



Change Management Effects and Employee Performance of Comestar Manufacturing Industry Anambra, South-East Nigeria

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Abstract

The purpose of this study is to examine the change management effect on employee performance of Comestar Manufacturing industry Onitsha, Anambra State. The population of the study was made up of 109 staff. The data was analysed using simple percentage, descriptive statistics, mean, standard deviation and correlation analysis was used to test the hypotheses. The findings revealed that there is a positive relationship between leadership change, communication and technological change on employee performance. The conclusion was that change management had significant and positive effect on the employee performance of medium scale industry. Recommendation made include that, the change process organization design as a result of organization's orientation must motivate employees to want to participate, to choose to contribute, and enhance performance.

Keywords: Change, Management, Employee, Performance, Technology

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I. Introduction

The business landscape of the 21st century is characterized by rapid change brought about due to technological, economic, political and social changes (Juneja, 2021). According to Ayandele (2019), organizations function in a dynamic environment; new products keep emerging; new production materials are discovered day-in-day-out; new markets and competitors constantly get developed and the cultural, political, economic and legal frame works within which firms operate are subjected to rapid and far reaching alternations. In this context, Juneja (2021) asserts that, it becomes critical that organizations develop the capabilities to adapt and steer change in their advantage. This constant change is what makes it necessary to have an active policy of change management within the company. Traditionally, change management has been understood as the transition from an original state, in which the company is before the change to a definitive state, in which the company finds itself after change (<https://www.itmplatform.com/>).

Moreover, successful and sustainable organizational improvements depend on effective change leaders who know how to create and disseminate a vision, overcome resistance to change and manage conflict (<https://www.kbmanage.com/>). Leadership and employee performance go hand-in-hand, tactics that begin with recruitment and extent to training and day-to-day management will have the greatest impact on performance, productivity and business growth (<https://www.ghr.com/>).

Furthermore, change communication is the informational component of the change management strategy. It helps employees and other stakeholders understand the importance and scope of the new initiatives. Every change communication strategy should consist of delivering timely, relevant and consistent information and documents, as well as mechanisms to share feedback, raise concerns and ask questions.

Also, technological change may result from new inventions, discoveries or the accessibility of resource not previously available. Scotto & Morellato (2013) discovered that management of technological change has affected employee performance because it simplifies the work to be done and also makes the work more

efficient. To this end, change in organization is constant and inevitable and when poorly managed has the potential to cause organization stress as well as unnecessary and costly rework.

Statement of the Problem

As the global landscape is changing, businesses are moving to take advantage of new markets; organization are restructuring to operate better, current market are becoming very dynamic and competition is causing companies to radically change the way they do business and so on. In Onitsha, for instance, manufacturing industries are in competitive objection which includes; pricing strategy- lowering of products price to have more patronage and of gaining cutting edge; innovative strategy- new technological advancement in the selling and promotion of products and services and structural strategy- equipping of the internal structures to make the business ambience comfortably to customers and increase employee performance, among others. Hence, these objections can only be solved by way of implementing a proper and active change management system to organizations to improve employees' performance at workplace.

Furthermore, change is often said is the only thing that remains constant in organization, and this change in some ways harness employee performance and productivity. Thus, variables such as leadership, communication and technological changes are important to deliberate their effect on employee's performance at workplace. To contribute to an improvement and enhancement of our understanding of this subject matter, it is therefore necessary to study the change management effect on employee performance of Comestar Manufacturing industry to fill existing gap.

Objectives of the Study

The main objective of the study is to examine the effect of change management on employee performance of Comestar Manufacturing industry.

. The specific objectives are to:

1. Investigate the effect of leadership change on employee performance of Comestar Manufacturing industry.
2. Determine the impact of communication on employee performance of Comestar Manufacturing industry.
3. Examine the influence of technological change on employee performance of Comestar Manufacturing industry.

Research Questions

The following research questions guided this study.

1. To what extent has leadership change affect employee performance of Comestar Manufacturing industry?
2. What is the impact of communication on employee performance of Comestar Manufacturing industry?
3. To what extent has technological change influence employee performance of Comestar Manufacturing industry?

Research Hypotheses

The following hypotheses were formulated to guide this study.

H0₁: Leadership change has no significant effect on employee performance of Comestar Manufacturing industry.

H0₂: Communication has no significant impact on employee performance of Comestar Manufacturing industry.

H0₃: Technological change has no significant influence on employee performance of Comestar Manufacturing industry.

II. Review of Related Literature

Concept of Change Management

Connelly (2021), indicate that, the reason for so many definitions of change management is that 'change management' is a term used to describe change at both the individual and organizational level. For example, the term Change Management is used to describe: the task of managing change; an area of professional practice; a body of knowledge (consisting of models, methods, techniques, and other tools); and a control mechanism (consisting of requirements, standards, processes and procedures).

Armstrong (2009) defined change management as the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted. Lori (2020) defined organizational change management as any systematic approach with the sole purpose of successfully enhancing your organization's goals, procedures, and strategies from an undesirable present state to

a better-performing future state. In the words of Pratt (2019), change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Wagner (2019) asserted, change management for organizations that are constantly changing requires the ability to react and adapt to change with ease and without friction. Change management, also known as organizational change management, is the practice of effectively engaging stakeholders, minimizing risk to efficient adoption and maximizing benefits through a focus on the organizational, cultural and people aspects of business transformations (Lewis, 2020).

Leadership Change

Change leadership is the ability to influence and enthuse others through personal advocacy, vision and drive, and to access resources to build a solid platform for change (Higgs & Rowland, 2000). Leadership is often viewed as key to successful change (American Management Association, 1994). Change leadership is usually associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization. The change leadership model motivates the members of the organization to be and lead the change, using collaborative, creative and motivational change approaches. Trainer (2021) pointed that, Change leadership is strategic in nature. It sets the direction for change management. The first focus of a change leadership team is effective and purposeful communication disseminated much like any outreach initiative. Instead of a top-down approach, it is more effective for the team to focus on informing and educating the workforce, if it expects to diminish negative reactions.

Change Communication

According to Grossman (2020), change communication is the informational component of the change management strategy that helps stakeholders understand what is changing and why and how it will specifically affect them. It delivers timely messages and materials aligned with key milestones, ensure stakeholders receive consistent information about what is important to them, and provides a mechanism to share feedback and ask questions. The author said, whether they are changing technology, business practices, leadership or a combination of things, change management communication is essential to helping people move from where they are today to the desired “future state.”

Technological Change

Ayandele (2019) posit that technological change may result from new inventions, discoveries or the accessibility of resources not previously available. It can alter the shape of the firm and its industry and can have far reaching impact on everyday life. Technological advancement changes the organizational policies and strategies (Hampel & Martinsons, 2009). In any organization, most of challenges are generated by competition, advancing technology, enhancing employee efficiency and rapid growth, new leadership and management (Madsen, Miller & John, 2005).

Leadership Change and Employee Performance

Muia (2015) opined that, the long run relationship between leadership change and employee performance, Co integration results show that leaders who want the best result should not only rely on a single leadership style. In other words, no leadership styles are preferred in any situation in an organization. Hence, a combination or mix leadership style can improve and maintain an organization's process and increases employee's commitment and increases in the job performance. Different leadership style and behaviour may affect the employee performance towards the tasks accomplishment and job performance (Vigoda-Gadot, 2007). Therefore, leadership style adopted by a leader is strongly related to Employees' job performance. The relationship between leadership change and employee performance state that employees with high quality relationship with their leader will practice a better job performance and satisfaction than those with low quality relationship (Davis & Holland 2002).

Communication Change and Employee Performance

Researchers found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in turn improves productivity (Litterst & Eyo, 1982). Research has also shown that communication improves employee job performance (Goris, 2007), while poor communication results to low employee commitment to the organization (Kramer, 1999). Modern management techniques are considering that employee performance can be increased by using power of communication. Communication is the human activity that connects people together and establishes relationships (Duncan & Moriaty, 1998). Managers with good communication skills can convey their ideas clearly so that subordinates understand what is required from them and can positively contribute to the organization. In contrast, a lack of communication can lead to employee

frustration, lower productivity, absenteeism and increased employee turnover rate. In order to ensure that the right message reaches the right employees at the right time, it is critical that employers understand their internal communications channels and define the ones that are most likely to catch employees' attention. Making important messages and documentation easy for employees to access is a vital part of every change communications strategy (Obialor, 2020).

Technological Change and Employee Performance

The right technology can vastly improve a company's overall efficiency and performance in the market, as well as improve employee productivity, communication, collaboration, morale and engagement company-wide. Implementing new technology to improve your company's overall performance must be a strategic decision (Obialor, 2020). In other words, you simply cannot decide on what technology to deploy based on a whim. Instead, take the time to determine your company's needs, as well as the needs of your employees to choose the right technology that will meet those needs. (Coppersmith, 2019). Technological change is an increase in the efficiency of a product or process that results in an increase in output, without an increase in input (Bauer and Bender, 2004). Technologies can only lead to increased productivity or improve performance when combined with other resources effectively by human resources and use technology productively and ethically (Dauda & Akingbade, 2011). Therefore, technological advancement makes employees more effective and firm more efficient (Obialor, 2020).

Employee Performance

According to Ashley (2019) employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Your company typically sets performance targets for individual employees and the company as a whole in hopes that your business offers good value to customers, minimizes waste and operates efficiently. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. Ciner (2019), employee performance is defined as how an employee fulfils their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

Theoretical Review

Contingency Management Theory

Fiedler's Contingency Theory says there is no one best way to manage an organization. Fiedler's Contingency Theory of leadership says that a leader must be able to identify which management style will help achieve the organization's goals in a particular situation. The main component of Fiedler's Contingency Theory is the least preferred co-worker (LPC) scale which measures a manager's leadership orientation. The contingency theory definition depends upon both the internal as well as external factors of an organization. For example, the size of the organization, the leadership approaches of different managers of an organization, the number of employees versus the number of managers in the organization, the customer's perspective and the competition in the market. Fiedler's theory suggests three general variables that determine business management and structure which are: the size of the organization, the technology employed and the leadership at all levels of the business. What that means for the individual manager who subscribes to Contingency Management Theory is that they must be able to identify the particular management style suitable for every given situation. They must also be willing and able to apply that management style quickly and effectively whenever necessary.

Lewin's Change Management Model

According to Harper (2001) the three steps of Lewin's change model are unfreezing, initiating the change (moving) and refreezing. The unfreezing stages address existing behaviors and why they need to be changed. This will involve moving people from the status quo to the desired future state. This stage can be the most difficult because it will involve changing things people are doing, and they may not want to change or understand why it's necessary (Ogbe, 2021). Initiating the change (moving), employees accept and adjust to the new working atmosphere. The organization needs to provide sufficient training and support for the employees to embrace the changes. Some employees may spread misleading information due to having insufficient information about organizational change. So, the organization needs to practice an effective communication process within the organization to avoid those types of unwanted issues (Kobiruzzaman, 2021). Refreezing, this stage involves the positive reinforcement of desired outcomes to promote the internalization of new attitudes and behaviours. Burnes (2004) adds that "refreezing seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behavior is relatively safe from regression".

Empirical Review

Okeke, Oboreh, Nebolisa, Esione & Chukwuemeka (2019), examined change management and organizational performance in manufacturing companies in Anambra State, Nigeria. Descriptive surveyed design was adopted, and primary data was employed. Population of the study was 286 employees, and the test – retest method was used to test reliability of the research instrument. The study found that technological changes have a positive significant effect on organizational performance in manufacturing companies. Change management strategies have a positive significant effect on organizational performance in manufacturing companies in Anambra State. Leadership changes have a positive significant influence on organizational performance in manufacturing companies in Anambra State. The study concluded that change management has a positive significant effect on organizational performance in manufacturing companies in Anambra State.

Mukhebi (2019), investigate the effects of change management on employee performance in commercial banks in Trans Nzoia County, Kenya. The study adopted a descriptive survey research design. Target population of the study consisted of 470 employees drawn from 14 commercial banks in Trans Nzoia County. A sample size of 216 of employee was arrived at and stratified simple random sampling used to categorize managers, supervisors/administrators and clerical /tellers. Data was collected using the questionnaires. Quantitative data was analyzed using descriptive and inferential statistics. The results indicated that downsizing, technological change, structural change, organizing culture had statistically significant effect on employee’s performance in commercial banks. Therefore, the study concluded that change management had significant effect on the employee performance in commercial banks in Trans Nzoia County. The study recommended that management of commercial banks undertaking organizational change should focus on participatory leadership and communication strategies to enhance employees’ readiness for change.

III. Methodology

The study adopts the survey research design and used the instrument of questionnaire and interview for data collection. The population of the study is made up of 109 staff of Comestar Manufacturing industry, and a sample size of 86 staff determined using the Taro Yamane’s formula. The data sources consist of primary and secondary sources. Data analysis was committed to descriptive statistics of mean and standard deviation. Correlation analytical technique was used to test the hypotheses with the aid of statistical Package for Social Sciences (SPSS) version 25.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

Decision rule: Reject null hypothesis if P-value is less than 0.05 level of significant (P-value <0.05) otherwise accept.

IV. Discussion of Findings

Descriptive Results for Leadership Change

No	Leadership Change	SA	A	U	D	SD	MEAN	SDV
1.	Change leadership is associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization	22 (29.3)	25 (33.3)	12 (16.0)	11 (14.7)	5 (6.7)	3.64	1.23
2.	Change leadership is not the ability to influence and enthuse others through personal advocacy	9 (12.0)	15 (20.0)	22 (29.3)	18 (24.0)	11 (14.7)	2.98	1.20
3.	Change leadership is not a proactive approach to change management	11 (14.7)	15 (20.0)	19 (25.3)	18 (24.0)	12 (16.0)	2.93	1.29
4.	Change leadership is proactive and strategic in nature	14 (18.7)	24 (32.0)	19 (25.3)	15 (20.0)	3 (4.0)	3.41	1.12
	Overall mean						3.24	1.21

Source: Fieldwork 2023

The respondents were asked to indicate the extent of agreement with each of the leadership change statements. The result of their responses is presented in Table 4.3. From Table 4.3, majority of the respondents 22(29.3%) strongly agreed that change leadership is associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization and 25(33.3%) agreed on the same with a mean of 3.64 and standard deviation of 1.23 implying that there is great deviation from the mean. Similarly, 9(12.0%) and 15(20.0%) of the respondents agreed and strongly agreed respectively that change

leadership is not the ability to influence and enthuse others through personal advocacy. A mean of 2.98 and standard deviation of 1.20 suggested that there is great deviation from the mean. Change leadership is not a proactive approach to change management as indicated by 11(14.7%) of the respondents who strongly agreed and 15(20.0%) who agreed with a mean of 2.93 and standard deviation of 1.29 implying there is great deviation from the mean. The results also revealed that 14(18.7%) and 24(32.0%) of the sampled respondents agreed and strongly agreed respectively that change leadership is proactive and strategic in nature. A mean of 3.41 and standard deviation of 1.12 suggested that there is a great deviation from the mean.

Descriptive Results for Communication Change

No	Communication Change	SA	A	U	D	SD	MEAN	SDV
1.	There are opportunities available to me to express my ideas to top management	21 (28.0)	25 (33.3)	16 (21.3)	8 (10.7)	5 (6.7)	3.65	1.19
2.	Employees are often not satisfied with the amount of quality of communication in the company	16 (21.3)	21 (28.0)	15 (20.0)	5 (6.7)	18 (24.0)	3.29	1.70
3.	Change Management initiated good communication channels between people in different levels of the organization	15 (20.0)	18 (24.0)	19 (25.3)	11 (14.7)	12 (16.0)	3.17	1.34
4.	Employees are well communicated about work design and structure	22 (29.3)	25 (33.3)	11 (14.7)	5 (6.7)	12 (16.0)	3.53	1.39
	Overall Mean						3.41	1.40

Source: Fieldwork 2023

The respondents were asked to indicate the extent of agreement with each of the communication change statements. The pertinent results are presented in Table 4.4. From Table 4.4, majority of the respondents 21(28.0%) strongly agreed that there are opportunities available to me to express my ideas to top management and 25(33.3%) agreed on the same with a mean of 3.65 and standard deviation of 1.19 implying that there is great deviation from the mean. Similarly, 16(21.3%) and 21(28.0%) of the respondents agreed and strongly agreed respectively that employees are often not satisfied with the amount of quality of communication in the company. A mean of 3.29 and standard deviation of 1.70 suggested that, there is great deviation from the mean. Change Management initiated good communication channels between people in different levels of the organization is indicated by 15(20.0%) of the respondents who strongly agreed and 18(24.0%) who agreed with a mean of 3.17 and standard deviation of 1.34 implying there is great deviation from the mean. The result revealed that 22(29.3%) and 25(33.3%) of the sampled respondents agreed and strongly agreed respectively that employees are well communicated about work design and structure. A mean 3.53 and standard deviation of 1.39 suggested that there is a great deviation from the mean.

Descriptive Results for Technological Change

No	Technological Change	SA	A	U	D	SD	MEAN	SDV
1.	Information technology change affects organization performance	19 (25.3)	24 (32.0)	15 (20.0)	14 (18.7)	3 (4.0)	3.56	1.17
2.	ICT made work easier especially with dealing with external and internal clients	23 (30.7)	29 (38.7)	13 (29.3)	7 (9.3)	3 (4.0)	3.82	1.09
3.	There has been increase in the job performance after adopting new technologies	18 (24.0)	15 (20.0)	19 (25.3)	12 (16.0)	11 (14.7)	3.22	1.37
4.	Technological advancement change the organizational policies and strategies and led to work quality improvements	18 (24.0)	27 (36.0)	12 (16.0)	7 (9.3)	11 (14.7)	3.45	1.34
	Overall Mean						3.51	1.24

Source: Fieldwork 2023

The respondents were asked to indicate the extent of agreement with each of the technological change statements. The result was presented in Table 4.5. From Table 4.5, majority of the respondents 19(25.3%) strongly agreed that information technology change affects organization performance and 24(32.0%) agreed on the same with a mean of 3.56 and standard deviation of 1.17 implying that there is great deviation from the mean. Similarly, 23(30.7%) and 29(38.7%) of the respondents agreed and strongly agreed respectively that ICT made work easier especially with dealing with external and internal clients. A mean of 3.82 and standard deviation of 1.09 suggested that there is great deviation from the mean. There has been increase in the job performance after adopting new technologies is indicated by 18(24.0%) of the respondents who strongly agreed

and 15(20.0%) who agreed with a mean of 3.22 and standard deviation of 1.37 implying there is great deviation from the mean. The results also revealed that 18(24.0%) and 27(36.0%) of the sampled respondents agreed and strongly agreed respectively that Technological advancement change the organizational policies and strategies and led to work quality improvements. A mean 3.45 and standard deviation of 1.34 suggested that there is a great deviation from the mean.

Descriptive Result for Employee Performance

No	Employee Performance	SA	A	U	D	SD	MEAN	SDV
1.	Effective change management minimizes waste and improves operations efficiently	19 (25.3)	27 (36.0)	11 (14.7)	12 (16.0)	6 (8.0)	3.54	1.25
2.	Employees are able to solve problem at work independently because of improved technological change	21 (28.0)	37 (49.3)	9 (12.0)	5 (6.7)	3 (4.0)	3.90	1.01
3.	Having physical working conditions that are safe, not injurious to health, not stressful promotes performance in organization	19 (25.3)	35 (46.7)	11 (14.7)	3 (4.0)	7 (9.3)	3.74	1.16
4.	Employees work load reduced because of advancement in technology	27 (36.0)	29 (38.7)	9 (12.0)	2 (2.6)	8 (10.7)	3.86	1.24
5.	Continuous communication process between employers and employees has significant impact on employee performance	29 (38.7)	23 (30.7)	3 (4.0)	13 (17.3)	7 (9.3)	3.72	1.38
6.	Employees proactively identify future challenges and opportunities considering the impact of change management by way of technology, communication and leadership	19 (25.3)	18 (24.0)	15 (20.)	12 (16.0)	11 (14.7)	3.29	1.39
	Overall Mean						3.67	1.23

Source: Fieldwork 2023

The respondents were asked to indicate the extent of agreement with each of the employee performance statements. The result was presented in Table 4.6. Majority of the respondents 19(25.3%) strongly agreed that effective change management minimizes waste and improves operations efficiently and 27(36.0%) agreed on the same with a mean of 3.54 and standard deviation of 1.25 implying that there is great deviation from the mean. Similarly, 21(28.0%) and 37(49.3%) of the respondents agreed and strongly agreed respectively that employees are able to solve problem at work independently because of improved technological change. A mean of 3.90 and standard deviation of 1.01 suggested that there is great deviation from the mean. Having physical working conditions that are safe, not injurious to health, not stressful promotes performance in organization is indicated by 19(25.3%) of the respondents who strongly agreed and 35(46.7%) who agreed with a mean of 3.74 and standard deviation of 1.16 implying there is great deviation from the mean. The result also revealed that 27(36.0%) and 29(38.7%) of the sampled respondents agreed and strongly agreed respectively that employees work load reduced because of advancement in technology. A mean 3.86 and standard deviation of 1.24 suggested that there is a great deviation from the mean. Similarly, 29(38.7%) and 23(30.7%) of the respondents agreed and strongly agreed respectively that continuous communication process between employers and employees has significant impact on employee performance. A mean of 3.72 and standard deviation of 1.38 suggested that there is a great deviation from the mean. Lastly, the result also revealed that 19(25.3%) and 18(24.0%) of the sampled respondents agreed and strongly agreed respectively that employees proactively identify future challenges and opportunities considering the impact of change management by way of technology, communication and leadership. A mean 3.29 and standard deviation of 1.39 suggested that there is a great deviation from the mean.

V. Summary

This study examined the effect of change management on employee performance of Comestar Manufacturing industry in Onitsha, Anambra State. Change management was conceptualized using leadership change, communication and technological change. Survey research design was adopted in the study. Data was collected using questionnaires and was analyzed using simple percentage, descriptive statistics and correlation analysis with the aid of Statistical Package for Social Sciences (SPSS) version 25.0. In the first objective, the result indicates that there is a significant effect of leadership change on employee performance of Comestar Manufacturing industry. The correlation coefficient $r = 0.950$ shows a positive relationship between leadership change and employee performance with P-value $0.000 < 0.05$. The second objective result revealed that communication has a significant impact on employee performance of Comestar Manufacturing industry. The

correlation coefficient $r = 0.909$ shows a positive relationship between communication and employee performance with P-value $0.000 < 0.05$. Finally, the result indicates that there is a significant influence of technological change on employee performance of Comestar Manufacturing industry. The correlation coefficient $r = 0.975$ shows a positive relationship between technological change and employee performance with a P-value $0.000 < 0.05$.

VI. Recommendations

1. The study recommended that leadership is the ability to direct a group of people in realizing a common goal, therefore the change process of organization design as a result of organization's orientation should motivate employees want to participate, to choose, to contribute, and enhance performance.
2. Managers should communicate with employees regularly to get feedback and offer suggestions in order to prevent confusion about future job assignments to improve performance and organizational productivity.
3. Organizations which implement new technologies should provide proper training to their employees to increase their performance.

VII. Conclusions

The general objective of the study was to examine the effects of change management on employee performance of Comestar Manufacturing Company Limited, Onitsha Anambra State. The study concludes that change management has significant positive effect on the employee performance of Comestar Manufacturing Company Limited, Onitsha Anambra State.

The study investigated that leadership change has a significant positive effect on employee performance. However, the study concludes that leadership is the ability to direct a group of people in realizing a common goal. Respondents were of the opinion that changes in leadership influenced employee performance, as they revealed change in leadership brought about change in policies, procedures, organization structure, workflows and operational activities, which consequently affected employee performance.

The study determined the impact of communication on employee performance and concluded that communication has a positive impact on employee performance and that effective communication creates mutual understanding between customers, management and employees which helps in building genuine relationship at workplace and also, poor communication can affect employee performance. Therefore, organizations should regularly articulate its policies, goals and objectives to its employees in order to improve performance. That is, communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance.

The study examined the influence of technological change on employee performance and concluded that technological change has significant positive effects on the performance of employees. The study revealed that technology improves the way employees do their jobs, making them more effective, efficient and free from the burden of tedious, repetitive tasks and fasten the delivery of job activities. The study also revealed that the change in technology simplifies many job functions, which in turn strengthens performance and improves job satisfaction.

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