

FACETS OF ORGANIZATIONAL TRANSFORMATION: AN UPDATE

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ABSTRACT

This paper makes an update of contributions to the concept of organizational transformation by making a review of its meaning and facets. This objective is achieved through a review and analysis of academic literature concerning organizational transformation. Importantly, the continued construction of organizational transformation as a change between significantly different states in relation to strategy and structure was found to dominate the literature. Additionally, the study uncovered the ongoing use of strategic intent, physical setting, business process re-engineering, organizational and employee culture transformation – as dominant factors critical to the pursuit of a successful organizational transformation exercise.

KEYWORDS: Organizational Transformation, Employee Culture Transformation