patronage, earn customers loyalty, and gain increased market share; thereby remaining competitive in the market. Meeting the demands of the competitive business environment and gaining an edge, beyond planning, organizing, scheduling, coordinating and controlling operations in the recent therefore, is largely vested on embracing change in the business environment.

Beer and Nohria (2000) indicated that change as birth by differed circumstances and situation in organizations, re-organizes processes and operations, spur enhancement in operational make-up, layout, and process control of organization. Giving cognizance to change and the need for adaption as necessitated by the prevalent business environment therefore contributes towards operational efficiency, customers' satisfaction, increased profitability and growth that culminate in competitive advantage for the organization (Beer & Nohria, 2000).

Burnes (2004b) assert that change is often necessitated by prevalent market situation and organizational resources, bearing the paucity to contribute towards the achievement of strategic goals in business, and impact on operations and general performance of organizations. According to Ren, Xie and Krabbendam (2010) organizations cannot continually thrive in the competitive environment without giving due consideration to change. From a broader perspective, adaptation to change is the bedrock on which the actualization of overall corporate goal is achieved, competitive advantage gained and continuity in business fostered, for an organization (Wang, 2014).

Burnes (2005) indicated that organizations expectation is gradually deviating into a strategic approach which focuses on creating an environment that adapt to changes; change having a tangible role to play in meeting organizational goals of competitive advantage and strategic positioning. According to Alas (2014) change as a concept function as an integrated system of identifying, improving, maintaining, and adapting the organizations potentials in terms of the resource, skills, technology, knowledge, and more. Change therefore has become an important concept that need be given cognizance for organizations to continually thrive in the business environment, enjoying competitive advantage. This is because the business environment is not static, rather accommodating changes on constant basis; as necessitated by prevailing economies, availability of resources, evolving technologies and emerging trends.

Change is a cogent factor that influences on competitive advantage in the business environment (Bamford & Forrester, 2003).

> Dunphy (1996, p. 544) posit that "*in the strategic approach, senior management or other relevant authority determines change goals by analyzing external environments in an effort to create a competitive strategy"*.

Change has becomes an important requirement for the operational process of organization that cannot be undermined. The essentiality of embracing and adapting to change as spurred by the business environment per time, as such cannot be underestimated in actualizing objectives and goals that drive organization operations towards the expected competitive advantage, which in turns inform on the strategic positioning of the organization. This study therefore examines change, a strategy for competitive advantage in organization. The scope underpinning the report is limited to the following concepts thus: concept of change in organisation; the need for change within organization; drivers of organisational change; critical success factors for managing organisational change; concept of competitive advantage; competitive strategies adopted in organizations; relationship between change and competitive advantage in organization; and the theoretical framework.

For the validation of the academic writing expressed in this report however, the literature review research study, that is, a qualitative approach review, is considered. According to Sekaran and Bougie (2010) academic writing that are acceptable are either channeled through a quantitative research review approach and/or a qualitative research review approach. A qualitative research therefore forms the approach engaged in this report. Hair, Money, Samouel and Page (2007) opine that the qualitative approach allows for critical overview and re-evaluation of existing empirical views on a phenomenon, using that as a basis for justifying a current issue, to arrive at a more reliable generalization.

The use of the literature review research study therefore, that is, the qualitative approach saves time, offers a range of academic thoughts, scholarly ideologies, and is cost effective. The approach also allows for critical reasoning that allows for the researchers experiences and knowledge acquired to be put to work in analyzing facts; therefore contributes towards arriving at a more reliable conclusion, regarding the subject been analyzed.

2 Concept of Change in Organisation

Change is a constant phenomenon characterized with organizational operation, which must consistently be channeled attention to. Polat (2012) posit that change is ever relevant and applicable within the organizational confine and needs be continuously adhered to in the business environment (Polat, 2012).

> According to French and Bell (1999, p.2) *"change means the new state of things is different from the old state of things*". Van de Ven and Poole (1995, p.71) defined change was expressed as "*an empirical observation of difference in form, quality, or state over time in an organisational entity*".

Güven (2006) assert that it is imperative that organizations aiming at continuity and survival in the business environment be cognizant of change as it occurs per time, taking advantage of change to maintain and gain increasing market share per time. Change as a concept has overtime been described in several ways by different scholars.

Stickland (2002, p.14) stated that "*change" could be characterized as multidimensional with multiple meanings because it refers to and is synonymous with concepts such as "transformation, development, metamorphosis, transmutation, evolution, regeneration, innovation, revolution and transition"* .

According to Yılmaz (2014) change simply implies various adjustment and modifications integrated in organizational system to foster newness in the operational process, different from what was obtainable in the past. Mourfield (2014) portray change as reorganization of pre-existing conditions that bothers on the discharge of obligations and/or performance of tasks, and running of a process. Aslaner (2010) described change as new order of system that informs on performance which imbibes the process of implementing new ideas. From a broad view therefore, change in the context of an organization is any modification, transformation, reformation and newness introduced into the mode of operation; aimed at fostering a strategic shift in the way and manner activities gets carried out per time.

İraz and Şimşek (2010) assert that change is usually reflected in diverse ways covering such areas as technology, customer service, operational management, structure and culture that governs activities in organization. Quintero and Adolfo (2004) indicated that at the need for review in organizational strategy and operations, market structure, improvement in performance and competitive advantage; organizations are spurred to introduce change. Karanja (2015) added that change is often considered and mostly occur at the need for productivity and efficiency in measuring up with the standards fostered in the market environment, meeting the customers' needs satisfactorily.

Change affects every sphere of organizational operations, forms part of organizational existence and can be classified into two thus: planned change, and unplanned change (Khan & Hashim, 2014).

Robbins (1998, p. 629) defines planned change as "*change activities that are intentional and goal oriented, while unplanned change function as change necessitated by prevalent circumstance or situation but not planned for"*.

Bai and Zhou (2014) indicated that the nature of change notwithstanding, organization need integrates timely changes as necessitated by the business and technological environment per time, articulating that at various levels operations; thereby, improving current and future trends.

There are diverse ways by which change adds value in organizations. Changes helps in identifying opportunities, seeking best alternatives, planning, and controlling resources towards achievement of set goals in the midst of complexities; as presented by the changing business environment. Various dimensions of organizational changes results in effectiveness and efficiency of operations; continued survival, successful implementation of plans; improved financial performance, customer satisfaction, and competitive advantage for the organization. Organizations who fail to adapt to changes as they occur in the business environment therefore may not continually attain a competitive edge; consequence been poor survival in the contemporary business environment.

2.1 The need for change within organization

Change is an important factor that informs on organizational operations tailored at improvement and sustenance and cannot be undermined in its paucity to redefine organizational process towards a value adding endeavor. Continuity in operations in an organizational environment beyond other requirements therefore requires that change be given consideration, as a key factor in the overall management of operations. This becomes essential in driving operations; crucial to the attainment of set goals/objectives in the competitive business environment. Lanning (2001) opine that change can be spurred by internal (obsolete products, market opportunities, performance, customers satisfaction, leadership, strategic directions,) and external (policies, competitors, technology, and customers) environment of the organization at any point in time.

> Robbins (1990, p.588) posit that "*change is necessary in objectives, purchase of new equipment, scarcity of labour, implementation of a sophisticated information-processing system, government regulations, the economy, unionization, mergers and acquisitions, actions of competitors, decline in employee morale, increase in turnover, internal and external turnover and decline in profits*".

Organization does not operate in isolation; rather the organization operates in responsiveness to the demand of the business environment as necessitated per time. Burnes (2004) asserts that organization though thrives in the face of diverse strategies; nonetheless, there is need for the integration of change from time to time, so organization can continually move at the pace set by the business environment per time. Lanning (2001) posit that there is always an imperative need for organization to reevaluate activities, processes, and structure to continuously remain relevant in the market environment; thereby maintaining the market size per time. Chun-Fang (2010) assert that the expectation of customers rather than been static is often changing while this defines the market trend per time. Iqbal (2011) opine that as organizations interact with the business environment offering their product in the market, there is always a need for changes to be imbibed as demanded by the environment in which organization operates.

From a critical view, change is of utmost importance to the organization if sustained and enhanced performance is to be recorded at any point in time and within organizational settings. Organizational changes is more so important as it targets the long term objectives of the organization, aligning and integrating various segments in organizations in pursuit of the overall vision; therefore forms an innovative way of viewing different components that makes the organization (Tsoukas & Chia, 2002). Pettinger (2002) assert that organizations that prioritize changes are always at the fore front of gaining edge on operational efficiency, and competitive edge. Zimmermann (2011) opine that one way to ensuring enhanced and consistent performance is to inculcate changes in the organization on a schedule basis. Petrou, Demerouti and Schaufeli, (2018) however highlighted that the factor underlying the importance of change within the organization, is vested in competitive advantage that can earn the organization an increased share of the market size.

Organizational change has therefore become the unique feature identified with the business activities of an organization, ultimately differentiating the organization from competitors, in relation to the values been added to the consumers. The potential of organization to continually and efficiently maximize market opportunities and increase their capital base in this dispensation as such have need for changes. Adaptation to change therefore becomes cogent in the accomplishment of organizational goals/objectives in the business environment. Changes create competitive edge, and influences on various channels of operations that pertains to an organization.

2.2 Drivers of Organisational Change

In the contemporary business environment of today, there are diverse factors that spur changes; the organizational size and nature notwithstanding. The drivers of change therefore are those measures put in place which were aforetime not expressed, and that bears influence on organizational operations per time, triggering change. According to Paton and McCalman (2008) change do not just happen within the organizational environment, there are critical factors that necessitates for change to be imbibed at every point in time in business. Karanja (2015) assert that change though dynamic, common and mostly unavoidable; there are major causes that spur the occurrence of change in organizations. There are therefore certain issues that drive change in organizations which can be classified as the root causes of change.

Various measures that spur/drive changes are traceable both to the internal and the external environment that defines organization operations.

> Kanter, Stein and Jick (1992, p.211) identify five drivers of organizational change to include "*grassroots innovations; crisis or galvanizing events; strategic decisions; individual implementers and change champions; and action vehicles*".

Regarding the major causes of change in organizations, Shi (2016) points out the need for review in organization culture and structure, change in organization leadership, customers' expectation, need for expansion, and need for increasing the market share. Senior and Fleming (2006) further identified the drivers of change to be innovations, merger, upgrade in technology, competition, continuity in business, and customers satisfaction. Cao, Clarke and Lehaney (2003) assert that most of the drivers of change prevalent in organizations are traceable to customers' expectations, shortage of labor, materials and equipment, regulatory policies from government and other regulatory bodies, industrial demand.

From a different view, Perkins and Arvinen-Muondo (2013) categorizes the drivers of change as external environmental features such as threat of new entrants; the bargaining ability of suppliers; threat of substitutes; purchasing power of consumers; and the competitors; that bears influence on and can determine the extent at which organizations could drive operations towards gaining a competitive advantage in a defined sector.

> Porter (1985, p.16) posit that *"competitors may also be over performing to meet the needs, inducing a higher cost than necessary, which creates opportunity for cost focus"* .

Susman, Jensen and Michael (2006) added that changes are often spurred by the political, economic, technological and socio-cultural factors which give an overview of what the external environment holds for organizations as they operate in the business environment. The drivers of change notwithstanding, Todnem (2005) emphasized on the need for change management aimed at ensuring that change is not resisted but becomes beneficial to the organization. The absence of change management therefore may succinctly result in resistance to change within organizations.

> Newstrom and Davis (1993, p. 276) explain resistance to change as "*employees resisting change because it threatens their needs for security, social interaction, status or self-esteem"*. Kreitner, Kinicki and Buelens (1999, p. 594) define resistance to change as, "*emotional or behavioural response to real or imagined work changes"*.

Change management therefore informs on the specific and dynamic approaches engaged by organization in controlling and coordinating the occurrence of change and its accompanying issues such that organization benefits from the change at the long run. Hence change management is become highly imperative for realizing success; minimizing adverse effects of change at the long run.

2.3 Critical Success Factors (CSFs) for Managing Organisational Change

Change been a continuous concept that informs on organizations operations; the need for success factors cannot be undermined or overruled as a very significant factor for successful change implementation. The successful implementation of change requires for definite measures to be put in place and ensured such that stated objectives are met in the interest of organizations and the workforce per time. In regard with the success factors for managing change, Sisaye

(2001) identify the following: good organizational structure and design, functional and effective communication system and channel, change management, appropriate process, top-level management support, and employee involvement. Randall (2004) indicated some of the measures that foster successful change implementation to include the following:

- Proper identification of the need for change
- Consulting with stakeholders necessarily to be affected
- Intelligent evaluation of available options and alternatives
- Analysis of possible effect of change when inculcated
- Strategic decision;
- Communication with organization workforce to prepare them ahead
- ensuring modalities in place to manage change,
- introduction and implementation of change
- Feedback and evaluation of effect of change and change

However from a more critical view, Paton and McCalman (2008) highlighted some other factors discussed below.

- **Having the Right Employees**

Having the right employees is core and cannot be ruled out of successful implementation of change in organizations. The employees perform significant roles and their various inputs counts to a very large extent in organizations. Having the right employees immensely contributed towards sustaining business, such that organization thrives in the competitive business environment despite changes introduced. This forms one cogent reason why employers in organizations, recruits for the purpose of attracting competent employees whose skill and knowledge matches related tasks. Recruiting the competent employees who are deemed able to deliver as required therefore provides the organization with the right employees. With the right employees available, performance becomes easy to achieve and also susceptible to improvement from time to time, changes notwithstanding.

- **Employing Skilled Staffs**

Strategic operations in this recent time place a demand on developing an efficient and effectual skill in an organization. Bambacas and Patrickson (2008) posit that successful operations has need for the development of skills that can be engaged in conducting organization activities towards strategic operations and adding value within the organization. Peltoniemi and Jokinen (2004) opined that skills function as a measure that guides the organizations towards realizing objective set. Having employees with appropriate skill therefore goes a long way ensuring organization perform above normal and exhibit competitive advantage in the market where it operates

- **Staff Training and Development**

Training and development is a strategic way of organizing and developing workforce in ways that enable organizations attains set goals. Training and development therefore regulates the work relationship between the employees and the organisation as changes occur and are introduced, such way that employees become more productive in the interest of the organization contributing towards competitive advantage of the organization. Training and development are usually initiated in line with specific objectives, needs and contents within organizational. Some of the objective that informs training and development within organizations revolves round the following: building the intellectual capability of employees to be able to handle tasks effectively despite changes; and for employees to be proactive in discharging tasks been assigned.

- **Staff Motivation**

Overtime, employee input has become one of the most important concepts in organization that cannot be ignored. Employees therefore need be continually motivated. Motivation is become an approach of integrating sustainability within the operational environment; positioned to play a critical role in ensuring performance, at the implementation of change.

> As stated by Benjamin and Mabey (1993, p. 181) "*while the primary stimulus for change remains those forces in the external environment, the primary motivator for how change is accomplished resides with the people within the organization*".

The success factors therefore are important in fostering checks and balances in decision making that revolves change and implementation by the authorities in the organizations. The essential of success factors for change implementation within organization lies in stemming the resistance to change, with emphasis on on successful change implementation.

3 Concept of Competitive Advantage

Competitive advantage forms one of the essential contemporary measures leveraged on by organizations that bears a huge significance in the actualization of corporate goals and objectives. Bearing on its imperatives, competitive advantage cannot be undermined in its paucity towards earning organization strategic position in the market/business environment. Wang (2014) posit that competitive advantage forms the unique feature identified with the business activities of an organization, which ultimately differentiate such organization from competitors in relation to the values been added to the consumers. Competitive advantage therefore functions as distinct measures that are consistently featured by an organization, unique to the product offered.

> According to Grant (1997, p. 174) "*the competitive advantage is the ability of the firm to have a superior performance to its competitors in terms of the basic purpose of the organization's existence: the profitability*". Peteraf and Barney (2003, p. 314) stated that "*an enterprise is said to have a competitive advantage if it is able to create more economic value than the marginal competitor in its market*".

The business environment been characterized with competition and influence on the market size, customer base, profitability and continuity in business of organization; competitive advantage has become an important measure that gives an organization an edge in the business environment.

> Porter (1985, p.1) points out that "*competition is at the core of the success or failure of firms*".

Competitive advantage therefore is usually positioned in channeling organization towards value adding, and directing the cause of an organization in the achievement of targeted goal. Organizations operate in diverse capacities and have their unique way of gaining a competitive edge in the products and services offered to customers. Competitive advantage enjoyed in business therefore is a derivative of the product and services been offered by the organization, adding value and satisfying customers need as desired. Shahmansouri, Esfahan and Niki (2013) indicated that competitive advantage is that which is gained overtime, as organization consistently add value and satisfy the customers. Competitive edge therefore informs the position held in the market influencing on various channels of operations that pertains to the organization.

Fleisher and Bensoussan (2003) opine that competitive edge in the business environment revolves round the dynamic features characterized with organizations products that spurs the intent of customers to keep been loyal to the distribution channels and earns the organization large market share. Roberts and Brnared (2000) assert that competitive edge are the unique feature identified with the business activities of an organization, which ultimately differentiate such organization from competitors in relation to the values been added to the consumers. Thamer and Hashem (2006) posit that competitive edge primarily, is arrived at on well calculated measures regarded as strategies which form the realistic measures that give an edge, direct the course of action, foster efficiency and define the strategic positioning of organizations in the business environment. Organizations however attain competitive edge at different levels.

Various options that drives competitive advantage includes controlled hike in cost, offering varieties of products that appeals to the purchase intention of customers, differentiation; prioritizing customers expectation and satisfaction, taking innovative steps in conducting customer needs analysis, so as to continually integrate that into the production activities, to offer quality products (Shahmansouri, Esfahan & Niki, 2013). Kotler (2001) identified the following as drivers of competitive advantage: targeting a specific market in meeting the customers' needs; focusing on definite products not produced by other firms in the industry, needful by customers; channeling production in line of meeting customers' needs satisfactorily; and been consistent in offering quality. Kasingiu (2010) assert that putting the customers first, serving the customers interest and ensuring customers satisfaction, would earn organizations competitive advantage in the business environment. Organizations though operates in a highly competitive business environment, however, would remain competitive by differentiating their products with unique features.

3.1 Competitive Strategies Adopted in Organizations

> Nilsson and Rapp (2005, p. 49-50) stated that "*although the business units compete on the market and not the corporation as a whole, it is also important on the corporate level to pay attention to the environment"*. Nilsson and Rapp (2005, p. 6) added that "*strategy is seen as the choices through which management responds to the company's environment and matches its internal structures with the environment*".

Hana (2013) point that organization requires maximizing the available resources in attaining competitive edge in the business environment while the resources covers skills, abilities, creativity, and knowledge of the employees.

> According to Pettigrew and Whipp (1991, p. 28) competitive advantage informs on two qualities thus, "*the capacity to identify and understand the competitive forces in play and how they change over time, linked with the competence to mobilize and manage the resources necessary for the chosen competitive response through time."*

From a broad perspective, competitive advantage can be achieved by an organization when cognizance is channeled towards been proactive in the responsiveness to the environment (economic, political, social, technological and legal) that influences on the operations (Diab, 2014). On the strategies engage in gaining competitive advantage, Awwad, Khattab and Anchor (2013) opine that resource analysis, competence analysis, market analysis, and the demand of current and potential customer analysis are important concepts that comes to fore. Porter (2004) emphasized on the following strategies: making the most of advancement in technology, customers' expectations and product design.

Baranes and Bardey (2004) opine that one of the functional strategies critical in gaining competitive advantage is cost reduction. Alnawaiseh, AL-Rawashdi and Alnawaiseh (2014) however stated that controlling and minimizing the cost of production by purchasing production materials directly from suppliers can be a strategy to offer product at a reduced price which in turn spur competitive advantage for organizations.

From a different view, Diab (2014) indicated that customers are more attracted to organizations product when it features prompt delivery, accessibility, quality, satisfaction, and would be more willing to acquire such product at an increased price; ultimately leads to a competitive edge over other competitors. Galliers and Leidner (2006) opine that when product meets quality, and reliability of customers' requirements, it would possibly result in competitive advantage for the producing organization. However, Porter and Kramer (2002) highlighted such strategies as cost leadership strategies which function mainly on cost management and control; differentiation which function as the unique features reflected in product; and focus; focusing on targeted market/product.

4 Relationship between Change and Competitive Advantage in Organization

There are numerous studies that have been conducted on organizational change and competitive advantage by various scholars. Akingbade (2015) conducted a study on how competitive advantage can be achieved through change implementation. It was found that organizational change basically influences on employee performance, increased marketing activities, upgrade Information Technology which on the overall enhances the organization performance to the point of competitive advantage. However the aspects of change that impact mostly on organization competitive advantage were found to be technology, customer management, and organization structure; which purportedly are viewed as basis for competitive advantage (Akingbade, 2015).

A research conducted by Pertusa-Ortega, Molina-Azorín and Claver-Cortés (2008) on organizational change and the impact on performance with effect to competitive advantage in Kenya Post Office Savings Bank revealed that organizational change spur strategic measures that influence competitive advantage. Such measure therefore revolves, increased marketing activities, changes in Information Technology, structure, and culture. Further, the findings of Olson and Slater (2015) on the impact of organizational change on competitive advantage, conducted in the United States of America, revealed that change brings about enhanced performance, customer management and satisfaction, increase in market size, improved order of work process, creativity and innovations while this interplay to earn the organization a competitive advantage. However the study established the need for change management to minimize the possibility of resistance to change.

Gichungu (2012) focusing on the Uchumi Supermarkets located in Kenya, conducted a research on the relationship between generic positioning and competitive advantage. The findings of the study revealed that there are specific strategies that spur organizations towards competitive advantage while such advantage also contributes towards attaining a generic position in the business environment. From the findings, it is deduced that competitive advantage by an organization is often time a buildup of strategic decisions, planning, branding, rich customer experience, cost control, and effective sales management mechanism (Gichungu, 2012).

From the study conducted by Mwangi and Ombui (2013) on response strategies to competition in the business environment; the findings revealed that reasons organization does not enjoy competitive edge among others include, slow responsiveness to change, unwillingness to accept and implement change, insensitivity to the business and new market opportunities around, and absence of customer satisfaction. It was more so established that the change implementation that is accompanied with change management system, is most likely to spur competitive advantage for the organization.

5 Theoretical Framework

Torracco (1997, p. 115) defines a theory as a *"concept that explains what a phenomenon is and how it works"*. Theories generally provide explanation for social phenomena. This academic writing therefore engages the use of relevant theoretical model that gives discrete clarification on the topic been studied thus:

5.1 Kurt Lewin Change Theory

Lewin Kurt change theory has its basis to be the analysis of the change management strategies that culminates in successful implementation and enhanced performance (Lewin, 1951). According to the theory, change is a continuous event that will always be relevant in activities that pertains to organization. Change therefore cannot be totally avoided within the organizational context. This theory points out three measures required to drive successful change implementation. The measures are identified unfreezing, moving, and refreezing; all of these interplay to spur enhanced employee performance in the contemporary business environment (Burnes, 2004a).

Unfreezing is most often spurred by crisis in the organization; such situation therefore unveils the operational issues that causes decline in performance. This brings about the introduction of certain classified changes that can help enhance performance. Further the Moving brings about the introduction of new measures and structures that informs on different sphere of the organization. Changes introduced at this section could either be minor or major depending on the need for change in organizational operations. Additionally, the Refreezing involves implementing changes and integrating change management platform that can help stabilize operations and improve overall performances. Such change process may require for introduction of change, modification of job requirement, initiation of new norms, values, policy, and bank structure; thereby reviving employee performance.

5.2 Lewin's Force-Field Theory of Change

This theory brings to fore the concept of force-field analysis in issues that bothers on resistance to change (Lewin, 1951). The theory postulates that it is normal and usual phenomenon that workers be resistant to changes when newly introduced while this brings down their morale to perform as expected in the organization. However, workers only resist changes in the absence of well communicated relevant information as to the what, why and how factors surrounding the need for change. Organization therefore must strive towards putting measures in place to help control the level of resistance as changes are introduced in work places.

For instance, changes in the banking sector could meet with resistance from both the employees and the customers. The banking sector been susceptible to constant changes therefore need view change as unavoidable and further develop modalities that fosters acceptance both from the employees perspective and also the bank customers. This may require such measures as timely and effective communication, management support, facilities supply, motivational packages, and employee development. As established by Lewin, failure to think in line of dealing with potential resistance to change by employees and the customers; may contribute towards the utter failure of change implementation.

5.3 Open systems Theory

The open theory postulates that the organization does not operate in isolation but in response to the systems that defines the operating environment (Burnes, 2000). According to the open theory, the environment in which the organization operates bears a significant effect and can determine the extent to which the organization thrives. The open theory therefore emphasized the need for organization to be cognizant of the environment and responding to its changing nature for continuity in business to be recorded (Carmeli & Tischer, 2004). For competitive advantage to be achieved, organization must continuously interact with the business environment which is also subject to change at any point in time. The theory postulate that organization can sustain its operations through competitive advantage which is a derivate of the organizations response to the changing business environment (Ansoff & McDonell, 1990).

5.4 Resource Based View Theory

> According to APQC (2003, p.25-26) "*the resource-based view of an organization emphasizes the uniqueness of each organization's strategy, with the internal resources torepresent the main sources of profitability*". According to Mintzberg, et al. (1987, p.276) "*the resource-based theory in strategic management was initially suggested by* Wernerfelt (1984) *who discussed how a resource-based perspective granted a competitive advantage*"..

Barney (1986) identified the resources of organization as the human component especially the intellectual capital (IC), technology, and information among others. All the resources therefore interplay to spur competitive advantage for an organization. The RBV theory has its basis on the resources available to an organization and how the resources could be leverage on to gain competitive advantage in business. According to the theory, for the organization to operate at a competitive advantage, the available resources (mainly internal resources) need be utilized and maximized per time.

6 Recommendation

1. Organizations should give more attention to integrating timely changes as necessitated by the business environment, articulating that at various levels of operations to improve current and future trends, thereby gaining and sustaining competitive advantage.
2. Cognizance should be channeled at reevaluation of activities, processes, and structure to continuously remain relevant in the market environment; thereby maintaining the market size per time.
3. To mitigate resistance to change, organizations should continuously inculcate a functional change management system in driving the change implementation; controlling and coordinating the occurrence of change and its accompanying issues in organizations such that organization benefits from the change at the long run.
4. The critical success factors for managing organisational change such as proper identification of the need for change, consulting with stakeholders necessarily to be affected, intelligent evaluation of available options and alternatives, analysis of possible effect of change when inculcated, strategic decision, communication with organization workforce to prepare them ahead, ensuring modalities in place to manage change, introduction and implementation of change, feedback and evaluation of effect of change and change; should always be considered by organizations at the need for introduction and/or implementation of change.
5. Various options that drives competitive advantage includes controlled hike in cost, offering varieties of products that appeals to the purchase intention of customers, differentiation; prioritizing customers expectation and satisfaction, taking innovative steps in conducting customer needs analysis and more; should always be prioritized in the operations of organizations.

7 Conclusion

Overtime, organizations have thrived as entities offering product and services, adding value and satisfying customers need as desired. The potential of an organization to efficiently maximize market opportunities, and increase their market size however, has always necessitated the need for certain identified concepts to be imbibed in the business environment tailored at gaining competitive advantage. As it were, the essential of gaining competitive advantage cannot be undermined in any organization, as that informs on the market share that the organization enjoys per time.

Gaining competitive advantage from the organization perspective therefore bothers on integrating certain concepts in operation. One of the concepts applicable in organization, often time considered therefore is change. Meeting the demands of the competitive business environment and gaining an edge, beyond planning, organizing, scheduling, coordinating and controlling operations in the recent is as such, largely vested on embracing change in the business environment.

Change has become an important concept that need be given cognizance to, for organizations to continually thrive in the business environment enjoying competitive advantage. this is because the business environment is not static, rather accommodating changes on constant basis; as necessitated by prevailing economies, availability of resources, evolving technologies and emerging trends. Change therefore becomes an important requirement for the operational process of organization that cannot be undermined.

The essentiality of embracing and adapting to change as spurred by the business environment per time, as such cannot be underestimated in actualizing objectives and goals that drive organization operations towards the expected competitive advantage, which in turns inform on the strategic positioning of the organization. Various dimensions of organizational changes therefore result in effectiveness and efficiency of operations; continued survival, successful implementation of plans; improved financial performance, customer satisfaction, and competitive advantage for the organization.

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