

CHANGE GUIDELINE AND EMPLOYEE COMMITMENT

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ABSTRACT

The study examined Change Guideline and Employee Commitment of Aluminum Companies in Rivers State. The study sought to determine how communication affect engagement level of Aluminum Companies in Rivers State, and how employee involvement affect performance metrics of Aluminum Companies in Rivers State. Cross sectional survey design method was adopted. The population comprises 380 employees of Aluminum Companies using Taro Yamen sampling techniques to determine the sample size of 290. Instrument used for data collection was questionnaire, data were presented and analyzed using mean score rating to analyze the research questions and statistical tool used for testing their associated hypotheses were Pearson Product Moment Correlation Coefficient Analysis formula with Statistical Package for Social Science (SPSS) version 20. The finding shows that the respondents indicated positive that communication influences professional development, employee engagement influences skills assessment of tertiary institutions in Rivers State. The study concludes that the integration of change guidelines with key elements such as employee commitment, preparation and planning, communication, engagement levels, and performance metrics is vital for the successful transformation of higher education institutions. Establishing clear guidelines provides a structured approach to managing change, ensuring that all stakeholders are aligned and aware of their roles in the process. The study recommends that Management team of Aluminum companies should create clear and detailed change management guidelines that outline processes, roles, responsibilities, and timelines. This framework should be accessible to all stakeholders. Also implement programs that recognize and reward employees for their participation and commitment during change initiatives, helping to foster a sense of ownership. Management team of Aluminum companies should create cross-departmental teams to work on change initiatives, encouraging collaboration and knowledge sharing, which can elevate engagement levels. Establish specific, measurable performance metrics that align with the goals of the change initiative, allowing for objective evaluation of success.

Keywords: Change Guideline, Employees Commitment, Communication, Employee Involvement, Engagement levels, Performance Metrics

INTRODUCTION

Vast majority of the organization-based research (such as Barbara & Fleming (2006); Barbara & Fleming (2006); and Wijnberg, (2004) have argued that in order to well understand the organizational change concept, it is imperative that the understanding of what organization and change concept is well understood. Sulaiman, et al., (2014) and Van de Ven, and Poole, (2005), argued that an organization can be conceptualized as a mixture of intangible and tangible elements which they call as interpretive scheme, design archetypes, and sub-systems. Although they admit that their conceptual understanding and theory of what organization is all about is still at skeleton phase, they believe that their concept of organization is useful to be used as a comprehensive guideline to understand and do research on the organization. Hodgson (2007), states that organizational transformation as an organizational change which permits the organization to be in a better position through the process of learning from its past and surrounding experiences to compete effectively in its competitive environment.

Whereas, Parish, et al., (2008), sees change in this respect as any change that takes place within the organization. Within this concept, the author confines the introduction and implementation of the Community Policing Strategy by the RMP as the changes within the RMP itself. Change refers to the state of transition from the current to a better future state. Often, the words change and innovation move hand in hand. While change is improving on the current, innovation refers to change which is novel such as coming up with an idea which is completely new. Organisational change is movement of an organisation from its existing state towards a desired future state so as to improve on its effectiveness and efficiency in achieving set targets and customer delight.

Change guidelines provide a structured approach to navigating transformations, ensuring that all stakeholders understand processes, expectations, and desired outcomes during transitions. Well-defined guidelines help maintain consistency in how changes are implemented, reducing ambiguity and confusion among employees and management. Establishing clear guidelines allows for better assessment of change initiatives, making it easier to identify areas of success and those needing improvement. The significance of change guidelines in conjunction with employee commitment, preparation and planning, communication, engagement levels, and performance metrics in higher institutions cannot be understated. Together, these elements create a comprehensive framework that enhances the effectiveness of change initiatives, supports employees engagement, and ultimately contributes to the company's mission of providing high-quality productivity. By prioritizing these factors, organizations can foster a culture of adaptability, innovation, and continuous improvement, ensuring their relevance and success in an increasingly complex organizational landscape.

Employee commitment is essential, as it fosters motivation and enhances morale, creating a supportive environment that can significantly improve employee experiences. Comprehensive preparation and planning equip organizations to anticipate challenges and allocate resources effectively, while transparent and consistent communication helps build trust and clarity among directors, staff, and office managers.

Employee's commitment has been viewed as a major task of management for several years now. Meyer et al, (2004), indicates that many organizations are witnessing high rate of employee turnover, rising cost of replacing employees, pressure on remaining staff and loss of social capital. Lack of commitment has been obvious by employee's high turnover rate, job dissatisfaction, negative work behaviour, lateness and absenteeism to work. Unresolved poor satisfaction and commitment among workers has been observed by Okaro et al, (2010). All over the world what to do to retain employees in organization has been a remarkable challenge. The role of employee commitment in organization has also been recognized all over the world. High levels of employee commitment lead to increased motivation and morale among employees, which is essential for creating a positive environment during change. Committed employees are more likely to stay with the organization, reducing turnover and retaining institutional knowledge vital for maintaining continuity during transitions. When employees are committed to the organizational goals, this enthusiasm can translate into enhanced employee experiences, fostering a supportive work environment.

It has been observed that employee commitment has a major role to play in sustaining and improving a company's competitive advantage, business success and financial performance (Bergman, 2006). Amah et al, (2013), states that employee's commitment is vital to any business enterprise that seeks to retain valued employees and have positive outcomes. In today's highly dynamic and competing work environment, employee commitment is regarded as important, (Don-Baridam, 2018).

Statement of the Problem

Aluminum companies often implement changes without clear and comprehensive guidelines. This lack of defined protocols can lead to inconsistencies in how change is perceived and executed across different departments in Aluminum companies. Without established guidelines, employees may feel uncertain about expected behaviors and outcomes, leading to confusion, resistance, and diminished effectiveness in implementing change.

Employee commitment is crucial for the success of change initiatives. However, Aluminum companies frequently face difficulties in fostering this commitment, particularly when changes are imposed without involving employees in the decision-making process. A lack of shared vision and ownership can lead to passive resistance and disengagement, undermining the overall effectiveness of the change efforts. Effective communication is vital for guiding employees through change, yet many Aluminum companies struggle to establish clear and transparent communication channels. Inadequate communication can result in misunderstandings, rumors, and suspicion, which can exacerbate resistance to change. When employees feel uninformed or excluded from the conversation, their willingness to support change initiatives diminishes, leading to a lack of cohesion and collaboration.

Moreover, when employees are not actively engaged in the change process, their input is often overlooked, further perpetuating disengagement and resistance. The absence of clear and relevant performance metrics can make it challenging to assess the effectiveness of change initiatives. Aluminum Companies often fail to establish measurable criteria for success, which can lead to confusion about what constitutes a successful outcome. Without proper metrics, organizations may be unable to identify areas needing adjustment or improvement, resulting in prolonged or repeating issues.

Conceptual Framework



Fig 1: Conceptual Framework showing the independent and dependent variable of Change Guideline and Employee Commitment

Source: Njoku, (2024), Paul (2024), & Ofoegbu (2024).

Aim and Objectives of the Study

The aim of the study was to examine how Change Guideline affects Employee Commitment of Aluminum Companies in Rivers State. The specific objectives of the study are as follows.

1. To examine how communication affect engagement levels of Aluminum Companies in Rivers State.

2. To examine how employee involvement affects performance metrics of Aluminum Companies in Rivers State.

Research Questions

The following research questions guided the researcher in proffering solutions to the study.

1. How does communication affect engagement levels of Aluminum Companies in Rivers State?
2. How does employee involvement affect performance metrics of Aluminum Companies in Rivers State?

Research Hypotheses

The following research hypotheses are formulated to guide the study.

- Ho₁: There is no significant relationship between communication and engagement levels of Aluminum Companies in Rivers State.
- Ho₂: There is no significant relationship between employee involvement and performance metrics of Aluminum Companies in Rivers State.

Scope of the Study

Content scope: The content scope concentrated on the independent variable (Change Guideline) and its dimensions (Communication and Employee Involvement) and the dependent variable (Employee Commitment) and its measures (Engagement Level and Performance Metrics). **Geographical Scope:** The study is concentrated on Aluminum Companies in Rivers State. **Unit of Analysis:** The study presented the (directors, managers and office managers) as the respondents. Therefore, the individual unit of analysis is adopted.

Concept of Change Guideline

Change management involves getting all concerned stakeholders to accept, participate, own and work with commitment to ensure successful implementation (Fugate et al, 2012). It is a conscious process to systematically conceptualize, plan, implement, monitor and evaluate organizational change. However, Fugate et al (2012) argued that there is no worker and no human being who resists change. People of all ages, gender or races desire change and they have innate ability to welcome it. They argue that from babyhood, employees themselves grew to know that life is all about change. Employees have experience of unstoppable change when they grew from neonate, babyhood, infant, childhood, adolescent right up to adulthood. Employees are aware that change is life and that resisting change is resisting life. Employees are more than aware that no organisation can remain the same as such they are ready to welcome change. To show that employees desire change, they will do everything possible to resist routine as they find it boring. This is a clear message to managers that employees feel threatened if change is not introduced. They want to change their post, change office, change duties, change location, change uniform, change service, change products, change the tools and machinery used at work or even change managers etc (Besterfield, 2005). If a new manager is introduced at a work place, the morale and enthusiasm employees rise, a clear expression of readiness for change. If the new manager spends six months without introducing any change, he/she will lose the respect and trust of employees. This study argues that people or employees do not resist change, they resist the way change is introduced. If they are not involved, if there is no prior communication on the rationale for the change and if they envision the change as adding more workload or making their experience, qualifications and skills redundant, they will resist the change (Besterfield, 2005). This view has seen a revolution in management thinking and has made management appreciate the importance of employee involvement not only in change initiatives but in the day-to-day management of organisations.

Communication

Rezarta and Mimoza (2017), said that employees need to be informed on when the change will take place, how it will be implemented, what is anticipated of them, how they will be affected from the change in their jobs, and how the company will sustain and motivate them to be more dedicated to the change. Workplace communication is the transmitting of information between one person or group and another person or group in an organization (www.study.com). Oscar (2015) contended that effective communication is a fundamental concept for any organization to meet its intended goals. Poor communication compromises efficiency, quality of production, customer relations and many other dynamics that an organization depends on to thrive (Oscar, 2015). Effective communication should trickle down from managers to those under their supervision and to other units and departments (Oscar, 2015). Hi cited in Rezarta and Mimoza (2017) posit that in order to prepare the organization for the change, it is important to communicate why there is a need for change and what is going to happen. This is called unfreezing stage in Lewin's three-step change model.

Matos, et al (2014), stated that, as a role of communication in the change process, it should provide enough opportunities for exchanging ideas and information between the stakeholders and the management party. It requires two-way communication to do so. Further through that kind of communication leaders of the company could present the importance of the change process while getting the members ideas as a technique of reducing change resistances. But over communication in the organization that are functioning for change may provide negative impacts on the change process. Because some of employees are not willing to repeat the same things always and some are like to work self directed. Thus, the management of the company should ensure that, there is an optimum level of communication within the company.

De-Silva (2020), indicate that there are interdependent roles have to play by the concepts of communication and employee involvement within the change period of a company. When an organization identified there are urgencies to make changes within the company, they are developing a change vision for the company. This change vision includes where the company needs to be after the change period ended (McGuire, 2001). This change vision must be shared comprehensively within the members of the relevant company to execute the change process effectively (Maximini, 2015). Thus, many scholars have mentioned that the proper communication is the key to effective and smooth utilization of change process within organizational environments (Hasanaj&Manxhari, 2017). Because, a roper communication enables the exchange of ideas from the management to employees as well as from employees to the management (Lotich, 2017).

Employee Involvement

Over the past three decades, the need to integrate employee involvement as part of a business imperative aiming at improving productivity has taken centre stage (Gratton, 2004, Harrison and Freeman, 2014). Employee involvement denotes an approach in which all the employees participate in project and work related decisions for improvement purposes (Hussain et al, 2017). The realisation that the person performing the job is best positioned to identify and pinpoint any areas that require change is the principle behind this approach. This approach is in tandem with the Japanese philosophy Poka Yoke. A poka-yoke is any strategy in any process that helps employees to avoid (yokeru) mistakes (poka). Its purpose is to eliminate errors in a process by preventing, correcting or drawing attention to management. In short, continuous improvement and continuous change should be driven by the employees – they know how, what, when and why change is necessary (Wilkinson et al., 2013, Qi and Wang, 2016).

Das, (2011), affirm that employee involvement refers to direct participation of employees to help an organisation in fulfilling its vision, mission and key deliverables to meet set objectives. In this context, employee involvement refers to employee participation in planned change which takes on

board employees' views and inputs from conceptualization or ideation right through to planning, implementation, monitoring and evaluation including tapping their expertise in problem-solving. Employee involvement takes place at different levels, in different forms and at different times. Approaches to employee involvement vary from sharing information, providing input, making suggestions, engaging in self-directed responsibilities such as setting goals, making business decisions, solving problems and also evaluation feedback on performance (Qi and Wang 2016). Teamwork, motivation, participation, performance appraisal, recognition and rewards are the major components relating to employee involvement.

Employee Commitment

Employee commitment is connected with attachment and identification to the organisational values. Once an employee believed in the culture of the organisation by accepting the conditions of employment being stated by the founders of that organization such employee is said to be committed. This is because commitment comes from the heart and proceeds with acting the behaviour of what was accepted outside. Again, one cannot work for an organization that he/she does not like. Commitment can also be regarded as the fulfillment of employee desire by the organization while the employee reciprocates same to the organisation.

Cohen (2003) perceived commitment as a force that binds an individual to a course of action of relevance to one or more goals. On a general note, Arnold (2005) argued that organizational commitment is the relative strength of an individual's identification with and involvement in an organization. Salas, Goodwin and Burke (2009) viewed organizational commitment as a desire to remain a member of the organization, willingness to demonstrate a high performance within the organization, and confidence in the organization's goals and values. At the employee level of analysis, Marthis and Jackson (2000) perceived employee commitment as the extent to which employees stay with organizations and considers about organizational objectives seriously. On another hand, Luthans (2006) argued that organizational commitment is the desire to be a member of an organization and not to complain about their organization. Akintayo (2010) asserts that employee commitment is defined as the degree to which the employee feels devoted to their organization. Ongori (2007) on the other hand, contended that employee commitment as affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng (2010) perceived employee commitment as simply employees' attitude to organization.

Engagement Level

Employees, one of the most important building terms into any business. No matter what type of company we are talking about or what sector the company operates in, no company can ignore one of its most valuable resources, the human one. This relies on many factors, mainly the sustainability as the company existence depends heavily on the human participation on a different structural level, whether it is in the first line or highest level, passing through the middle as well.

Employee engagement has no fixed definition that is agreed upon all scholars. Some scholars define employee engagement "the harnessing of organization members' selves to their work roles, in engagement, people employ and express themselves physically, cognitively, and emotionally during their performances" (Kahn, 1990). This definition works in various pillars that are related to the part of the employee work experience. The cognitive pillar is related to the employee believes about the organization, its working conditions, and the management. The emotional pillar is driven by how positive or negative the employees feel regarding each of these three factors (organization, management, and working conditions). The third and last pillar, which is the physical, is about the physical energy exercised by individuals in order to accomplish the required tasks within their roles. In other words, engagement means to be physically and psychologically present when performing an organizational role (Kahn, 1990). In addition to Kahn's three-pillar definition, engagement has

been defined as “the emotional and intellectual commitment to the organization” (Baumruk, 2004) or “the amount of discretionary effort exhibited by employees.

Performance Metrics

Performance metrics in an organization refer to the standards or measures used to evaluate efficiency, effectiveness, and overall performance. These metrics help assess areas like productivity, employee engagement, and organizational competitiveness. Engagement change guidelines outline the strategies and processes to enhance employee involvement and satisfaction, ultimately improving overall performance. Establish specific, measurable performance metrics that align with the goals of the change initiative, allowing for objective evaluation of success. Regularly analyze performance data to identify trends, assess the effectiveness of change initiatives, and make informed adjustments as needed.

Performance metrics in relation to employee commitment in aluminum companies involves using specific measures to evaluate and enhance employee performance, identify strengths and weaknesses, and motivate staff. These metrics provide insights into how committed employees are to their roles and the organization, helping to drive overall productivity and efficiency.

Align performance metrics and KPIs with change initiatives to ensure that employees understand how their contributions are valued during transitions. Schedule regular performance check-ins focused on employee adaptation to change. Use these conversations to provide feedback, celebrate successes, and address challenges. Implement recognition programs that celebrate individuals and teams that excel during transitions, reinforcing the importance of change initiatives. Create mechanisms for continuous improvement where performance outcomes related to change initiatives are regularly reviewed and refined based on feedback.

Moran and Brighton (2011), affirm that establishing performance metrics allows Aluminum companies to measure the effectiveness of change initiatives quantitatively, providing a basis for evaluation and ongoing improvement. Clear metrics create accountability at all levels, ensuring that individuals and departments understand their roles in achieving organizational goals during change efforts. Burnes (2004), assert that performance metrics facilitate a culture of continuous improvement, enabling institutions to adapt and refine their approaches based on data-driven insights. Moran and Brighton (2011), sees change management as the process of continually renewing an organization direction, structure and capabilities to serve the ever changing needs of external and internal customers. Burnes (2004) like many others scholars asserted that change is an ever present feature of organizational life, both at the operational and strategic level.

Theoretical Review

Change Management Theories and Models

There are several change theories and models that have been propounded by different theorists and scholars. For the purposes of this study; Lewin’s Change Models, McKinsey 7S Model, Kotter’s Eight Step Model, and the ADKAR Change Model will be discussed. In this study the word „Theory“ and „Model“ are used interchangeably knowing fully well that they are not exactly same in meaning but they have a lot in common. This study views both a theory and a model as proven truths. While a theory leads to generalised statements, modelling can help to explain a theory because a model can be a visual illustration of a theory to lead to generalised statements of application. Thus in this context, Kurt Lewin’s Change Theories are also Kurt Lewin’s Change Models.

Research Methodology

The cross sectional survey design was adopted in this study. The population of the study was 380. While the sample size was 304 which include directors, managers and office managers, cashier of Rivers State using the Taro Yamen techniques to determine the sample size of 290. 304 copies of the questionnaire were administered to the directors, managers and office managers of Aluminum Companies in Rivers State. The questionnaires were distributed personally through face to face

contact and 290 questionnaire copies were retrieved. The primary source of data gathering was adopted through questionnaire data collection. The instrument were validated by the dissertation supervisor and other experts in the field of office and information management and modification were made to enable the questionnaire stand the test of both content and face validity.

The researcher carried out the reliability test for the research instrument using the Cronbach's Alpha Correlation Coefficient. The result of the reliability test carried out using statistical analysis software, Statistical Package in Social Sciences (SPSS) version 20, showed Cronbach's Alpha Coefficient Correlation of 0.80. The study employed mean score procedure in analysis of the responses collected to answer the research questions while Pearson Product Moment Correlation Co-efficient was used to analyze the null hypotheses at 0.05 significant level. The choice was used to find out if significant relationships exist between change guideline and employee commitment. The mean of 2.5 and above was accepted and below 2.5 was rejected and rejected as negative.

Research Question 1:How does communication affect engagement levels of Aluminum Companies in Rivers State?

Table 4.2: Response to Research Question 1:Mean rating on how communication affect engagement levels

S/N	Communication	SA 4	A3	D3	SD1	TOTAL x/n	Mean
1.	My company communication provide enough opportunities for exchanging ideas and information between the stakeholders and the management team	69 (1) 69	51(2) 102	70(3) 210	100(4) 400	781/290	2.70
2.	My company communication enables the exchange of ideas from the management to employees as well as from employees to the management	55 (1) 55	60(2) 120	85(3) 255	90(4) 360	790/290	2.72
3.	My company communication transmit information between one person or group and another person or group in an organization	40(1) 40	75(2) 150	80(3) 240	95(4) 380	810/290	2.79
4.	My company communication aligns the goals of different departments and stakeholders and ensure that everyone is working towards the same objectives and contributing to the institution's vision	65(1) 65	68(2) 136	77(3) 231	80(4) 320	752/290 3133/1160	2.59 2.70
S/N	Engagement Level	SA4	A3	D 3	SD 1	TOTAL x/n	Mean
5.	My company levels of engagement helps create a stronger sense of community within the companies where staff feel more connected to each other and the organization's mission.	54(1) 54	89(2) 267	83(3) 166	64(4) 216	713/290	2.46
6.	My company create cross-departmental teams to work on change initiatives, encouraging collaboration and knowledge sharing, which can elevate engagement levels	45(1) 45	74(2) 148	72(3) 216	99(4) 396	805/290	2.77
7.	My company existence depends heavily on the staff participation on a different structural level	50(1) 50	62(2) 124	76(3) 228	102(4) 408	810/290	2.79
8.	My company performance metrics allows companies to evaluate the success of change	57(1) 57	59(2) 118	82(3) 246	92(4) 368	789/290	2.72

	efforts and ensure accountability and promoting continuous improvement.					3117/1160	2.68
	Grand Mean					6250	2.69

Source: Data Survey, 2024

Table 4.1 shows that there is a consensus among the categories of respondents. All responses were above the standard reference of 2.50 on the items of communication, with a total mean of 2.70 for all its four items. Again, all items of engagement levels responses were above the standard reference of 2.50, with a total mean of 2.68 for all the four items.

Therefore, a grand mean of 2.69 for both communication and engagement levels which is above the standard reference of 2.50 was an indication of positive responses. Hence, communication affect engagement levels of Aluminum Companies in Rivers State.

Research Question 2: How does employee involvement affect performance metrics of Aluminum Companies in Rivers State?

Table 4.3: Response to Research Question 2: Mean rating on how employee involvement affects performance metrics

S/N	Employee Involvement	GE 4	HE 3	ME 3	LE 1	TOTAL x/n	Mean
9.	I feel a personal obligation to give back as a way of appreciating the support that I received from the organization	55(1) 55	60(2) 120	85(3) 255	90(4) 360	790/290	2.72
10.	My personal character is needed so I work hard to help the organization to be recognized.	30(1) 30	71(2) 142	80(3) 240	109(4) 436	848/290	2.92
11.	The organization has demonstrated that it deserves my loyalty that is why I give my best effort towards its performance.	35(1) 35	70(2) 140	91(3) 273	94(4) 376	824/290	2.84
12.	I am satisfied with my job, so am obliged to ensure that the organization is also satisfied with my contribution towards its performance	52(1)	48(2) 96	93(3) 279	97(4) 388	815/290	2.81
						3277/1160	2.82
S/N	Performance Metrics	GE 4	HE 3	ME 3	LE 1	TOTAL x/n	Mean
13.	My company involves using specific measures to evaluate and enhance employee performance, identify strengths and weaknesses, and motivate staff	69 (1) 69	51(2) 102	70(3) 210	100(4) 400	781/290	2.70
14.	My company performance metric provide a basis for evaluation and ongoing improvement	55 (1) 55	60(2) 120	85(3) 255	90(4) 360	790/290	2.72
15.	My company performance metrics ensure that staff and departments understand their roles in achieving company goals during change efforts	40(1) 40	75(2) 150	80(3) 240	95(4) 380	810/290	2.79
16.	My company performance metrics facilitate a culture of continuous improvement and enable companies to adapt and refine their approaches based on data-driven insights	65(1) 65	68(2) 136	77(3) 231	80(4) 320	752/290	2.59
						3133/1160	2.70
	Grand Mean					6410/2320	2.76

Source: Survey Data, 2024.

Table 4.2 shows that there is a consensus among the categories of respondents. All responses were above the standard reference of 2.50 on the items of employee involvement with a total mean of 2.82 for all its four items. Again, all items of performance metrics responses were above the standard reference of 2.50, with a total mean of 2.70 for all the four items.

Therefore, a grand mean of 2.76 for both employee involvement and performance metrics which is above the standard reference of 2.50 was an indication of positive responses. Hence, employee involvement affect performance metrics of Aluminum Companies in Rivers State.

Testing of Research Hypotheses

hypothesis one

Ho₁: There is no significant relationship between communication and engagement levels of Aluminum Companies in Rivers State

Table 4.4: Correlation analysis showing the relationship between communication and engagement levels

		Correlations	
		COMMUNICATIO N	EL
COMMUNICA TION	Pearson Correlation	1.000	.517**
	Sig. (2-tailed)		.000
	N	290	290
EL	Pearson Correlation	.517**	1.000
	Sig. (2-tailed)	.000	
	N	290	290

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Data 2024.

Table 4.3 showed a correlation coefficient of .517 significant at .000 >0.05 level of significance. The correlation coefficient is positively high from the categorization in table 4.3. Thus, indicating a positive relationship between communication and engagement levels of Aluminum Companies in Rivers State. The observed positive correlation coefficient indicates that communication is associated with engagement levels. Accordingly, the researcher concludes that there is significant relationship between communication and engagement levels of Aluminum Companies in Rivers State.

Ho₂: There is no significant relationship between employee involvement and performance metrics of Aluminum Companies in Rivers State

Table 4. 4: Correlation analysis showing the relationship between employee involvement and performance metrics

		Correlations	
		EI	PM
EI	Pearson Correlation	1.000	.590**
	Sig. (2-tailed)		.000
	N	290	290
PM	Pearson Correlation	.590**	1.000
	Sig. (2-tailed)	.000	
	N	290	290

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Data 2024.

Table 4.4 showed a correlation coefficient of .590 significant at $.000 > 0.05$ level of significance. The correlation coefficient is positively high from the categorization in table 4.4. Thus, indicating a strong relationship between employee involvement and performance metrics of Aluminum Companies. The observed positive correlation coefficient indicates that employee involvement is associated with performance metrics. Accordingly, the researcher concludes that there is significant relationship between employee involvement and performance metrics of selected Aluminum Companies in Rivers State.

Discussion of Findings

The results of the analyzed data were presented in tables. The findings showed that:

In Research Question **1, table 4.1**— findings showed that, all items were above the cut-off point of 2.5, the respondents indicated positive responses to the items that communication affects engagement levels of Aluminum Companies in Rivers State with total mean score of ($M=2.69$) while **Ho₁, table 4.4** – findings showed that communication has a positively high relationship with engagement levels of Aluminum Companies in Rivers State ($r=.517$), the p-value of .000 shows that there is significant relationship between communication and engagement levels of Aluminum Companies in Rivers State.

In Research Question **2, table 4.2**— findings showed that, all items were above the cut-off point of 2.5, the respondents indicated positive responses to the items that employee involvement affects performance metrics of Aluminum Companies in Rivers State with total mean score of ($M=2.76$) while **Ho₂, table 4.4** – findings showed that employee involvement has a positive relationship with performance metrics of Aluminum Companies in Rivers State ($r=.590$), the p-value of 1.000 shows that there is a significant relationship between employee involvement and performance metrics of Aluminum Companies in Rivers State

CONCLUSION

The integration of change guidelines with key elements such as communication and engagement levels are vital for the successful transformation of aluminum companies in Rivers State. Establishing clear guidelines provides a structured approach to managing change, ensuring that all stakeholders are aligned and aware of their roles in the process.

Change guidelines provide a structured approach to navigating transformations, ensuring that all stakeholders understand processes, expectations, and desired outcomes during transitions. High levels of employee commitment lead to increased motivation and morale among employees and the organization, which is essential for creating a positive environment during change. Clear communication aligns the goals of different departments and stakeholders, ensuring everyone is working towards the same objectives and contributing to the organization's vision. Engaged individuals feel empowered to take ownership of change processes, leading to innovative ideas and solutions that may not arise in a more passive environment. Performance metrics facilitate a culture of continuous improvement, enabling organizations to adapt and refine their approaches based on data-driven insights. Together, these elements create a comprehensive framework that enhances the effectiveness of change initiatives, supports employees and employers engagement, and ultimately contributes to the organizational mission which provides high-quality productivity. By prioritizing these factors, Aluminum companies can foster a culture of adaptability, innovation, and continuous improvement, ensuring their relevance and success in an increasingly complex organizational landscape.

RECOMMENDATIONS

Based on the findings and conclusions the following recommendations are made:

1. Management team of Aluminum companies should create clear and detailed change management guidelines that outline processes, roles, responsibilities, and timelines. This

framework should be accessible to all stakeholders. Also implement programs that recognize and reward employees for their participation and commitment during change initiatives, helping to foster a sense of ownership.

2. Management team of Aluminum companies should Create cross-departmental teams to work on change initiatives, encouraging collaboration and knowledge sharing, which can elevate engagement levels. Establish specific, measurable performance metrics that align with the goals of the change initiative, allowing for objective evaluation of success

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