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GLOBALIZATION AND CHANGE MANAGEMENT

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Abstract

Globalization and change management are intertwined, as globalization drives the need for organizations to adapt and manage change effectively to navigate the complexities of international business and competition. This study empirically examines globalization and its effect on change management of selected companies in Anambra State. The study used a total number of 300 staff of the selected companies which is randomly selected from staff population of 1,200. Three hypotheses were designed to guide the study and data collected for the study were analyzed using one-way analysis of variance. The result showed that change in technology has a significant effect on performance in management and that changes in customer satisfaction has a significant effect on customer's patronage. The result also revealed that cultural change as a result of globalization has a significant effect on change management in selected companies in Anambra State. And that impact of the profitability of the companies before and after globalization significantly affect change management. It was concluded that we cannot escape globalization, Nigerian should stop watching it as a paradox. The leaders of this nation state must wake up to the challenge and restructure the country's economic, social and political institution. Based on the findings of the study, it was recommended that government should provide enabling business environment for companies by formulating smart policies that should promote high-quality education, raise productivity by building modern infrastructure and promoting science and technology to meet their current needs.

Key words: Globalization, Organization, Technological, Advancement, Management

Introduction

Arguably, the problem of this study originated on the search for the causes of poor performance of some selected companies in Anambra state. It was discovered that some of them are adamant to global interconnectivity. Our society is a dynamic place in society technological change and quick decisions are needed which must be implemented. The process requires giving listening ear to what is happening in other countries of the world and trying to connect to it in order to adapt to change which every organization requires in this modern and technological inclined world to improve.

Majority of the selected companies in Anambra state are Small and Medium Scale enterprises (SMEs). They are the product of hard work and dedication to duties of individual businessmen who made fortunes from trading. Every company in Anambra state is established primarily to make profit. However, survival is also paramount as profit is dependent on the survival of any business unit. In other to remain competitive and meet up with the trend of the time, globalization and change management must not be overemphasized. Globalization gives room for companies to adapt to new innovations and embark on cultural diversity of a particular country. The change obtained from interdependent connectivity will make that possible. It helps the companies in Anambra state to upgrade the production of new products and meet up with the technological advancement so as to meet with the need of the customers.

Globalization and change management are intertwined, as globalization drives the need for organizations to adapt and manage change effectively to navigate the complexities of

international business and competition. Effective change management in a global context involves adapting strategies, communication, and resources to meet the specific needs of different global locations while fostering a change-ready culture. Globalization represents an ongoing phenomenon characterized by the growing connectedness and interdependence among nations, individuals, and businesses worldwide. This process involves the integration of economic, political, social, and cultural systems across borders, resulting in increased flows of goods, services, capital, people, and ideas.

The rate of globalization has increased in recent years and is being shaped by rapid advancements in communication and transportation technologies, as well as the liberalization of trade and investment policies. Our world data attributes the rapid increase in international trade and investment as being the main drivers behind this increased rate. Facilitated by the reduction of trade barriers and the emergence of new technologies that allow for the rapid movement of goods, services, and capital across borders, the rapid increase in international trade and investment is the key driver behind the increased rate in globalization we see today. However, other drivers are also responsible for shaping globalization today, these drivers include advances in transportation and communication technologies, the rise of multinational corporations, the growth of global financial markets, and the spread of cultural and social norms. The combination of these drivers has led to increasingly integrated economies and societies around the world, and thus we are seeing the emergence of a globalized world. In facing the constantly changing business environments, organizations are required to develop flexible and responsive adaptive capabilities. Reliability in designing and implementing strategies that can adapt quickly is a necessity for organizations aiming to maintain their competitiveness in fluctuating markets. The high level of uncertainty in market dynamics emphasizes the importance of organizations having the ability to respond to situational changes with high efficiency and effectiveness (Handoyo et al., 2023). In the context of constant change in the business

environment, leadership plays a central role in managing successful transformation processes. Effective leadership is not only about the ability to make the right decisions but also involves skills in inspiring, motivating, and guiding teams in facing the challenges of change (Musaigwa, 2023). Strong leadership can create a clear vision and gain widespread support from all members of the organization, transforming resistance into strong commitment to the transformation process (Steinmann et al., 2018). Additionally, proactive and visionary leadership can guide organizations through necessary steps to adapt to market changes, accelerate innovation, and enhance overall performance (García-Morales et al., 2012). Often, changes in the organizational environment provoke resistance from various parties. The presence of such resistance indicates complex dynamics within the organizational framework, which requires a deep understanding of its causes and effective strategies to manage it. Understanding the root causes of resistance is a crucial initial step in ensuring the success of change implementation (Rehman et al., 2021). Resistance can stem from various factors, including fear of uncertainty, feelings of losing control, or concerns about negative impacts on individual positions or well-being (Damawan & Azizah, 2020).

Statement of the Problem

What prompted this research work are the challenging situations in the selected companies in the state, and some of the challenges facing those companies which are mainly none adherence to technological advancement in the system. Technology which is the application of modern machines and other devices to improve services and production in the industry have received little or no attention from the management. Moreover, the structure of those industries in the state have been rigid and turbulent to both the staff and management that is the way in which job is divided grouped and coordinated in the industries and has posed a lot of problems to the firm and the citizenry.

Moreover, adaptation to cultural exchange that come with globalization which facilitates the sharing of ideas, value and practices across borders. Since globalization and technological advancement can disrupt traditional business models and require organizations to adapt quickly. Organizational culture change becomes a critical factor affecting the success and sustainability of the use of such technology. Leadership plays an important role in managing such organizational culture change. In order to effectively adapt and utilize information technology, it is imperative for organizations to undergo changes in their organizational culture. And it should be noted that when change is not properly managed, there is the tendency that it affects performance negatively which may result in total closure of the organization or loss of valued employees or failure to meet financial objectives of the shareholders which may eventually degenerate into customer dissatisfaction.

Objectives of the Study

The main objective of this study is to examine the effect of globalization and change management in the selected companies in Anambra state. In line with the main objective, the specific objectives are to:

i. Ascertain the extent to which technological advancement affects change management of selected companies in Anambra state.
ii. Examine the extent to which cultural exchange influence change in the management of selected companies in Anambra state.
iii. To examine the impact of technology on the profitability of selected companies in Anambra state, Nigeria before and after globalization.

Research Questions

i. How does Technological Advancement influence change management?
ii. In which way does cultural exchange affect change management?

iii. To what extent does the impact of technology affect the profitability of selected companies in Anambra State, Nigeria before and after globalization?

The Following Hypotheses will Guide this Study

Ho_1: Technological Advancement does not significantly influence change management.

Ho_2: Cultural exchange does not significantly affect change management.

Ho_3: Impact of technology does not affect the profitability of selected companies before and after globalization.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Globalization

Globalization of the economy can be defined as the process of growth, a particularly dynamic interdependencies between national states, due to the expansion and deepening of transnational connections throughout the wider and more varied economic, political, social and cultural spheres. Okoro et al (2012), Globalization is the stage reached by the secular process in the internationalization of economies and economic activities, as a result of mutations occurring in the domestic and international economic structures. The term "globalization" has been developed to highlight the realities of our world, namely: the internationalization of markets for goods and services, as well as the emergence and proliferation of multinational companies involved in the development of comprehensive financial, production, marketing and management productions. Schwartz et al (2008), Globalization processes are a vital component of the contemporary world economy, determining the modality of approaching social and human resource.

Shenkar, Oded et al. (2021), Globalization is beneficial for multinational corporations that integrate into their own networks the international production systems. Given a particular organization, its own culture is identifiable with the human personality. Its transmission channels are varied, depending on the type of the system, such as: a specific attire,

unwritten rules, languages or specific jargons that facilitates communication between members of the organization, standards of ethical, moral and social behavior. Research on the elements of cultures or organizational cultures indicate that organizations are perceived as having unique characteristics and having stability in time. It is precisely these elements in terms of stabilizing the internal environment that are changed under the influence of globalization. Globalization is forcing change and adaptation. From this point of view, globalization requires rethinking the concepts of organizational culture and cultural identity. Phenomena related to adapting to the process of globalization, internationalization and the so-called "wave" of globalization can be identified as the phenomena of trans-cultural. Organizations are considered a living organism that reacts to changes in the environment and at the same time trying to take advantage of these changes. The modern theory of globalization argue that it comprises two completely contradictory processes of homogenization and differentiation, that there is a complete interaction between localism and globalism, and that manifests the strong resistance movements against globalization processes. In general, the main characteristics of globalization include increased global interdependencies between all economic actors, internationalization of production and trade, a new international division of labour, new movements of migration, a new competitive environment, and liberalization of financial markets, free movement of capital, goods, people and information. In the ordinary acceptation, globalization is considering defining processes on the integration of capital markets and the privatization of commercial production and the means of production. Globalization is all about high mobility of labor, about the distribution of income across countries, about removing the existing fragmentation in the world economy. Globalization understood in the sense of organizational culture, influences organizational behavior. Current studies on the impact of organizational culture on competitiveness have highlighted the need to raise awareness of the administrative apparatus of the value and importance of the components of the organizational culture which may lead to achieving superior performance.

Globalization understood as the theory suggests that global culture is promoted by social and cultural development, emergence behavior patterns of consumption and consumerism; the cultivation of certain lifestyles and" globalism implies a new consciousness of the world as a unified space. Globalization may appear as a phenomenon that takes place at the macro level. In fact, the phenomenon manifests itself as a micro-level issue that has an impact on everyday life. The expression of cultural identity and experience are conditional on the vast process of globalization.

Information Technology and the Process of Globalization

Owolabi (1998), states that information technology is playing a very vital role in the current process of globalization. Indeed, the current globalization process is highly information based. It is therefore important to single out the role of information technology in the globalization process. Information technology combines progress in electronics, computing, and telecommunications to come up with a highly dynamic process of storing, processing, transmitting and presentation of information. The Al Queda experience makes the point clear here. Information technology is witnessing a phenomenal growth, which has facilitated new responses to age old problems while creating a more rapid efficient response mechanism.. All sectors of the economy have been influenced by this development. The impact on the information sector has been particularly strong. Information technology has opened great opportunities for the exploitation of economies of scale and scope, making for rapid growth and conferring comparative advantage to those with access to it. It is promoting the internationalization of production and markets, which is central to the globalization process. Today information system developments are constantly being applied to wide areas of the economy. They are responsible for increased productivity, quality and efficiency of a number of sectors. The emergence and rapid expansion of the information super highway has brought to the door step of people all over the world, information which has become a vital factor in daily decision making. Remote areas around

the world are today covered by the communication range through technological advances in cyberspace, in the computer and telecommunication field. This has serious implications for how business is done worldwide. Individuals and organizations are now realizing that they do not have to be physically present in any particular location in order to transact business. The promotion of global business organizations is facilitated by location. The manager can reach any part of the world from any given information of functions confers on information technology its ability to integrate opportunity for completely new ways of working through systems integration. Business, however, involves more than information. The actual movement of goods and services require more than what information technology can provide. Information technology, therefore, combines with other processes to define the scope of globalization. The pace of change in information technology is accelerating the already observable growth in the interdependence of international relations.

Globalization and Cultural Change

Globalization is vastly determining the cultural practices of the Nigerian people. Those who are slow are left behind and from indications, everyone seems to be in big rush not to be left behind. Culture of the developed economy has taken over the local culture. Many Nigerians prefer the cultural practices of the developed countries. From the foregoing, it is observed that globalization is characterized by keen competition and an aggressive quest for supremacy by various contending people and interest groups of the world. Ajayi (2001) note that globalization is a continuation and expansion of western imperialism. This is because to him, it is a fresh phase n re-colonization of Africa societies which attempts to continue the promotion of western linguistic heritage and literacy esthetic canons at the expense of African indigenous languages and literature. The re-colonization has imposed on all cultural values on African society and Nigerian culture thereby distorting the African value system and identity. This is achieved by fostering increasing disruption and

marginalization of the art and culture of Nigerians. Nigerian culture is portrayed as less functional and perhaps inferior to the culture of other people of the world. This is why the people are losing their touch of the natural environment, including the indigenous landscapes, settlement patterns and mode of architecture. According to Oni (2001) the performance of African in the emerging scenario would be a function of the ability and commitment of African leaders to mobilize the productive forces of the continent for development. This is because African and its people have through its music made positive impact on the manual sensibilities of the world. He states further that he who controls knowledge dominate the world, since the advance countries controls knowledge that flows to other countries of the world, they benefit more from globalization. However, it must be realized that economic growth without social and cultural justice cannot be the idea of sustainable world development. Development brought by globalization which is arm to eliminating certain culture is not a good conception of development.

Globalization and Change Management

In the context of globalization, change management, it involves altering the mission and vision of the organization, the introduction of new technologies with new activities, the introduction of a rating system and performance system, redefined payroll, changes in organizational structure, a new orientation of the target customer groups with other necessities and a totally different behavior than its previous customers, and in particular, the introduction of the system of management guided by objective Ashton (2010).

The Impact of Technology on the Profitability (Profit before Tax) of the Manufacturing Industries In Nigeria

It is worrisome that the description of SMEs as the bedrock of economic development worldwide has no meaning in Nigeria. In this country, lip service is merely paid by the government as an effort to truly develop the sub-sector; hence, we still experience unstable

and poor structured economic development. In a study conducted by Madueke, K. (2014) reveal that in the past, policies have been formulated aimed at supporting the growth of the real sector, which is where SMEs abound. But those initiatives, apparently failed; thus leaving the SMEs, the real sector, in a state of neglect, hence consequences of low national productivity. One of such policies is the 10 per cent profit before taxation of banks, which the Central Bank of Nigeria (CBN) with bankers' committee in 2001 asked the banks to set aside to finance and support SMEs. In fact, banks investment under the scheme was to ensure adequate assistance to SMEs and ultimately enhance their performance to create employment, develop local technology and contribute to capital growth. In a study by Aninat (2001) concluded that the balance assessment of benefits and costs of globalization is becoming the theoretical basis for a government policy to meet the challenges of globalization. He confirmed that it is difficult to find a policy which is already sophisticatedly developed by the Chinese government to meet the challenges of globalization.

Theoretical Framework

There are three major theories in the evolution of globalization. They are: World System Theory, World Polity Theory and World Culture Theory. These theories, propounded by different authors are discussed and analyzed below:

The World System Theory: The leading proponent of this theory views globalization as the process, completed in the twentieth century, by which the capitalist world-system spreads across the actual globe. Since that time, world system has maintained some of its main features over several centuries. Globalization therefore does not constitute a new phenomenon. (Wallerstein, 1998).

The World Polity Theory: This group sees globalization as the growth and enactment of world culture. Since at least the middle of the nineteenth century, a rationalized world institutional and cultural order has crystallized that which consists of universally applicable models that shape states, organizations, individual identities, World Society and Nation-State. Conceptions of progress, sovereignty, rights, and the like, have acquired great authority, structure the actions of states and individuals, and provide a common framework for global disputes (Meyer, 1980).

A polity is a "system of creating value through the collective conferral of authority" (Meyer, 1980). The system is constituted by a set of rules, also called frames or models. Actors in the system are entities constructed and motivated by enveloping frames". The world polity contains no single actor or institution defining what is valuable for the world as a whole. Instead of central actor, the culture of world society allocates responsible and authoritative actor hood to nation-states. Their authority is rooted in a world culture: a set of universally applicable models that define who legitimate actors in world society are, what goals they can pursue and how they can pursue them. According to him, its feature is the enactment of global models which creates considerable institutional similarity among differently situated states, while the models shape nation-state identities, structures, and behaviour via worldwide cultural and associational processes. The World Culture Theory: The leading proponent of this theory, (Robertson, 1992) refers to globalization as "the compression of the world and the intensification of consciousness of the world as a whole. In thought and action, it makes the world a single place. Global interdependence and consciousness of the world as a whole precede the advent of capitalist modernity.

Empirical Review

Harvey and Novicevic (2002) carried out research on impact of globalization on organizational performance using two countries (Thailand and US) with a total of 1,050 manufacturing firms categorized the effects of globalization on firm productive performance into different dimensions, and developed a model to test the relationships between these effects and firm performance. The findings from the study supports the argument that globalization not only benefits firms in terms of increasing opportunities, but also hurts business performance due to higher competitive threat. The findings have several implications for managers in the global marketplace. On the different effects that globalization has on business, the results indicates that such effects are not significantly different across cultures. The study also confirmed that globalization is a universal phenomenon and that firms are inevitably affected. Globalization can affect firm productive performance positively and/or negatively. While global market opportunities are likely to enhance firm performance, global competitive threats tend to worsen it. The study, therefore, concluded that managers must be aware of such double-edged effects, and try to capitalize on opportunities while converting threats into opportunities. Appropriate strategies, such as developing networking relationships with other firms, must be carefully designed and implemented in order to take advantage of global market opportunities and minimize the threats from increasing competitive intensity.

In another study conducted by Carol Newman (2010) on the impact of globalization and trade on productive performance of the Irish Food Manufacturing sector, revealed that the increased integration has led to an influx of investment by multinational corporations who bring with them technological innovations. This has the effect of improving the overall productivity by shifting the best practice technology frontier while at the same time making it increasingly difficult for smaller competitors to survive. The study further revealed that in three manufacturing sectors studied**.**

Methodology

The study adopted the descriptive survey method. The area of study was the selected companies in Anambra State Nigeria, which are: Jezco Oil Limited Awka, Juhel Pharmaceutical Company Limited, Awka, Intafact Beverages Limited, Onitsha, Portico Best International Limited, Onitsha, Tommy Tommy Noddle, Nnewi and Cutix Cable PLC, Nnewi. The population of the study comprised of senior management staff and other employees of selected companies which is 1,200 obtained from the record of the companies.

Determination of Sample Size

Due to the heterogeneous nature of the estimated population under study, Taro Yamane formular was used to determine the sample size. The formular is as follows:

$$n = \frac{N}{1+N(e)2}$$

Where:

n = Sample Size

N = population of the study (1,200)

e = Level of significant (0.05)

I = A constant

By substituting in the above equation and solving for n, we have 1,200

$$n = \frac{1,200}{1+1200(0.05)^2}$$

$$= \frac{300}{1+300 \times 0.0025}$$ = the sample size is 300

Sample Size and Sampling Technique

Stratified sampling technique was used to narrow the selected companies into 3 geopolitical zone in Anambra State. The companies were then selected using simple random sampling technique. The purposive sampling technique was used to narrow the focus area to only those who are connected with senior and junior administrative staff.

Method of Data Collection

The survey instrument used for the data collected was a well-structured questionnaire, which was directed at finding out whether globalization has effect on change management using selected companies in Anambra state as a case study.

Presentation and Data Analysis

This study investigates "Globalization and Change Management of selected companies in Anambra state". Data were analyzed at five percent level of significant. The results of the analysis are presented below:

ANOVA Hypothesis One

Effect of technological Advancement on change management

	Sum of Square	**Df**	**Mean square**	**F**	**Sig.**
Between Groups	**9.88**	**5**	**3.221**		**.000**
Within groups	**73.514**	**375**	**1.231**	**10.614**	
Total	**83.394**	**380**			

Source: Computer SPSS version 17.0 output. Field survey, 2025

The analysis showed that technological advancement significantly enhance change management of selected companies in Anambra State at (P 0.05) confidence level. This revealed that statistically the values of the responses were different at F-probability value of 0.000 hence the alternative hypothesis was accepted and stated that there is a significant relationship between the variable of the estimate.

Effect of Cultural Change on Change Management

	Sum of Square	**df**	**Mean square**	**F**	**Sig.**
Between Group	**35.020**	**2**	**13.510**		**.000**
Within groups	**222.948**	**287**	**0.896**	**17.273**	
Total	**257.968**	**289**			

Source: Computer SPSS version 17.0 output. Field Survey, 2025

The hypothesis two examine the effect of cultural change on change management of selected companies in Anambra State. The ANOVA table shows that cultural change strongly affect change management of Selected Companies in Anambra State value is 0.000 thereby rejecting the Null hypothesis.

ANOVA Hypothesis Three

Effect of Technological Advancement on Profit of the companies before and after globalization

	Sum of Square	**df**	**Mean square**	**F**	**Sig.**
Between Groups	**39.758**	**4**	**13.919**		**.000**
Within Groups	**95.042**	**286**	**0.441**	**38.996**	
Total	**134.8**	**290**			

Source: Computer SPSS version 17.0 output. Field survey 2025

The analysis showed in hypothesis three that technological advancement on profit of the companies before and after globalization of selected companies in Anambra Statte at (P=0.05) confidence level, which shows that the responses were different at F-probability value of 0.000 hence the null hypothesis was rejected.

Reliability Test

Reliability Statistics		
Cronbach's Alpha	**Cronbach's Alpha Based on Std. item**	**No. of Items**
0844	**.848**	**18**

This reliability test refers to the degree to which items that make up the scale 'hand together'. One of the commonly used indicators of internal consistency is Cronbach's Alpha Coefficient; which is shown in the reliability statistics table as 0.844.

Discussion of Findings

The analysis in the hypothesis one showed that change in technology significantly enhances change in management of selected companies in Anambra State at (P= 0.05) confidence level. This reveled that statistically the values of the responses were different at f-probability value of 0.000 hence the alternative hypothesis was accepted and slate that there is a significant relationship between the variable of the estimate. The results found in this study are in line with the study of Olajiide (2024). He stated that firms/organizations should systematically improve their involvement in change management by employing the service of internal change managers to work hand- in-hand with such experts employed externally, so as to facilitate growth in performance and smooth change implementation.

The hypothesis two examines the effect of cultural change on change management in the selected companies in Anambra state. The ANOVA table shows that cultural change strongly affect change management of companies in state value is 0.000 thereby rejecting the Null hypotheses. In hypotheses three, the analysis showed that the profitability of the selected companies in Anambra State before and after globalization significantly affect change management of the selected companied at (P= 0.05) confidence level, which shows that the responses were different at 1-probability value of 0.0, hence the null hypotheses was rejected.

Summary of Findings

From the hypotheses tested the study found out the following:

1. There is no significant relationship between globalization and technological change in selected companies in Anambra State at (P<0.05) confidence level. This revealed that statistically the values of the responses were different at T-probability value of 0.000 hence the alternative hypothesis was accepted.
2. There is no significant relationship between globalization and cultural change in the selected companies in Anambra State at value of 0.000 thereby rejecting the null hypotheses and alternate hypothesis was accepted.
3. There is no significant positive or negative relationship between the profitability of the selected companies in Anambra State after and before globalization at (P<0.05) confidence level, which shows that the responses were different at F-profitability value of 0.000 hence the null hypothesis was rejected.

Conclusion

The evidence report in the paper and their implications for globalization in the developing countries have pointed a negative direction. Researchers have established that there exists relationship between globalization practices and the environment in which it occurs. Based on the findings of the study, globalization has a substantial and positive impact on performance indicators used in the literature review which are: technological change, cultural change and profitability after and before globalization. However from the literature review, it was observed that the best way to achieve this and get additional growth in change management is by taking proactive measures as an approach that should be encouraged in the change management. This will reduce the negative effect on change management.

It is therefore, the opinion of this work that, in as much as Third World countries, Nigeria inclusive, cannot escape globalization, they should stop watching it as a paradox. The leaders of this nation state must wake up to the challenges and restructure the country's economic, social and political institutions and structures to take advantages of the facilitating drivers of globalization.

Recommendations

In respect of the study, the following recommendations were made:

1. The management of these selected companies should as a matter of necessity put in place and as well as develop training programmes that will update and enrich the knowledge of Information Communication Technology (ICT) capabilities among the managers so as to remain useful both now and in years to come.
2. The government should provide enabling environment for these organization by establishing policies/schemes, especially on raw materials that would encourage them cope with the challenges posed by globalization.

3. The government should also impose adequate protectionist measures to guide against threats of survival for the domestic manufacturers with the hope that Nigeria's local manufacturers will not only operate locally, but expand operations globally.

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