

**IMPACT OF ORGANIZATIONAL CHANGE ON EMPLOYEES'  
PERFORMANCE  
(A CASE STUDY OF NIGERIA BOTTLING COMPANY PLC, ILORIN)**

**BY**

**OLADEJI MARIAM AYOMIDE  
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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF  
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## **CERTIFICATION**

This project has been read and approved as meeting parts of the requirements of the Department of Business Administration and management, Institute of Finance and Management Studies, Kwara State Polytechnic Ilorin for the award of Higher National Diploma in Business Administration and Management.

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**MR. IMAM R. A**  
*Project Supervisor*

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**DATE**

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**MR. UMAR B. A**  
*Project Coordinator*

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**DATE**

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**MR. ALAKOSO I. K.**  
*Head of Department*

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**DATE**

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*External Examiner*

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**DATE**

## **DEDICATION**

With gratitude in my heart, the dedication to the Almighty God, Ancient of days, the giver of knowledge and wisdom for giving me the creative ideas to carry out this project work.

## **ACKNOWLEDGEMENT**

First and foremost I would like to thank the Almighty God for spearing my life to a stage such as this to achieve along life dream and for giving me good health. Divine wisdom and understand to achieve such dream.

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Expressing my gratitude to my (HO`D) **MR. ALAKOSO I. K.** for his wisely Management of the Department and all Lecturers in Business Administration and Management Department. The lord will lead you all and continue to see you all through. I will express my sincere gratitude to all my love one, I really appreciate you all for your love and care toward me may Almighty God bless and guide you all (Amen).

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## **ABSTRACT**

*The study titled organizational change on employees performance was an attempt to explore the implications of organizational change on employees performance of the selected Nigeria bottling company in Ilorin. The study was a survey-type of research that employed compare mean in an attempt to identify the direction and the magnitude of the impact variables under investigation. The data were analyzed with t-test. In order to solve the envisaged problem in this research, three hypotheses were formulated. The findings reveal that corporate governance has significant impact on the performance of the organization; the study concludes that effective corporate governance is the fulcrum upon which organizational performance revolves. In light of the aforementioned, the study recommends that Nigeria bottling company should prioritize organizational change practice in order to improve their overall performance and reputation. This however, guarantees transparency and accountability which in turn, enhances organizational performance.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Studying change from organizational point of view is very important due to its effect on firm's innovative expansion and performance. Environmental uncertainty, dynamism, fierce competition, complexity, hostile takeovers, mergers and acquisitions, technological developments and government interventions are forcing organizations to introduce new ways of furthering their growth and development drives. These changes in the environment are not only rapid and challenging but are also in a state of constant fluctuations forcing firms to re-strategize and adopt ways that make them remain competitive. Creating positive performance and practice can improve productivity, quality and service in the firm. Change in an organization is an issue that employees at all levels have to deal with at some point in their career, hence the need to understand the significance of change. Armstrong and Baron (2004), asserted that practices of change are concerned with how well changes are managed in organizations so as to achieve competitive advantage through the strategic creation of a highly committed and capable workforce.

Effective change practices systematically drive managers to directly influence employees' attitude and behaviour in a way that leads business to achieve its competitive strategy (Huang, 2001). There has been a debate by numerous researchers whether change should always be positively related to firm performance. Employees performance is positively affected by organizational change practice which tries to create significant contributions to organizational competencies. Some changes can be reversible while others cannot, hence the risk involved in managing change. Change should be effective for instance, have the ability to move freely, have the ability to influence others and directing the workforce in the target systems. Many of these change programs arise from

management such as cultural change, business process re-engineering and total quality management.

## **1.2 Statement of the Problem**

Inadequate management commitment to driving change programs, conflicts that often occur between employees included in and those excluded from change processes had, over time, affected the effective management of change. The rate of growth and development in the food and beverages sector continuously necessitates dynamic changes in organizational activities and managers have constantly been on each others' toes trying to outwit themselves by devising new ways of improving organizational performance and at the same time minimizing the cost of change implementations.

The rate of taxes levied on Nigerian bottling companies Plc by Kwara State Government in the year 2016/2017 was on the high side which made the company to completely wind up its operations in Ilorin.

## **1.3 Research Questions**

The study tries to raise the following questions:

- i. To what extent can leadership change affect employee satisfaction?
- ii. What is the extent to which change in organizational structure affects employee commitment?
- iii. What is the extent to which technological change affects productivity?

## **1.4 Objectives of the Study**

The general objective of this study is to examine the effect of change management on the performance of business organizations in Nigeria. The specific objectives of the study are to:

- i. determine the extent to which leadership change affects employee satisfaction;
- ii. evaluate change in organizational structure as it affects employee commitment;
- iii. examine the effect of change in technology on productivity.

## **1.5 Research Hypotheses**

The following hypotheses were formulated for the study:

H<sub>01</sub>; Leadership change has no significant effect on employee satisfaction.

H<sub>02</sub>; Change in organizational structure has no significant effect on employee commitment

H<sub>03</sub>; Change in technology has no significant effect on productivity.

## **1.6 Significance of the Study**

The main focus of this study is to examine the effect of change management on the performance of business organizations in Nigeria. Change becomes inevitable the moment an organization realizes the need for improvement and expansion in its activities. The study is essential for organizations to be able to understand, assess and gauge the dynamics on their external environment in order to envisage and establish an appropriate relationship with various factors like policy makers i.e the government that has played an important role in shaping business trends in Nigeria, other factors are customers and society at large. Meanwhile, this study will be beneficial to academics, researchers and students in pursuit of knowledge about organizational change and the practices to adopt to manage the challenges of change within the organization. The study findings are expected to benefit management of 7-up bottling company Ltd and that of Nigerian bottling company Plc on how to achieve higher performance from their workers by using new approaches to change. It will also be useful to leaders and managers in organizations by employing leadership styles in relevant situations effectively which will help reduce social accidents, wastage of resources and internal conflicts in the work place.

## **1.7 Scope of the Study**

This research work covers change practices as it is in Nigerian Bottling Company Plc. The preference for food and beverages sector is informed by a lot of transformations and

competition taking place due to high innovations and technological advancement in production activities.

Meanwhile, Nigerian Bottling Company Plc has its head office in Lagos Nigeria with operational branches in some other states. But due to time and cost, the researcher has chosen the Ikeja plant of Nigerian bottling company Plc to gather relevant information for this work.

The target respondents cover all employees in various units/departments including casual staff of this firm i.e operation/production, sales and marketing, accounts and finance, customer care and the human resource.

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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Preamble**

Change is a complex process which requires serious attention as well as involvement of employees from all echelons in order to achieve a meaningful or progressive transformation in the organization.

#### **2.1 Conceptual Clarifications**

Korir and Kimeli (2012), defined change as the effective management of business change such that executive leaders, managers and frontline employees work in agreement to successfully implement the needed process, technology or organizational changes. While Moran and Brighton (2011), defined change as the process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs of external and internal customers. Burnes (2004), like many other scholars defined change as an ever present feature of organizational life, both at the operational and strategic levels. Due to its importance, change is becoming essential and needs appropriate managerial skills and strategies. For firm to survive, succeed and remain competitive in today's highly competitive and continuously evolving business environment, it must be able to successfully manage the change which is as a matter of fact a necessity.

Claver (2011) ,argued that change is an approach to transitioning individuals, teams and organizations from current state to a desired future state. He stated further that change is inevitable and mastering change is, therefore, fundamental to the success of any business. In fact, the challenge of change initiator is to encourage their organizations to anticipate change, understand the nature of the change and to manage the change.

Lewin and Seibold (2008), saw change as a process involving unfreezing, moving, and refreezing values, practices, and procedures within organizations. Unfreezing refers to the creation of a perceived discrepancy between the existing and ideal state of an

organization that generates a desire for change and lowers people's resistance to change. Moving refers to the various processes such as training, education, and restructuring that lead to the development of new behaviors, attitudes, and beliefs. Refreezing refers to reestablishing a new state of equilibrium within the organization by stabilizing the new patterns through a variety of support mechanisms.

### **2.1.1 Change in Leadership**

Leadership is one of the key driving forces for improving firm performance. Leaders, as key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and delivery of value to organizational stakeholders.

Olakemi (2005), identified six different leadership styles comprising of affiliative style, democratic style, pacesetting style, coaching style, coercive style, and authoritative style.

**The Affiliative Style – People come first;** this values the individual and his emotional wellbeing more task and goals by taking a caring and nurturing approach. This style is a great for building team harmony, increase morale, improve communication or repair broken trust as it helps create fierce loyalty, affinity, and friendship between the leader and the team members. In addition, the style positively impacts innovation, flexibility and the risk taking. Ample positive feedback is employed to recognize and reward work well done and also used to create a sense of belonging within the unit.

**The Democratic Style – What do you think?;** as the name suggests, this style is focused on letting workers have a say in decisions that affect their goals and how they work, which makes it sound like asking people for their opinions all the time.

**The Pacesetting Style – Do as I do;** in other words, the leader here sets extremely high performance standards and exemplify them. He is obsessed with doing things better and faster and demands the same of others. Employees with poor performance are pinpointed and if they are unable to improve after much is demanded from them, getting sanctions.

Unfortunately, this has a negative impact on the organization's climate, as employees are overwhelmed and demoralized by excessive demand for excellence and the leader's inability to get across guideline to help them improve their performance. In addition, they feel they are not trusted to their or take initiative.

**The Coaching Style – Try this;** as this suggest, the coaching leader acts more like a counselor than a traditional boss, and helps employees to identify their strengths and weaknesses and tie them to their personal and career aspiration. This style encourages employees to establish long term development goals and help them conceptualize plans for attaining them. Coaching leaders make arrangements with their employees about their roles and responsibilities in enacting development plans and they give a lot of information and feedback.

**The Coercive Style – Do what I say;** any leader adopting this style ends up creating an atmosphere of terror for their workers. They take unitary decisions without any form of input from their team members and hardly give any form of explanation. They oppose contributions from team members and generally insist on having things done their own way.

**The Authoritative Style – Come with me;** in fact, this is the most effective style of the six because of its positive impact on almost any business situation, especially those adrift and in need of new corporate direction and strategy. The traits of an authoritative leader are a vibrant enthusiasm and clear vision, resulting in a positive impact on all areas of the organization. The leader here is a visionary and is able to carry people along by motivating them to see how relevant their work is – to the larger vision of the organization.

### **2.1.2 Change in Organizational Structure**

McLagan (2002), claimed that organizational structure enables an organization to have common views and mission. Well functioning organizational structure is important for an

organization going through change, because if there are flaws in the structure it will affect communication flow. With unclear roles, conflicts and misunderstandings occur that lowers motivation and work morale. It can also drift different departments apart from common organizational goal, where decision making processes become slow and employee effectiveness disappears.

Duggan (2004), posited that organization structure can inhibit or promote performance, and this may depend on how effectively the supervisory relationships and workflow influence productivity. He further elaborates that organizational structure affects how performance is measured in an organization.

### **2.1.3 Change in Technology**

A study by Dauda and Akingbade, (2011) found that technology change can only lead to increased productivity or improved performance when combined with other resources effectively. Technological advancement makes employees more effective and firm more efficient. It can improve employee and firm performance as well (Moullin. 2002). Employees can more rapidly acquire new knowledge, skills and further advancement competencies through training.

Robertson (2007), posited that technological advancement has enormous influence on organizational performance. Technological advancement is an important factor for influencing the improvement of performance. Many industries, nations in the developed, and developing countries have established research and development units, departments and organizations to enable them cope with technological changes.

In their paper titled 'Technology change and employee performance' the Cameron and Green (2005), asserted that the degrees of aggregation of technological innovation by organizations and nations determine their performance and development. This is related to management and control of internal systems and its response to external system.

Significant improvement in output, quality, productivity and growth are achieved when they use new technology. Increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation.

#### **2.1.4 Types of Change**

There are different types of change that an organization might undertake or be forced to undertake because of internal and external factors.

Smith (2013), posited that internal factors of change include reorganization and restructuring to meet the challenges of the future and also to act proactively to initiate change as a means of staying ahead of the competition. While he saw external factors as including change that is forced upon the organization because of falling revenues, changing market conditions and the need to adapt to the ever changing business landscape.

##### **a. Radical Change**

Nadler and Tushman (2000), posited that radical change is a change that have an impact on the whole system of the organization and fundamentally redefine what the organization is or change its basic framework, including strategy, structure, people, processes and in some cases, core values. Radical change or approach is used to address more fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment (Johnson and Scholes, 2007)

##### **b. Incremental Change**

Incremental change on the other hand, is referred to as changes that happen all the time in organizations, and they need not to be small. Such things as changes in organization structure, the introduction of new technology and significant modifications of personnel practices are all large and significant changes, but usually occur within the existing definition and frame of reference of the organization. Johnson (2008) claimed that the

incremental approach to change is more common and this type of change is commonly used to maximize short term performance.

**c. Reactive Change**

Reactive change is characterized as that change implemented in response to some external event and or serious internal operational and managerial problems. Bennis and Thomas (2002), sees reactive change as a change in the organizational policies which is implemented in reaction to the occurrence of an event. This change is initiated due to pressures of external forces. Changes are made in response to a situation and primarily unplanned in nature. Management makes changes to deal with the problem in a quick and routine manner since they do not have time to analyze the situation and prepare a well-conceived plan. The environmental events, various threats and opportunities are reacted to immediately.

**d. Proactive change**

Proactive change on the other hand, is that change where the company is not currently experiencing any serious problems but managers anticipate the need for change to put the company in a better position, or current potential problems. Though this anticipatory approach to change is generally preferable, in practice most companies tend to take a reactive approach, usually as a consequence of the commonly held view that there is no need for change if current performance is satisfactory.

**e. Developmental change**

Costello (2004) argued that developmental change is an improvement in the old way of doing things, with the aim of doing more or doing better things. The instance of this is when an organization is updating its policies, methods and procedures which have become irrelevant to its operations. Developmental activities include problem solving, training to improved technical expertise, enhancing communication and improving processes.

### **2.1.5 Change Practice in Organizations**

Considering the overall data collected from interview conducted by the researcher. It is clear that lots of processes have gone automated in place of the old ways of doing things especially in the production, accounts, marketing and administrative departments. For instance, both firms under study have complied with the standards set by the National Agency for Food and Drugs Administration and Control (NAFDAC) and the Standards Organization of Nigeria (SON) by introducing a machine known as Empty-Bottle-Inspector (EBI) which will scan and sight any possible stain/dirt and consequently crush such bottle to avoid contamination of any kind.

Also, the crate/case packing system is automated and in turn, increased efficiency. The only issue here is that there have been an intermittent retrenchment/downsizing of employees on a mutual agreement of both the management and the union since the tasks of five workers can be handled by just two persons with the help of relevant machines.

A close example of this is the recent mass retrenchment by Nigerian bottling company Plc in Ilorin as a result of exorbitant rate of tax levied on it by the kwara state government. Nigerian bottling company Plc had to wind up its operations/production in the state.

### **2.1.6 The Change Cycle**

Managers are the most important determinants to the potential success of any change, because it is up to them to advance any change program. Successful strategic initiatives and organizational change require enough attention and commitment to communication as well as appropriate leadership and management skills (Salerno & Brock, 2008). It is essential to analyze the process of change and its impact on organization to master it and find positive opportunities that produce positive results.

Just like anything else has its own life cycle so does reaction to change. There are a number of scholars on change who have put employees' reactions to change in stages.

For instance, Michael (2007), posited that stages of change are denial, resistance, conflict, and adaptation. Work of John (2006) showed different stages in coping with change, such as shock, denial, resistance, renunciation, acceptance, and pardon.

Salerno & Brock (2008), asserted that there are four stages in change cycle from employees' perspective; fear, doubt, discomfort, and discovery. Examining and revealing at what stage of the cycle workers are, helps management determine clear communication plan and strategic outreach to employees in an organization.

### **2.1.7 Resistance to Change**

Resistance to change is found to be a natural phenomenon. Individuals go through a reaction process when they are personally confronted with major organizational change (Jacobs, 1995). A close look at a named organization may reveal that more changes are accepted than resisted.

Moullins (2010), posited that resistance to change takes place at both the individual and organizational levels. Taking cognizance of the fact that people have a natural instinct to adapt to their environment is the first step to effective management of change. Bateman and Snell (2003), put forward two sources of resistance to change;

**Rational resistance** occurs when people do not have the proper knowledge or information to evaluate the change. So, to reduce resistance, requisite information should be provided to those concerned.

**Emotional resistance** involves the psychological problems of fear, anxiety, suspicion, insecurity and so forth. These feelings are evoked because of people's perception of how the change will affect them.

### **2.1.8 Causes of Resistance**

Bateman (2003), stated that not all changes are resisted, some are wanted by the workforce. Sometimes employees themselves want change and new experience as they are fed up with the old practices and procedures. Resistance to change is caused by

individual attitudes which are influenced by many economic, psychological and social factors.

**Economic Factors;** these are factors that relate to the basic economic need of the workers like necessity of life, job security and safety. They are;

Workers apprehend technological unemployment. New technology is expected to reduce the proportion of labour input and therefore, people resist such change as it will negatively impact on their job security;

Workers fear that they will be idle for most of the time due to increased efficiency by new technology;

Workers may fear that they will be demoted if they do not possess the new skills required for the new jobs;

Workers resist the change of getting higher job standards which may reduce opportunity for bonus or pay incentives.

**Psychological Factors;** these factors arise when workers perceive that factors relating to their psychological needs will be affected adversely by the proposed change. These needs are sense of pride, achievement, self-fulfillment etc. these factors are;

Workers may not like criticism implied in a change that the present method is inadequate and unsuitable;

Workers may apprehend boredom and monotony in the new jobs as a result of specialization brought by the new technology;

## **2.2 Employees' Performance**

Blout (2013), asserted that managers are concerned with employees performance which is the accumulated end result of all the organization's work processes and activities. Upadhaya and Mounir (2014) asserted that employees performance comprises the actual output or result of an organization as against its intended goals. It is a complex but important concept, and managers need to understand the factors that contribute to high

performance. They want their organizations, work units, or work groups to achieve a high level of performance, no matter what mission, strategies, or goals are being pursued. Managers at all organizational echelons and in all work areas manage their available assets - people, information, equipment etc by making decisions that they hope will lead to high levels of performance. Because achieving high levels of performance is important in both the short run and long run. Performance dimensions, among others, are as follow;

- i. Employee satisfaction
- ii. Employee commitment
- iii. Productivity
- iv. Customer service
- v. Service quality

Meanwhile, three of these employees performance variables are discussed as highlighted in the previous chapter; Employee satisfaction, Employee commitment and Productivity.

### **2.2.1 Employee Satisfaction;**

Employee satisfaction sometimes referred to as job satisfaction is important for both the employees and the organization as a whole. Human capital is the strategic resource of an organization, (Jones, 2009). If employees are are satisfied and contented, their commitment levels will be high and hence, their contributions to the organization will also be high, and consequently, they tend to continue with the job and be more loyal to the organization. Lower employee turnover will further reduce recruitment and training costs for the organization, (Nagini, 2013). There are a number of factors that can influence an employee's level of job satisfaction. Some of these factors include the level of pay and other financial benefits, the perceived fairness in promotion system of the firm, the quality of working conditions, manager and sub-ordinate relationships, the job itself (i.e the variety of tasks involved, the interests and challenges the job generate, and

the clarity of job description/requirements). Muhammed (2011), stood that the happier people are with their jobs, the more satisfied they tend to become.

### **2.2.2 Employee Commitment**

Akintayo (2010), defined employee commitment as the degree to which the employees feel devoted to their organizations. Meanwhile, organizations value employee commitment because it is typically assume to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have a potentially serious consequences for overall organizational performance. Lo (2009), noted that employee commitment is important because workers with a high sense of commitment are less likely to engage in withdrawal behavior and more willing to accept change.

### **2.2.3 Productivity**

Productivity, according to business dictionary is defined as the measure of the efficiency of a person, machine, factory, system, etc in converting inputs (labour, capital, energy, materials etc) to useful outputs (products and services). The only meaningful measure of industrial competitiveness is productivity due to its glaring connections with profitability. There are, however, a range of research studies undertaken around the world to improve the productivity of manufacturing firms.

Weihrich (2005), posited that productivity is the output to input ratio within a specified time period with appropriate consideration for quality. Productivity is therefore, computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period.

## **2.3 Theoretical Framework**

The theories relevant to this study are discussed below. The Kurt Lewin's Theory explains the change process and how change managers can actually manage each of the

stages, while the Kotter's theory explains the seven step approach to effective management of change.

## **I. Kurt Lewin's Change Theory**

Kurt Lewin's Three Stages model or the Planned Approach to Organizational change is one of the cornerstone models which are relevant in the present scenario. Lewin, a social scientist and a physicist, during early 1950s propounded a simple framework for understanding the process of organizational change known as the Three-Stage Theory which he referred as Unfreeze, Change (Transition) and Freeze (Refreeze). According to Lewin, Change for any individual or organization is a complicated journey which may not be very simple and mostly involves several stages of transitions or misunderstandings before attaining the stage of equilibrium or stability.

## **2.4 Empirical Review**

This section provides an empirical review from previous studies and academics on management change.

Doreen {2015}, conducted a research on the effect of change management on employees' performance in co-operative bank of Kenya Limited, adopted a survey research design by focusing on qualitative method of data analysis which allows detail analysis of data collected. The study then concluded that the turn-around of activities brought about by technological change were successful, and also that there were technological challenges that relates to electricity disruptions and system failure which can cause interruption in service delivery of the bank.

Olajide (2014) in his work titled 'effect of change management on organizational performance of Nigerian Telecoms industry: empirical insight from Airtel Nigeria'. The study was carried out in Lagos, Nigeria using descriptive survey. The study target population was one thousand employees of Airtel Nigeria where a sample size of three hundred workers comprising middle level managers, supervisors, operating staff and customers. Questionnaire was used to collect data which were validated through a pilot study. The study concluded that change has now become a regular feature of business life as part of the desires for increased organizational performance and the ever important needs to satisfy stakeholders.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Preamble**

This chapter covers the methods and procedures adopted in carrying out this work. It explains research design, population of the study, sample size and sampling techniques, sources of data collection, methods of data analysis, research instruments and validity and reliability of the instruments.

#### **3.1 Research Design**

The study adopted survey design as being appropriate for this study. The justification for this is that the data required in determining the degree of the effect of change management on the performance of business organizations in Nigeria shall be collected using the questionnaire method.

Meanwhile, the design is a questionnaire approach which enabled the researcher to obtain needed information directly from respondents. That is, it was administered to research participants who answered the questions themselves.

#### **3.2 Profile of Nigerian Bottling Company Plc**

Nigerian bottling company Plc is a member of Coca-cola HBC AG, an anchor bottler for the Coca-cola company in twenty eight countries in North, Central and Southern Europe, Asia and in Africa with over five hundred and eighty one million (581,000,000) consumers in these markets. As the pioneer bottler in the group, Nigerian bottling company Plc prides itself as the bedrock of Coca-cola Hellenic, the company is head quartered in Ebute-Metta , Lagos and operate thirteen bottling facilities, twenty eight commercial territories and fifty seven distribution depots across Nigeria.

Nigerian bottling company limited was incorporated in Nigeria in 1951 as a subsidiary of the AG Levetis Group with the franchise to bottle and sell products of the Coca-cola company in Nigeria. Two years later, in 1953, the production of Coca-cola began at a

bottling facility in Ebute-Metta, Lagos. In the same year, the company opened its first bottling plant in Apapa, and in 1961, the company commissioned its second bottling plant in Ibadan, Oyo State and rapidly expanded its operations over the next couple of years which today, stands at thirteen bottling facilities and fifty seven depots in Nigeria.

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

The population of this study covers all the employees of Nigerian Bottling Company Plc. The study's target population is one thousand five hundred and twenty six (1526) employees of this firm comprising managers, supervisors and operating staff. These employees were stratified according to their designations, and questionnaires were used to collect data which was validated through a pilot study.

### **3.4 Sample Size and Sampling Techniques**

The study adopted stratified random sampling technique. The sample size for this study is three hundred and thirty five (335) respondents and they were selected using Krejcie and Morgan (1970) formula since it gives accurate representation of the entire population by taking in to account their confidence levels.

$$S = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2 P(1 - P)}$$

Where: S = Sample size

$X^2$  = the table value of Chi-square for 1 at desire level of 95% (1.96)

N = Population of the study (1526)

$d^2$  = the degree of accuracy expressed as a proportion of 5% (Acceptance error)

P = the population proportion (assumed to be 0.5) based on principle of insufficient Realism

$$S = \frac{1.96^2(1526)(0.5)(1 - 0.5)}{0.05^2(1526 - 1) + 1.96^2(0.5)(1 - 0.5)}$$

$$\begin{aligned}
&= \frac{3.8416(1526)(0.25)}{0.0025^2(1525) + 3.8416(0.25)} \\
&= \frac{3.8416(657.75)}{6.575 + 0.9604} \\
&= \frac{2526.8124}{7.5354} \\
&= 335
\end{aligned}$$

### **3.5 Sources of Data Collection**

Most parts of the data collected for this study were from both the primary and secondary sources as explained below.

#### **3.5.1 Primary Source**

The data collected from this source include responses to questionnaire carefully constructed by the researcher with supervisor's approval. To get information required for this work, questionnaire was distributed to employees of Nigerian Bottling Company Plc. The respondents were required to answer the questions administered which went a long way to provide lots of desired information that were tabulated, analyzed and interpreted in chapter four.

#### **3.5.2 Secondary Source**

The sources of secondary data are internal and external in nature. The internal source is within the firms while the external sources include various handbooks, textbooks, and so on.

### **3.6 Validity and Reliability of the Instruments**

In order to determine the validity of the instruments that were used for this study, a copy of the drafted questionnaire was presented to the supervisor to vet and approve after necessary recommendations/corrections. The comments and suggestions of the supervisor were then incorporated into the final draft of the questionnaire after the supervisor declared the instruments valid for the study.

To ascertain the reliability level of the instruments, the final draft of the questionnaire was subjected to pilot survey using study scope. Ten (10) respondents were used to test the reliability of the instruments adopted for this study.

### **3.7 Method of Data Collection**

This study was based majorly on primary source of data collection. The data was obtained through a well structured questionnaire constructed by the study. The glaring advantage of questionnaire made it to be adopted for this work so as to stand clear of any bias. Also, the problems of respondents feeling shy to divulge certain useful information are minimized. The instrument that was used for this study is the questionnaire. The questions are divided in to two sections A and B.

**Section A** focused on demographic data of respondents, while

**Section B** focused on terms relating to the variables under study. A five point Likert scale was used as follows: Strongly Agree (SA), Agree (A), Indifference (I), Disagree (D), Strongly Disagree (SD).

### **3.8 Method of Data Analysis**

Both qualitative and quantitative methods of analyses were adopted. Qualitative method of data analysis involves the description of the data collected, while quantitative method of analysis is when calculations such as ratios, proportions and percentages are used. The study adopted Ordinary Least Square (OLS) method of regression to analyze the research hypotheses with the aid of statistical package for social sciences (SPSS.....Version20).

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Preamble

This chapter covers the presentation and analysis of data collected from the Nigerian bottling company Plc, Ikeja, Nigeria. Though, 335 copies of questionnaires were administered to respondents, out of which 313 copies were completed and returned, representing a response rate of 93.5%. The hypotheses were tested at 5% level of significance.

#### 4.1 Presentation and Interpretation of Responses

**Table 4.1: Response Rate**

Companies	No. of Questionnaire Administered	No. of Questionnaire Returned	Percentage of Questionnaire Returned
NBC Plc	335	313	93.8 %
<b>Total</b>	<b>335</b>	<b>313</b>	<b>93.5 %</b>

**Source:** Field Survey, 2025

The above table shows that 335 copies of questionnaires were administered out of which 313 representing 93.5% were completed and returned by the respondents.

#### 4.2 Demographic Distribution of Respondents

**Table 4.2: Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid: Male	232	74.1	74.1	74.1
Female	81	25.9	25.9	100.0
<b>Total</b>	<b>313</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Survey, 2025

Table 4.2 shows that out of the 313 respondents, 232 (74.1%) were male, while 81 (25.9%) were female. Meaning majority of the sampled respondents were diligent individuals (male) that will be willing at all times to implement needed change in their respective organizations.

**Table 4.3: Age**

	Frequency	Percent	Valid percent	Cumulative percent
Valid: 26-40 years	180	57.5	57.5	57.5
41-55 years	63	20.1	20.1	77.6
56 and above	70	22.4	22.4	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

Table 4.3 above reveals that 180 of the respondents representing (57.5%) were within the ages of 26-40 years, 63 (20.1%) were within the ages of 41-55 years while the remaining 70 (22.4%) of them were within the age brackets of 56 years and above. This implies that 22.4% of the respondents were vibrant and dynamic youths who are of high wealth of work experiences that is enough to give reliable responses regarding organizational change.

**Table 4.4: Educational Background**

	Frequency	Percent	Valid percent	Cumulative percent
Valid: MBA	54	17.5	17.3	17.3
B.Sc/HND	214	68.4	68.4	85.6
ND/NCE	45	14.4	20.1	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

Table 4.4 reveals the educational background of respondents, where 54 (17.5%) of them hold Masters in Business Administration (MBA), 214 (68.4%) hold either of Bachelor of Science degree (B.Sc) or Higher National Diploma (HND) while the remaining 45 (14.4%) hold either of National Diploma (ND) or Nigerian Certificate in Education (NCE). This implies that 85.6% of the sampled respondents were graduates with requisite professional qualifications who have, overtime, been exposed to divergent issues having to do with organizational change.

**Table 4.5: Designation Status**

	Frequency	Percent	Valid percent	Cumulative percent
Valid: Top level manager	5	1.6	1.6	1.6
Middle level manager	159	50.8	50.8	52.4
Lower level manager	144	46.0	46.0	98.4
Casual worker	5	1.6	1.6	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

The table above indicates that 5 of the respondents representing 1.6% were top level managers, 159 (50.8%) were middle level managers, 144 (46.0%) of them were lower level managers while the remaining 5 (1.6%) were casual workers at different levels. This indicates that 52.4% of the respondents were in both top level and middle level cadres which go a long way to help the study in gathering firsthand information.

**Table 4.6: Employment Status**

	Frequency	Percent	Valid percent	Cumulative percent

Valid: Regular employment	293	93.6	93.6	93.6
Contract employment	20	6.4	6.4	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

The table reveals that 293 of the respondents representing 93.6% were on regular employment, while the remaining 20 (6.4%) were on contract employment. This shows that overwhelming majority of the sampled respondents were employees on permanent employment who have been around long enough to give genuine information regarding change management.

### 4.3 Analysis of Questions

**Table 4.7:** Leadership problems exist in your company and they affect employees performance.

	Frequency	Percent	Valid percent	Cumulative percent
Valid: SA	9	2.88	2.88	2.88
A	52	16.61	16.61	19.49
U	51	16.3	16.3	35.79
D	201	64.21	64.21	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

Table 4,7 above shows that 61respondents representing 19.5% held that leadership problems exist in their firms and consequently affect employees performance, 51 respondents representing 16.3% were undecided, while 201 of them (64.21%) disagreed with the assertion. This implies that sampled employees of the organization studied were negative about the effect of leadership problems on employees performance.

**Table 4.8:** Your organization plans ahead of change to avoid problems

	Frequency	Percent	Valid percent	Cumulative percent
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Valid: SA	120	38.3	38.3	38.3
A	188	60.1	60.1	98.4
U	5	1.6	1.6	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

From table 4.8 above, it is seen that 308 respondents representing 98.4% stood that their firm is ever proactive to change process to enable them surmount any unforeseen events of the future while 5 (1.6%) were undecided. This implies that sampled employees of the organization studied were positive about the fact that their organization is proactive regarding management of change.

**Table 4.9:** The form of leadership that exists in your organization is considered friendly to all-time change process

	Frequency	Percent	Valid percent	Cumulative percent
Valid: SA	154	49.2	49.2	49.2
A	116	37.1	37.1	86.3
U	21	6.7	6.7	93.0
D	22	7.0	7.0	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

Table 4.9 above shows that 270 respondents representing 86.3% asserted that the form of leadership that exists in their organization is considered friendly tot all time change process, 21 were undecided, while 22 (7.0%) stood down which implies that 86.3% of the respondents agreed to the fact that the form of leadership that exists in their organization is considered friendly to all time change process.

**Table 4.10:** Organization structure in your firm helps to manage the process of change effectively

	Frequency	Percent	Valid percent	Cumulative percent
Valid: SA	94	30.0	30.0	30.0
A	208	66.5	66.5	96.5
U	5	1.6	1.6	98.1
D	6	1.9	1.9	100.0
Total	313	100.0	100.0	

**Source:** Field Survey, 2025

Table 4.10 above indicates that 302 respondents representing 96.5% assert that the form of organization structure that are in place in their organizations afforded the opportunity to manage change process effectively, 5 (1.6%) were undecided, while 6 (1.9%) disagreed with the assertion. This, in turn, shows that majority of the sampled employees of the firms studied agreed that the structure in place effectively enables them to manage change process.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The study becomes necessary because many organizations today are striving to gain competitive edge and there is no way this can be achieved without increasing employee satisfaction, employee commitment and productivity through appropriate change programs. The study results will help the management to identify the challenges of organizational change on employees performance, hence determine the areas where improvements could be sought. It will also help them in planning for the development and implementation of effective and efficient change needs that will lead to increased employee satisfaction and at large, the overall organizational performance.

The study adopted descriptive research design using primary data collected basically through structured/closed ended questionnaire of 5-point Likert scale format administered to employees of both Nigerian bottling company Plc Ikeja, Lagos. The population of the study is made up of entire 1526 employees of the organization studied as at February, 2022. But using Krejcie and Morgan (1970) formular, the sample size of 335 was drawn from the population of which 22 copies were not returned.

#### **5.2 Conclusion**

Organization studied have benefited from change through employing friendly leadership styles, workable structure and modern technology. Also, every organizational change, whether large or small, requires one or more change agents. A change agent is one who has the skills and authority to guide and facilitate the change efforts.

The findings of the study revealed positive and significant impact of organizational change on employees performance of business organizations in Nigeria. This implies that effective change in terms of leadership change, change in organizational structure and change in technology positively improves employees performance in terms of employee

satisfaction, employee commitment and productivity. Thus, from the research objectives stated in chapter one, the study concludes that change has a significant effect on influencing the performance of business organizations in Nigeria. That is, from the result of the analysis above, leadership change was found to positively affect employee satisfaction, also change in organizational structure has positive effect on employee commitment, while change in technology, from the result of the analysis above revealed a positive correlation with productivity.

Furthermore, it was shown from the regression analyses results that change in leadership was found to be the second influential variable (.760<sup>a</sup>) in ensuring effective employees performance measured by employee satisfaction while change in organizational structure has the greatest influence (.845<sup>a</sup>) and of course, change in technology has least influence (.647<sup>a</sup>).

### **5.3 Recommendations**

In the light of the above findings and conclusion drawn, the study recommends that:

Change implementation in organizations should be systematic and be initiated from the top management down the line in a clear and consistent manner, and efforts should be made to avoid some forms of ambiguity through communication clarity and consistency.

The communication of change is critical and must be made available to all actors at work to provide needed information to avoid undue surprises that sometimes ignites resistance to change, better and all-embracing communication techniques is recommended.

The negative side of every change option should be discussed to better prepare the workforce who are directly affected by the change for adaptation. Also, involving the employees and getting them engaged in the discussion about needed change is crucial.

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**APPENDIX**  
**QUESTIONNAIRE TO RESPONDENTS**

Department of Business Administration and Management,  
Institute of Finance and Management Studies,  
Kwara State Polytechnic,  
P. M. B., 1375,  
Ilorin.  
13<sup>th</sup> May, 2025.

Dear Respondents,

**Letter of Introduction**

The researcher is a student of the above named institution, conducting a research on the Effects of organizational change on employees performance.

The information required here is strictly for this study and not otherwise which shall be treated as confidential.

I seek your optimum cooperation.

Thank you.

.....  
**Name**  
**Researcher**

**Instruction:** Kindly tick ( ) as appropriate.

- SECTION B: Questions relating to Organizational Change and Employees Performance.**

**Instruction:** For each of the following statements, please, indicate whether you Strongly Agree (SA), Agree (A), Undecided (UN), Disagree D, or Strongly Disagree (SD) as provided in the table below.

S/N	CHANGE IN LEADERSHIP	SA	A	UN	SD	D
7.	Leadership problems exist in your company and they affect organizational performance.					

8.	Your organization plans ahead of change to avoid problems					
9.	The form of leadership that exist in your organization is  considered friendly to all-time change processes					
	<b>CHANGE IN ORGANIZATIONAL STRUCTURE</b>					
10.	Organization structure in your firm helps to manage the process of change					
11.	There are clear lines of authority and responsibility in your Organization					
12.	Change in organizational structure is flexible enough to respond quickly to changes, challenges and uncertainties					
	<b>CHANGE IN TECHNOLOGY</b>					
13.	Introduction of new technology is accompanied with training courses that will help improve firm's performance					
14.	Available technology help your firm to reduce manual effort and save time					

15.	Your organization faces some challenges in adopting new technology					
	<b>EMPLOYEE SATISFACTION</b>					
16.	Would you recommend this company as a good place to work considering its form of leadership?					
17.	Are you aware of the advancement opportunities that exist in the company for you?					
18.	My supervisor evaluates my performance on a regular basis and I have been rising through the ranks all along					
	<b>EMPLOYEE COMMITMENT</b>					
19.	Will you be willing to put in a great deal of extra efforts to ensure your organization is successful in its change drive?					
20.	I feel greatly motivated because the structure in the firm accommodate change processes with lots of ease					
21.	My contribution to all-time change process is unrivalled and I get full credit for it always					
	<b>PRODUCTIVITY</b>					
22.	Your productivity has increased as a result of the change introduced in your firm.					

23.	You can execute more duties and responsibilities with little amount of resources					
24.	Employees have all the professional skills and know-how to complete their work efficiently and effectively					