

EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE ATTITUDE IN LAFARGE CEMENT PLC CROSS RIVER STATE, NIGERIA

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ABSTRACT

This study carried out a review of the effect of change management on employee attitude in Lafarge Cement Plc Cross River State, Nigeria. The study used examined Lewin's theory of behaviour to provide a theoretical foundation for the study. Primary data was used for the study and they were obtained using structured questionnaire from a sample of 109 senior staff of Lafarge Cement Plc Cross River State. Multiple regression analysis was used for the study and the hypotheses of the study were tested using the probability value of the regression estimates. The findings of the study indicates that innovation management has a positive effect on employee attitude in Lafarge Cement Plc Cross River State, Nigeria and the effect is statistically significant ($p < 0.005$). Resource management has a positive effect on employee attitude in Lafarge Cement Plc Cross River State, Nigeria and the effect is statistically significant ($p < 0.005$). Training was found to have a negative effect on employee attitude in Lafarge Cement Plc Cross River State, Nigeria and the effect is not statistically significant ($p > 0.005$). It was concluded that for change to succeed, the human aspect to change management must be successfully addressed in order to avoid resistance to change. It was recommended among others that the management of the Lafarge Cement Plc Cross River State Nigeria can bring about effective change management in the industry if they utilize the potent power of training, which can be on-the-job or off-the-job training. This is because, training and development of employees equips them with the requisite skills to handle both planned and unplanned change in the industry and give the company competitive advantage.

Keywords: Change, Change management, Attitude, Employees, Innovation, Training.

INTRODUCTION

Change Management is a common word in today's businesses organization. With constantly evolving business goals and strategies, change is inevitable and managing change is essential. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change. The change management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state (Baum, 2010). Many organisations fail in their change initiatives because some senior personnel tend to rush these initiatives in their organisations, losing focus and becoming overwhelmed by the literature advising on why organisations should change, what organisations should strive to accomplish and how organisations should implement change (Carlo, 2012).

Innovation management involves the process of managing an organization's innovation procedure, starting at the initial stage of ideation, to its final stage of successful implementation. It encompasses the decisions, activities and practices of devising and implementing an innovation strategy (Okorie, 2019). Many of those involved in promoting better innovation management expressed their opinion about the difficulties and challenges facing companies.

Resource management is an integral component of change management as the human resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities that are expected to perform job activities in a manner that contributes to the attainment of organizational goals (Olajide, 2014). Hence, when change occurs in an organization, the effective management of the resources at the disposal of management is paramount to the success of the organization.

According to Nnanna (2020), training generally is intended to provide new experiences that help people perform efficiently in their present and future jobs especially in the face of organizational change. Training is a process in which

abilities are developed into specific required skills knowledge or attitudes. Thus managing the training process can go a long way towards enhancing its effectiveness. If training programs are well conceived and well executed, both the organisation and its employees benefit. Training enables the employees to get acquainted with jobs and also increase, their aptitudes and skills and knowledge.

Employee attitude deals with how an organisation behaves. It involves the management directing employees into improving organisational and personal effectiveness. It plays an enormous role in determining the attitudes of employees and their job satisfaction. When employees are happy, it is usually because they are satisfied with their work (Mohamud, 2018). This also improves the quality of their work. If employees enjoy their work, they will not need external motivation from management, but instead the satisfaction they attain from completing their work will motivate them (Iyang, 2015). Employee attitude in this study is measured by job involvement and organizational commitment.

The way and manner management of firms handles change determines the attitude of employee to work. The researcher has observed that many employees of the manufacturing industry complain of much work load at workplace which is not unconnected with the level of task demanded of them. As a hierarchical organization, the implementations of these changes rests on the shoulders of the management of the firm. Most of the managers have inadvertently mismanaged the process of bringing about these changes in the manufacturing industry and these have resulted to truancy, low commitment to work and employee turnover. It is in the light of the above that this study examines the effect of change management on employee attitude in Lafarge Cement Plc Cross River State, Nigeria.

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the effect of change management on employee attitude in Lafarge Cement Plc Cross River State, Nigeria. The specific objectives of the study are to:

- i. Examines the effect of innovation management on employee attitude in Larfage Cement Plc Cross River State, Nigeria.
- ii. Examine how resource management affects employee attitude in Larfage Cement Plc Cross River State, Nigeria.
- iii. Examines the degree of the relationship between training as a change management strategy on employee attitude in Larfage Cement Plc Cross River State, Nigeria.

LITERATURE REVIEW

THEORETICAL FRAMEWORK

LEWIN'S THEORY OF BEHAVIOUR

Lewin's theory was propounded in 1951 by Kurt Lewin. Lewin (1951) views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. This theory is very relevant to this study as it prove that driving forces of behaviours facilitate change (Korir and Mukolive, *et, al*, 2012), because they push employees in the desired direction and restraining forces hinder change because they push employees in the opposite direction. The understanding of this fundamental theoretical concept is what this theory provides to guide us in the implementation of the needed change management in the manufacturing industry such as Larfage Cement Plc Cross River State, Nigeria.

CONCEPTUAL FRAMEWORK

CONCEPT OF CHANGE MANAGEMENT

Change management is the process, tools and techniques to manage the people-side of change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions "malting in the adoption and realization of change (Osisicoma, 2014). According to Armenakis (2019) in thinking about what is means by change management at least four (4) basic definitions come to our mind, these include; the task of managing change, an area of professional practice, a body of knowledge and a control mechanism (Walker and Brammer, 2015). The dimensions of change management are innovation management which involves the process of managing an organization's innovation procedure, starting at the initial stage of ideation, to its final stage of successful implementation. Resource Management on the other hand is the practice of planning, scheduling, and allocating people, money, and technology to a project or program. Training involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency.

CONCEPT OF EMPLOYEE ATTITUDE

An attitude is referred to as a hypothetical construct representing an individual's degree of like or dislike for an item. Attitudes are generally positive or negative views of a person, place, thing, or event (Bagherian *et al.* 2009). These views are often referred to as the attitude object. In this instance the attitude object is referred to as the individuals' view of the change and is not a physical entity independent of the individual (Visagie 2010).

An attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour (Eagly and Chaiken 2018). Attitude can be measured and changed as well as influence the individual's emotion and behaviour. Based on the above definitions, it could be cited that attitudes are related to how an individual feel or react towards his surroundings. Also, attitudes can be exhibited by an employee either positively or negatively towards his co-employees.

Proxies of employee attitude as used in this study are job involvement - a term which measures the degree to which a person identifies him with his or her job and considers his or her perceived performance level important to self-worth (Bagherian *et al.* 2009). The second proxies of employee attitude is organizational commitment which is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization.

EMPIRICAL REVIEW

Ugwu, Osisioma, Onwuzuligbo and Nnaji-ihedinmah (2020) examined Change Management and Firm Performance of Selected Deposit Money Banks in Owerri, Imo State, Nigeria. Descriptive survey design and the questionnaire were used in data collection. The total population comprised of 124 staff of Fidelity Bank, Access Bank, Eco-Bank and United Bank for Africa Plc. Out of 124 copies of the questionnaire administered to the participants, 116 were responded and used for the analysis, while, the remaining 6 were not returned and utilized. The research hypothesis was tested and analyzed using simple regression method to generate the result. The null hypothesis was rejected at 5 % level of significance. The study found that change management variable (leadership change) exerts a significant positive influence on firm performance (competitiveness) of banks in Owerri, Nigeria.

Okorie (2019) studied management of change through the application of appropriate strategies, using Nigerian Breweries Plc as a case study. Primary and secondary data were used for this study. The explanatory approach consisting of survey and field study was employed for the research. The study used exploratory factor analysis to analyze the strategies for the study. The findings of the study shows that adequate resources are necessary for an efficient management corporate changes in organization, that workers resistance to corporate changes in an organization makes its practice ineffective.

Chiovoghi and Emerole (2017) examined the Effects of Change Management on Employee Commitment: A Study of Selected Deposit Money Banks in Umuahia. A cross-sectional research survey was employed. Accessible population consists of ten (10) banks using simple random sampling technique. A total of 122 staffs were surveyed. Sample size is 93 using Taro Yamane. Validity of the instrument was ascertained using face validity. Reliability of the instrument was determined using Cronbach alpha test. Spearman's Rank Order Correlation Coefficient (ρ) was used to test the hypotheses with the aid of SPSS (20.0). Findings of the study revealed that change management has a positive significant effect on employee commitment.

Alok and Priyanka (2015) carried out a study on employees attitude towards the organization and job satisfaction. The analysis has been made mainly based on the primary data that is by the employees' opinion survey method. For this a sample size of 180 was taken and the stratified random sampling method has been used to select the samples from the total population. Percentage analysis and Chi-Square test reveal that there is no relationship between job enrichment and educational qualification of the respondents, and there is no relationship between length of service of the respondents, and welfare facilities, and there is no relationship between the salary of the respondents and welfare facilities

Farouk (2014) explored Employee Attitude and Productivity at Electricity Company of Ghana, Ashanti-East. For the purpose of this study mixed method; non-probability convenience sampling design was used to explore employee attitude and productivity. The sample group (N = 40) consisted of male and female staff. Descriptive and inferential statistics were used to analyse the data. The empirical findings from the study indicate that employees in the company recognize the relationship between employee attitude and productivity. The respondents however indicated their awareness of negative employee attitudes in the company.

Olajide (2014) Investigated the effect of Change Management on Organizational Performance of Telecommunication industries Airtel, Lagos State, Nigeria. The study adopted descriptive survey and questionnaire as instrument for data collection. The population of study comprised of the managers, supervisors, operational staffs and customers of the industry. Study hypotheses were tested statistically at 5% level of significance and data was analyzed using Analysis of

Variance (ANOVA) with the aid of SPSS version 17.0 software to get empirical results. Findings revealed that Change Management has a significant positive effect on Organizational Performance.

Onyango (2014) examined Effects of Organization Culture on Change Management: A Study of Case of the Vocational Training Centre for the Blind and Deaf Sikri. The study was conducted in Kampala in Kenya. Descriptive survey design was used. A total sample of 188 participants which were randomly selected were used. The study found out that 74% of the participants agreed that organization beliefs/values as part of organization culture affects change management and that most respondents (30.3%, N= 57) strongly agree that employee attitudes as part of organization culture affects change management. Organization Norms has no significant ($p=.406$) effects on Change Management while Support by Top Management has significant ($p=.000$) effect on Change Management in an organization.

Kamugisha (2013) investigated the effect of Change Management on Organizational Culture Using a Case study of National University of Rwanda. The target population comprised of 57 staff of the university. The study adopted descriptive survey approach. Both primary and secondary data were obtained. Primary data were sourced from the questionnaire and analyzed using descriptive statistics (mean, mode, median and frequency table). Secondary data were sourced from books, journals and university annual report. Findings showed that change management exerts positive influence on organizational culture (downsizing, recruitment and outsourcing).

Carlo (2012) assessed understanding change and change management within a public sector organisation, namely, the South Australian Tourism Commission (SATC). Adopting a qualitative research methodology. The study used trend analysis to present the issues under consideration. According to the findings of the study, this organisation, like other public sector organisations in Australia, has undergone and is currently undergoing a series of significant organizational changes, mainly due to mandates brought about by public sector reform policy. Present trends in change and change management in Australia, both at the federal and state level, reflect a sense of urgency on the part of governments to revitalize a Public Service that is able to sustain continuity and change.

Tryggvi (2008) studied Organizational change and change readiness: Employees' attitudes during times of proposed merger in Iceland. The study used Pearson Product Moment Correlation to examine the relationship between the variables of the study. Findings suggest that change readiness increases as measured levels of job satisfaction increases. Findings also suggest that change readiness increases as uncertainty decreases, but the relationship between change readiness and commitment is not determined by the findings.

RESEARCH GAP

The research gap in this study is evident in the empirical studies reviewed. Some of the literature reviewed did not use the appropriate statistical tools for the study. The use of wrong statistical tool will lead to spurious results and the estimates from the study will be biased and inconsistent. Many of the studies also reviewed did not have appropriate dimensions of change management which made it difficult to determine the effect of such proxies on employee attitude. Further studies should ensure to use a clear operationalized independent and the dependent variables with the right statistical tools.

RESEARCH METHODOLOGY

RESEARCH DESIGN

Survey research design was adopted for this study. Survey examines a sample or the entire population of people to describe the attitudes, opinions, behaviors, or characteristics of the population. The population is made up of all the Senior staff of a Larfage Cement Plc Cross River State, Nigeria. Change management is a top level decision and hence, respondents to questions on the above topic are senior staff of the firm. 109 senior staff from the study area make up the population for the study. Census sampling was adopted in selecting all the senior staff as they are not large. The sample size for this study is one hundred and nine respondents. Data collection was carried out with the aid of a structured questionnaire. Content validity of the instrument was done by experts and statistician while construct validity was carried out using Factor Analysis. Data generated from the pilot study was used in establishing the validity and reliability of the instrument.

Table 1: KMO and Bartlett's Test

| | | |
|--|--------------------|-------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .878 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1.646 |
| | Df | 6 |
| | Sig. | .036 |

As shown in Table 1, factor analysis indicates that the KMO (Kaiser- Meyer-Olkin) measure for the study's four variable items is 0.878 with Bartlett's Test of Sphericity (BTS) value to be 6 degree of freedom at level of significant $p=0.036$. The KMO result in this analysis surpasses the threshold value of 0.50 as recommended in literature. Therefore, we are confident that our sample and data are adequate for this study.

Table 2: Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.698 | 42.460 | 42.460 | 1.698 | 42.460 | 42.460 | 1.596 | 39.890 | 39.890 |
| 2 | 1.074 | 26.857 | 69.317 | 1.074 | 26.857 | 69.317 | 1.177 | 29.427 | 69.317 |
| 3 | .744 | 18.597 | 87.914 | | | | | | |
| 4 | .483 | 12.086 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

The Total Variance Explained table shows how the variance is divided among the 4 possible factors. Two factors have eigenvalues (a measure of explained variance) greater than 1.0, which is a common criterion for a factor to be useful. When the Eigenvalue is less than 1.0 the factor explains less information than a single item would have explained. Table 53 shows that the Eigenvalues are 1.698 and 1.074 are all greater than 1. Component one gave a variance of 39.890 and Component 2 gave the variance of 29.427. As shown by Table 3 above on the rotated sum of squared loadings section, two components i.e component 1 and 2 accounts for 69.317 % of the variance of the whole variables of the study. This shows that the variables have strong construct validity.

Table 3: Reliability Test Results

| Variable | Cronbach's Alpha |
|----------------------------|------------------|
| Innovation Management | 0.822 |
| Resource management | 0.883 |
| Training | 0.700 |
| Employee Attitude | 0.843 |
| Overall Reliability | 0.812 |

Source: Field Survey, 2021.

The individual and overall Cronbach Alpha coefficients show a value above the threshold of 0.7. The overall Cronbach Alpha coefficient is 0.812. This is considered adequate and reliable for social science study.

Model Specification

The implicit and the explicit form of the model are given as follows:

$$EMA = f(INM, RSM, TRN) \quad (1)$$

Where,

EMA = Employee Attitude

INM = Innovation Management

RMT = Resource management

TRN = Training

Thus, the explicit form of the model for the study will be as follows:

$$EMA = \beta_0 + \beta_1 INM + \beta_2 RSM + \beta_3 TRN + \varepsilon \quad (2)$$

Where:

α = Intercept of the Model (constant)

β_1 to β_3 = coefficients

ε = error term

DATA ANALYSIS TECHNIQUES

The data collected was analyzed using inferential statistics such as multiple regression analysis and the hypotheses of the study were tested using the probability value of the estimates with the aid of the Statistical Package for Social Sciences (SPSS) version 23.0. The following decision rules were adopted for accepting or rejecting hypotheses: *If the probability*

value of b_i [$p(b_i) > \text{critical value}$] we accept the null hypothesis, that is, we accept that the estimate b_i is not statistically significant at the 5% level of significance otherwise reject the null hypothesis.

RESULTS AND DISCUSSION

REGRESSION RESULTS AND DISCUSSION

COEFFICIENT OF DETERMINATION

Table 4: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .873 ^a | .757 | .612 | 7.62685 |

a. Predictors: (Constant), TRN, RSM, INM

b. Dependent Variable: EMA

Source: Field Survey, 2021

The result in Table 4 showed that the coefficient of determination was 0.757. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Employee Attitude) that is explained by all independent variables. From the findings this meant that 75.7 % of employee attitude is attributed and determined by combination of the three independent variables investigated in this study while 24.3% of the variations is attributed to stochastic error.

Table 5: Statistical Significance of the Model

| Model | | ANOVA ^a | | | F | Sig. |
|-------|------------|--------------------|----|-------------|------|-------------------|
| | | Sum of Squares | df | Mean Square | | |
| 1 | Regression | 56.248 | 3 | 18.749 | .322 | .009 ^b |
| | Residual | 930.702 | 16 | 58.169 | | |
| | Total | 986.950 | 19 | | | |

a. Dependent Variable: EMA

b. Predictors: (Constant), TRN, RSM, INM

Source: Field Survey, 2021.

The study used ANOVA to establish the significance of the regression model from which f-significance value of p less than 0.05 was established as shown in Table 5. The model was statistically significant in predicting employee attitude. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results obtained.

Table 6: Regression Coefficients Analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 31.309 | 11.010 | | 2.844 | .012 | | |
| | INM | .492 | .199 | .018 | 2.474 | .041 | .972 | 1.029 |
| | RSM | .454 | .182 | .195 | 2.495 | .035 | .989 | 1.011 |
| | TRN | -.093 | .202 | -.114 | -.460 | .652 | .964 | 1.038 |

a. Dependent Variable: EMA

Source: Field Survey, 2021

Findings of the study as shown from Table 6 revealed that innovation management has a positive effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria and the effect is statistically significant ($p < 0.005$). Using the probability value of the estimate, we reject the null hypothesis, that is we accept that innovation management has a significant effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria. This result is in agreement with that of Olajide (2014) who investigated the effect of Change Management on Organizational Performance of Telecommunication industries Airtel, Lagos State, Nigeria and found similar result.

Findings of the study as shown from Table 6 revealed that resource management has a positive effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria and the effect is statistically significant ($p < 0.005$). Using the probability value of the estimate, we reject the null hypothesis, that is we accept that the estimate b_2 is statistically significant. This implies that resource management has a significant effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria. This result is in agreement with that of Chiavoghi and Emerole (2017) who examined the effects of change management on employee commitment: a study of selected deposit money banks in Umuahia and found that change management has a positive significant effect on employee commitment which is a proxy of employee attitude to work.

As shown from Table 6, training was found to have a negative effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria and the effect is not statistically significant ($p > 0.005$). Using the probability value of the estimate, we accept the null hypothesis, that is we accept that the estimate b_3 is not statistically significant. This implies that training has no significant effect on employee attitude in Larfage Cement Plc Cross River State, Nigeria. This result is in agreement with that of Onyango (2014) who found a negative association between the study variables.

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The study reviewed effect of change management on employee attitude to work in Larfage Cement Plc Cross River State, Nigeria. The study found that change has now become a regular feature of business life as part of the desire for increased organizational performance and the ever important need to satisfy stakeholders. However, successful management of the changes in the manufacturing industry is a critical factor to achieve any degree of long-term and lasting success as well as sustainability of strategy to manage change. Also, effective management of change in customers taste would result to overall growth in the performance of the organization because customers are the reasons for profitable or profit oriented business establishment such as the Larfage Cement Plc Cross River State, Nigeria. Therefore, for change to succeed, the human aspect to change management must be successfully addressed in order to avoid resistance to change. Implementation of change often results in periods of organizational tension because it involves moving from the known to the unknown and therefore risky, stressful and complex.

RECOMMENDATIONS

The researcher recommended that;

1. Innovation management will have a drastic turnaround positive effect on the employee attitude in Larfage Cement Plc Cross River State, Nigeria if the managers are able to communicate and manage the new innovation in manner that will give them a sense of belonging in the organization for which they work for.
2. Resource management is crucial to the survival of any business organization such as the manufacturing sector. Therefore, the management of the Larfage Cement Plc Cross River State, Nigeria should ensure that the material and most especially the human resources are harnessed to bring about improved firm performance.
3. Transition to change is very difficult for some individuals to adapt, management of Larfage Cement Plc Cross River State, Nigeria are therefore advised to educate their members through training and support to encourage employees believe that change will impact their lives positively. Training and development of employees equips them with the requisite skills to handle both planned and unplanned change in the industry.

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