

## **CHANGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF PAINT MANUFACTURING FIRMS IN RIVERS**

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### **ABSTRACT**

*The study investigated change management and organizational performance of paint manufacturing firms in Rivers State. The study aims at examining the influence of change management on organizational performance of paint manufacturing firms in Rivers State. Two research questions and two null hypotheses guided the study, the survey design was adopted as the research design. The study population was made up forty four (44) paint manufacturing firms in Rivers State. The sample consisted of three hundred and fifty two (352) respondents who were purposively selected for the study. An instrument titled: Change Management and Organizational Performance (CMOP) was self-designed and used for data collection. The instrument was validated by experts from the department, while the reliability coefficient index of 0.81 was obtained using cronbach alpha statistics. The data collected were analyzed using mean and standard deviation for the research questions while s hypotheses were tested using z-test at 0.05 level of significance. The major findings of the study showed that, to a high extent technological change influences profitability and productivity of employees of paint manufacturing firms in Rivers State. Thus, there is no significant influence between the mean score of junior and senior employees on the influence of technological change on the profitability of paint manufacturing firms in Rivers State. The study recommends that paint manufacturing firms should invest more in modern technologies that would boost their level of performance in paint production.*

### **INTRODUCTION**

Change has continued to take a front-of-stage role in academic research and industrial practice. Whilst it is difficult to give a universally accepted definition of change, we are reminded that change management is not a distinct discipline with rigorous and defined boundaries, but more that the theory and practice of change management draw upon several social science disciplines and traditions (Burnes 2014). The change means a series of events that supports the processes of development in an organization. Organizational change generally means rightsizing, new development and change in technologies, rescheduling operations and major partnerships in the organization. Organizational change includes, mission changes, strategic changes, operational changes (including structural change), technological changes, changing the attitudes and behaviours of personnel and countering resistance from different employees of companies and aligning them to strategic directions of the organization.

Therefore, change is inevitable as it affects our daily activities, however, how individuals manage change can be positive or negative. The intensive competition and the influx of various players into the education field are some of the factors that force organizations to constantly think of better ways of doing things as they operate in an environment that is constantly changing, this marvel also pushes the organization to continuously search for new sources of competitive advantage. In recent times, the COVID-19 pandemic has forced the education sector to seek ways to ensure that education is not halted, and their students do not lose track of schooling because of lockdowns. The technology world: zoom, Microsoft teams, and some

other new ones will bring advances beyond our imagination, which will inevitably impact the way we manage in different organizations and sectors. These changes keep re-exploring the way organizations run their businesses. As open systems, organizations are faced with many challenges, risks and uncertainties that require a mythical conversion. Nwinyopugi (2018) defines change management as "the continuous process of aligning an organization with its marketplace and doing it more responsively and effectively than competitors". Change management is branded as successful management of a business variation such that the managers, administrators, supervisors and employers work effectively to implement and actualize the required method, using the necessary technology or organizational laid down process (Ilesanmi & Lasisi, 2015)

Wanza and Nkuraru (2016) emphasize that change is a persistent element of an organization's life, at the functioning and planning or strategic level, because of its significance.

Consequently, for a firm to succeed and remain viable in the constantly changing environment that must be able to successfully manage changes internally and externally. Though it appears that there is no unanimity regarding the structure for organizational change management, existing literature points to harmony among scholars and practitioners on two important issues. One, there is concurrence that change is being prompted by internal/or external factors, secondly, change occurs in many shapes, forms and sizes. Change is a constant thing in the lifespan of an individual and the organization as a whole.

The society for Human Resource Management (2015) defines change management as the systematic approach and application of knowledge, tools and resources to deal with change. Change management means defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment.

Despite the complexity of change management as it does not have a simple solution, many key areas of focus were raised to properly manage change management.

Change Management (CM) refers to the process of planning and improving organizational performance (Recklies, 2011). Change efforts focus on improving both organizational and individual effectiveness required to build an effective organization and maintain a competitive advantage in place of business operation. Change Management is also defined as a process by which an organization optimizes performance as it works toward attaining its ideal state (Jones, 2014). The author noted that Change Management is significant in creating and sustaining organizational competitiveness with aim of improving productivity. Again, Osioma (2014) also noted that change management initiative deals with organizational responsiveness to adapt to the changing business conditions.

Robbins and Coulter (2017) defined management as any alteration of people, structure, or technology. The authors noted that change effort is initiated in areas (such as; people, structure and technology among others) that threaten organizational survival. Someone within the organization is required to act as a catalyst and assume the responsibility for managing the change process and ensuring that it is put into practice. Organizations cannot achieve success without strong leadership. Roger (2010) argues that change requires effective leadership to be successfully introduced and sustained. A good leader initiates bold steps or actions to position the organization for its future. A leader articulates a vision and promotes it energetically; motivates employees into action and charismatically models old behaviours and attitudes, with those desired by management. Finally, a good leader infuses their organization with new ideas and information by constantly scanning their external environments, hiring new talents and expertise when needed, and by devoting resources to training and developing their employees. Therefore, leadership change is a determinant of organizational success or failure.

Lewin in Garba (2019) shows that one meaning of "refers to the making of changes in a planned and managed or systematic fashion". The aim is to more effectively implement new methods and systems in an ongoing organization. The changes to be managed lie within and are controlled by the organization. However, these internal changes might have been triggered by events originating outside the organization, in what is usually termed "the environment". Hence, the second meaning of managing changing, namely, the response to change over which the organization exercises little or no control" e.g. legislation, social and political upheaval, the actions of competitors, shifting economic tides and currents. Researchers and practitioners alike typically distinguished between a knee-jerk or reactive, response and an anticipative or proactive response.

Resistance to change is often the reaction in some organizations. People are not likely to change the way they have been (successfully) working, especially when it is not clear what the goal of the whole operation is and who will benefit from the changes. Fear of the unknown and uncertainty is often the source of resistance. People need predictability, which has something to do with our basic need for security. Uncertainty however can reduce productivity to a great extent. Therefore, changing a culture, structures and processes is risky and can even produce negative results which are proved by many studies, for example, found, that two third of major change initiatives are not successful". Change has therefore carefully been planned and the change process has to be managed and overviewed.

## **DIMENSIONS OF CHANGE MANAGEMENT**

### **a. Technological Change**

The term technological change refers to the overall process of invention, innovation and diffusion of technology or processes (Jaffee et al., 2012). According to Mark (1987), the introduction of new technology has become vital in all sectors to reduce costs and compete with the national and international markets. Taylor and Hascic, (2018) are of the view that technological change is a most important initiator that allows people to do innovative things that have not been done before or would have been done less efficiently. Another group of analysts (Taylor & Hascic, 2018) expressed the view that technological changes are helpful for all walks of society and asserted that these changes are more evolutionary than revolutionary in nature, thus creating more job opportunities than the opportunities that they eliminate. Mark (1987) suggested that the pace of technological change is accelerating and both white and blue-collar workers are affected (often under the term of labour-saving innovations). In addition, Mark, (1987) pointed out that techniques for maintaining job security will still be required. According to Peter (2011) adopting new technologies with new strategies and approaches enable a business to produce effective outcomes. The outcomes of business depend much on the rate of implemented technology change; this rate of change can have differing impacts on the organization in terms of production and performance.

In view of Yuan et al (2015), technology innovation or change has an important influence on organizational performance. There is a close relationship between technological change, human resource management, and organisational performance. It is said that technological change can improve a firm's competitive advantage and increase the overall performance of organizations. Information system (IS) researchers (Jiang et al, 2010) have considered technological change as an irrational process, and understanding and effectively managing resistance are, therefore, important determinants of the success of a system. Jiang et al (2010) further are of the view that resistance to change should be expected.

- i. When change is undertaken without involving employee
- ii. Situations where change includes many interpretations
- iii. When employees feel strong forces deterring them from the change

Thus, given the viewpoint, researchers (Metha, 2016; Kailash & Thomas, 2018) have called for further research to better understand the complex issues surrounding technology change and new technology implementation. Kailash and Thomas (2018), believe that adopting new technology is a challenging task for organizations as it alters job design and the role and responsibilities of employees and can lead to negative consequences for employees. Metha (2016) believes that technological change can also lead to changes in job satisfaction, stress, working conditions, productivity and operational efficiency. However, these fears can be mitigated by public sector management by imparting training to their employees in different phases and at different levels. In the view of Metha (2016), IT should be evaluated concerning ten major factors that influence technology change. These factors include scalability, extensibility, reliability, adaptability, flexibility, maintainability, performance, simplicity, backward compatibility and features or usability.

Thus Peter (2011) suggested that sometimes the idea of resistance to change can be a good one as technology innovation or change has an important influence on organizational performance.

However, technological change can be an initiator that allows people to do innovative things. It is also important to see that resistance to change should be expected when the change is undertaken without involving employees.

A question arises, "is there any resistance to a change to new technology and to new approaches to doing business"? As per the management of change, Wargin and Dobiye (2011) discussed three reasons why people resist change concerning technological changes. Firstly, people resist change because they do not have the required skills to use or gain the benefits from, the new technology. Secondly, traditional companies and industries' employees do not understand the application of new technology and how much business is undertaken, processed and executed. And, finally, new technology changes organizational structure as top and middle-level management are inclined to redefine business models.

According to Prosci (2012), resistance to change is a natural reaction and the integration of new technology causes concern for many employees. Much research has been carried out on change management and on the factors which influence change management. According to Gray (2016), many factors drive technological changes and these come from different factors which mostly include corporate evolution, globalization, privatization, and technological developments. He suggested that there is a need for change management when implementing new technological solutions and that management should discuss with the employees the issues encountered during this type of change.

## **b. Leadership Change**

Change models of leadership have gained the interest of managers and scholars because they promise extraordinary organizational outcomes. In that field, much is written about leadership qualities and types of leadership (Bass & Avolio, 2014). For example, Bass (1985) states that leaders must promote change by creating a vision. Generally, leaders must possess a clear understanding of the strategic objectives of their organization, identify the actions needed to reach those objectives and conduct an analysis of the organizations existing ideologies.

Leadership change is defined as the process of directing, motivating and inspiring people to perform a specific tasks to achieve the desired result (Armstrong, 2019). It is also defined as the ability to persuade others to behave differently. Similarly, Nnabuife (2019) also defined leadership as the process of directing and influencing a group towards achieving individual,

group and organizational goals. Davis (2012) defined change in leadership as the process of empowering people to create change on a large scale and invigorating the organization. Supporting the views of the above, Kotter (2015) also concurs that leadership change is about "empowering people who want to make something happen in the organization". It concerns the driving force, vision and processes that fuel large-scale transformation in the organization. In essence, leadership change is a proactive attempt to inspire, motivate and persuade people to do their best to achieve the desired result.

Most organizations agree that effective leadership is one of the most important contributors to the overall organizational performance and change. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective changes (Kennedy, 2010). Brookfield highlights the importance of culture while addressing the issue of organizational change, he mentions some roadblocks which can affect the change management efforts, which include the secrecy culture, the individualism culture and silence culture (Brookfield, 2015). Competent leadership can handle and manage such problems. According to Gruban (2013), competence is an ability to manage knowledge and other skills and capabilities.

Some leadership competencies have been proven and are mandatory for effective and successful leadership (Bennis, 2015). Different competencies are very effective for leaders and also have a connection with successful organization change. Virtanen highlights some competencies of leaders and relates them to successful organizational change in his model of leader competencies (Virtanen, 2010). According to the different author's leadership competencies are strongly connected with successful organizational change, "the leadership competencies have a great relationship with the organizational success and change" (Gruban 2013).

It is evident from the literature that initiating and coordinating change always requires well-developed leadership skills. This is also true that any change process mostly faces a certain level of resistance, the effective leader can manage the resistance and implement successful changes. Recognizing, addressing and overcoming the resistance is always lengthy and not an easy process. People resist changes and especially they resist most radical changes that only the leader can overcome. A strong leader is required to solve the problem as the physician is required to solve a medical problem (Heifetz 2017).

Incremental changes often do not require a formal launch because they are introduced in small doses. These are normally easy to handle and adopt and are non-resistible by the employees and are normally for a limited period, and people working in an organization are usually familiar with these kinds of changes. Radical changes at the other end are difficult to adopt and also have more resistance, which requires more than mere leadership competencies. Radical changes require private acceptance and it is the role of senior leaders to aware people realize the need for change and therefore to create the willingness to relinquish the old style of working in favour of new ones (Reardon 2018).

Launching radical changes involves different processes than maintaining them and these require different leadership style orientations. Unlike incremental changes, radical changes always require a high level of creative leadership with a risk-taking attitude. There are different phases of radical change; that can be shown in the table below that will relate the different leadership styles to the different phases of radical changes. The different types of leadership qualities are required at different levels of change. There are four types of leadership styles, commanding leadership style, logical leadership style, inspirational leadership style and supportive leadership style. These all leadership styles have strong relationships with the development of change (Bennis, 2015).

Effective leaders have a clear and straight vision of the future and successful change needs to have a clear picture of the future. Without vision, successful changes are very difficult. Kotter claims that it is very important for leaders to communicate the vision (Kotter, 2018). The above table also mentions that logical leaders are focused on innovation and they communicate the vision by explaining it. The role of leader/leadership is also very important for developing and managing change in any organization by creating a suitable atmosphere within the organization to adopt change. Organizational culture has also a role in the development of changes in any organization, and sit is the leader who brings new strategies for developing or managing culture. Top management can make strategies to interconnect people working in an organization and its process (Appelbaum, 2018). The culture of the organization may include its beliefs and values and may lead the organization from conservative toe innovative. These may be unwritten rules, disciplines and external orientation and the leadership role may be instructive, consultative, or supportive. According to the author, the most important leadership role in managing and developing culture is supported (Appelbaum, 2018).

## **Dimensions of Organizational Performance**

### **Profitability**

Measuring profitability margin highlights the amount a given organization has invested in its operations. Raw growth revenue is important as it highlights the organizational expansion capacity and the scope of potential economies of scale. The market share of an organization can also be used to highlight its success relative to its immediate competition. In manufacturing organizations, brand loyalty can also be used to gauge consumer loyalty and overall retention.

The popular ratios that measure corporate performance can be summarized as profitability and growth: return on assets (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market shares, stock price, sales growth, liquidity and operational efficiency (Dent, 2015). Dess and Robinson (1984) proposed two measures of return on assets and sales growth for measuring firm performance: objective (actual amount) and subjective (perception). If objective performance measures are available, they should be utilized (Dess & Robinson, 1984).

Profitability will be measured using financial measures. Financial performance is any mathematical indicator used to assess how efficiently a firm utilizes its resources to generate income over a specified period (Wang & Huynh, 2013). Financial performance is often evaluated on various indicators such as the growth in returns on asset (ROA), returns on equity (ROE), and profit (Zack et al., 2019). Financial performance has also been measured using a five-point scale from no growth, a little growth, average growth, fast growth to very fast growth using a comparison of industry average during the last three years for the following three items, namely returns on assets, returns on equity and profit (Wang & Huynh, 2013).

### **Productivity**

Productivity is usually defined as the ratio of inputs to outputs. It essentially measures how efficiently production inputs such as labor and capital are being used to produce a given level of output (Krugman, 2014). Okoye and Ezejiofor (2013) opined that organizational productivity is the measure of show well an organization functions and also an indication of efficiency and competition. Also, it is a measure of how well resources are brought together and utilized for accomplishing set objectives (Mali, 2018; Okoye & Ejiofor, 2013).

Productivity is a global concern, which has inseparable tiles to the longevity of the organization (Arraya, 2013). It is the key to survival in the cut-throat world of business and gives the

organization a key competitive advantage above its peers when it can do more with less (Arraya, 2013). The baseline for the economic productivity of an organization is the strength and quality of human capital. Human capital refers to the skills, abilities, competencies and qualities of an organization's employees. It comprises the knowledge and expertise employees apply to produce products and services and to the operations of the organization, its equipment, and pieces of machinery's (Arraya, 2013). When human capital is adequately motivated, it leads to enhancement in productivity and service delivery.

### **Aim and Objective of the study**

The main purpose of the study was to examine the influence of change management on organizational performance' while specific objectives of the study sought to:

1. Determine the extent to which technological change influences profitability of paint manufacturing firms in River State.
2. Determine the extent to which technological change influences productivity of manufacturing firms in Rivers state.

### **Research Questions**

The following research questions were used for the study:

1. To what extent does technological changes influence profitability of paint manufacturing firms in River State?
2. To what extent does technological change influence service delivery of paint manufacturing firms in Rivers State?

### **Hypotheses**

The following null hypothesis were tested at 0.05 level of significance.

**H01:** Technological changes does not have any significant influence on profitability of paint manufacturing firms in Rivers State.

**H02:** Technology changes does not have any significant influence on productivity of paint manufacturing firms in Rivers State.

### **METHODOLOGY**

The methodology in which the research was carried out include the follows;

#### **Research design**

The research design adopted for this study was the descriptive survey design.

#### **Population of the Study**

The population for this study comprises forty-four (44) paint manufacturing firms in Rivers State as compiled from the database of manufacturing association of Nigeria (MAN), Finelib.com and nigeriagalleria.com.

#### **Sample/Sampling Techniques**

The respondents to the study were 352 functional heads from 44 paint manufacturing firms. The functional heads of departments which include Managing Directors, General Managers, Head of Operation, Head of Accounts, and Human Resource/Personnel Managers, Public Relation Officers/marketing manager, technical/maintenance and Directors of ICT were purposively chosen because they associated with matters/issues of change management in the organizations.

This study adopted a macro level of analysis; hence, it is a census study as such there was no sample size drawn from the population. Census survey is a complete listing of all the items in

the population. It is studying the entire population without drawing a sample size. There are conditions that warrant the study of the entire population. One of such is when the entire population to be studied is too small. Also, when the entire population is small, there is no need using a sample survey.

### **Instrumentation and Measurement**

The study used questionnaire as instrument to collect data from the respondents. The questionnaire was titled "Change management and Organizational performance of Paint manufacturing Firms Questionnaire (CMOPMFQ)". The instrument was divided into different sections where each section aimed at eliciting information and generating data on the presence or absence of each variable in the study. The instrument was designed on a 4-point scale, rating Very High Extent (VHE), High Extent (HE), Moderate Extent (ME) and Low Extent (LE). The responses were scored as follows: Very High Extent (VHE) = 4, High Extent (HE) = 3, Moderate Extent (ME) = 2, and Low Extent (LE) = 1, respectively.

### **Validity of Instrument**

The instrument was face and content validated.

### **Reliability of Instrument**

According to Dawson (2012) once the researcher has constructed data collection tools, they must be pilot tested. Before starting data collection, pretesting of the research instrument was done to determine the strengths and weaknesses of the questionnaire on question format, relevance, reliability, wording and order.

The reliability of the developed questionnaire was tested by deploying the statistical test Cronbach's alpha to the responses received from 100 respondents selected randomly. The researcher conducted a pilot study in private paint manufacturing firms in the state that were not part of the main study order to obtain the intended data. The Cronbach's alpha covering the overall responses of 0.74 was obtained and considered a good sign of reliability of the questionnaire.

### **Method of Data Analysis**

The data collected from the field were organized in relation to the research variables. Data were systematically analysed by using SPSS; a computer package that particularly involved computation of frequencies and percentages. The analysis of data involved quantitative approaches.

## **RESULTS**

Research Question 1: to what extent does technological change influence profitability of paint manufacturing firms in Rivers State?



Table 1.1: Mean and standard deviation scores on the extent of influence of technology change on profitability of paint manufacturing firms.

s/n	Items	Junior staff N=182			Senior staff			Mean set	Remark
		Sum	Mean	STD	Sum	mean	STD		
1	The company introduces new technology in terms of new equipment and new programs	542	2.971	1.725	497	2.923	1.792	2.947	High extent
2	Our organization makes good gross profit	522	2.862	1.693	476	2.801	1.673	2.832	High extent
3	There is no resistance from the employees to the technological change	548	3.012	1.735	488	2.871	1.694	2.942	High extent
4	The investment made in my company has profitable yields	537	2.950	1.718	486	2.855	1.690	2.904	High extent
5	Employees are rewarded when the technological change were successfully implemented	540	2.987	1.722	475	2.794	1.6671	2.891	
	Aggregate mean &SD		2.956	1.719		2.849	1.687		

Table 1.1 data analysis reveals that items 1-5 had all the mean scores above the criterion mean of 2.5, an indication that the respondents to a high extent agreed that technological change influences profitability of paint manufacturing firms in Rivers State, through the introduction of new equipment and programs, making of good gross profiles, good investment yields and rewards for successful implementation of technological change.

Research question 2: To what extent does technological change influence the productivity of employees of paint manufacturing firms in Rivers State?

Table 1.2 mean standard deviation on the extent to which technological change influences the productivity of employees.

s/n	Items	Junior staff N=182			Senior staff			Mean set	Remark
		Sum	mean	STD	Sum	mean	STD		
6	The reasons for the technological change is visible to the employees	584	2.935	1.783	482	2.835	1.653	2.88	High extent
7	Management of the company look for ways to resolve issues of employees during technological change	540	2.987	1.724	494	2.905	1.704	2.95	High extent
8	The company maintains a work condition that discourages employee turnover	522	2.86	1.671	486	2.794	1.671	2.78	High extent
9	In the company we continuously improve our productivity by	542	2.971	1.724	488	2.871	1.694	2.92	High extent

	raising the quality of products								
10	The management gives moral and financial support to employees	530	2.912	1.706	497	2.923	1.709	2.91	High extent
	Aggregate mean &SD		2.932	1.712		2.847	1.687		

Data analysis on table 1.2 shows that items 6-10 had all the mean scores above the criterion mean of 2.5, meaning that respondents agreed that, to a high extent technological change influences the productivity moral and financial support to employees

Hypothesis 1: There is no significant difference between the mean scores of Junior and senior employees on the influence of technological change on the profitability of paint manufacturing firms in Rivers State.

Table 1.3 Z test analysis on the influence of technological changes on the profitability of paint manifesting firm.

Variables	N	X	SD	DF	z-cal	Z-critical	Remarks
Junior staff	182	2.956	1.719				
				350	.605	1.96	Ho1 accepted
Senior staff	170	2.849	1.687				

Table 1.3 data analysis reveals that the z-calculated value of .605 is less than the z-critical value of 1.96 at 350 degrees of freedom and 0.05 significant level. Thus, the null hypothesis is accepted, meaning that there is no significant difference between the mean scores of Junior and senior employees on the influence of technological change on the profitability of paint manufacturing firms in Rivers State.

Hypothesis 2: There is no significant deference between the mean scores of junior and senior employees on the influence of technological change on the productivity of paint manufacturing firms in Rivers State.

Table 1.4 z test analysis on the influence of technological change on productivity of paint manufacturing firms

Variables	N	X	SD	DF	z-cal	Z-critical	Remarks
Junior staff	182	2.932	1.712				
				350	0.441	1.96	Ho2 accepted
Senior staff	170	2.847	1.687				

The analysis of data in table 1.4 shows that the z-calculated value of 0.441 is less than the z-critical value of 1.96 at 350 degrees of freedom and 0.05 level of significance, hence, the null hypothesis is accepted, indicating that there is no significance difference between the mean scores of Junior and senior employees on the influence of technological change on the productivity of paint manufacturing firms in Rivers State.

## CONCLUSION

Based on the findings of the study, it was concluded that technological change influences profitability and productivity of paint manufacturing firms in Rivers State, meaning that

through the use of technological devices employees will improve their companies' profits and productivity.

### **RECOMMENDATIONS**

The study recommends as follows;

Paint manufacturing firms should invest more in modern technologies to improve their employee's performance.

Employees of paint manufacturing firms should undergo seminar and workshops to enhance their effectiveness on the job.

Sophisticated technological equipment should be provided to increase the output of employees.

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**CHANGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE QUESTIONNAIRE**

<b>S/N</b>	<b>TECHNOLOGICAL CHANGE</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VHE</b>
1	My company introduced a new technology in terms of new equipment or new programs.				
2	The reasons for the technological change visible to the employees in my company.				
3	There was resistance from the employees to the technological change.				
4	Employees in my company were rewarded when the technological change is successfully implemented.				
5	Management of the company look for and solve the issues of the employees during the technological change.				

<b>S/N</b>	<b>LEADERSHIP CHANGE</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VHE</b>
6	Employees are openly communicated to meet their needs and help them work through change.				
7	Employees are encouraged to share their opinions, concerns, and suggestions for improvement.				
8	My company build trust by providing my employees the freedom to develop creative, innovative solutions to organizational challenges.				
9	Employees are allowed to participate in the development of the organization's vision.				
10	The management of my company willingly and enthusiastically share the organization's purpose and vision to ensure employee support.				

<b>S/N</b>	<b>PRROFITABILITY</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VHE</b>
11	Our organization makes good gross profit				
12	The operating profit of our organization is great				
13	We possess high potentials to course the viability of our organization				
14	Our organization have a good market share				
15	The investment made by my company has profitable yields.				

<b>S/N</b>	<b>PRODUCTIVITY</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VHE</b>
16	In my organization, absenteeism is reduced to the minimum.				
17	My organization maintains work condition that discourages employees' turnover				
18	Management gives moral support to employees				
19	My work place allows me to be highly productive				
20	In my company we continuously improve old products and raise the quality of new product.				

<b>S/N</b>	<b>PRODUCTIVITY</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VHE</b>
21	We deliver quality service to our customers				
22	The services we render in my organization are reliable				