

## Effects of Change Management on Firm Performance: A Case Study of Mira Purification LTD Abuja

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**ABSTRACT:** *This study examined the effect between change management process and performance in mira purification ltd Abuja of the beverage sector. The data used in this study were collected from mainly primary source. The main research instrument was structured questionnaire and the research questions were asked to guide the respondents in order to elicit information on the subject matter. The study had a population of 110 made up of owners, employees of private firms, technical engineers, unions and association and journalists. Simple random sampling was used to administer copies of questionnaire on the respondents. The study adopted the use of descriptive statistics to analyze the demographic characteristics of the respondents while inferential statistics of simple linear regression was used to test the hypotheses in line with the objective of the study. The study found out that there is a significant and positive relationship between change management process (CMP) and Performance (PF) in mira purification ltd aspect of the beverage sector. It was recommended that based on the study examined, the management of mira purification ltd should build a solid scope and concept of the change, analyze the current and future state of the change and develop a possible and desired result that will enhance the performance of the organization in terms of project outcome. The study will advise the management to critically look at the planning of change as a clear step towards analysis, measurement and possible avoidance of resistance that is likely to occur in the course of a change to make implementation and deployment efficient for the organization. The study concludes that the activities of identification of change can influence the project outcome of the organizations performance in the beverage sector as there is a direct and positive significance and that is potent tool for managing change as it relates to performance. It will be important to say that company should invest in expert and role models to manage change management process so that improvement, participation, effectiveness, adherence and speedy execution of change can be achieved in the beverage sector.*

**KEYWORDS:** change management process, performance, identification, planning, evaluation and communication

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## INTRODUCTION

Change management is a systematic approach when we look at the dealing with the transition or transformation of an organization's goals, processes, practices, design or technologies. The main objectives of change management are to implement methods for bringing about change, managing change, and helping people adapt to change. An organized process for seeking a change as well as systems for answering inquiries and following them up are examples of such tactics. The modern phenomenon is change management. Because of the newest technological advancements, shifting production methods, shifting consumer behavior, shifting economic conditions, and shifting business world activities, the majority of firms are currently changing their operations as well as their organizational culture.

In Nigeria, change is as well inevitable. Most African countries have undergone series of changes. Organizations in Africa have gone through tremendous changes due to growth and expansion of the environmental factors. In order to compete globally, organization have embraced change management factors such as culture, technology, leadership, market changes, economic, political and structure which affects both employee and organizational performance. Although there have been numerous and substantial attempts to implement change management, the promises made in its name have not being fulfilled. Environmentally driven forces like technology, rivals, and regulators, among others, are continuously pressuring public and private organizations to alter their current structures, policies, and practices. The use of policies is a significant component of transformation. Therefore, implementation is a major concern in the management of change. Today organizations are plagued by a pervasive failure to complete tasks and implement important ideas and choices. Osisoma (2004) argues that change is the single most important element of successful business management today and as such, it is a fact of life that organization managers should anticipate change in order to remain competitive in increasingly aggressive markets and adopt a positive attitude to it since this is inevitable in the history of any organization.

Organizations to survive, perform, succeed and remain competitive in today's highly volatile, competitive and continuously evolving business environment, organization must be able to successfully manage the change effectively and efficiently which is as a matter of fact a necessity. Even though there has not been consensus as to the framework for organizational change management, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hailey 2004). Implementing the change process in any organization is a crucial foundation for enhancing employee confidence in the activities of an institution, and employees play a critical role in this process, McEvily and Zaher (2009) and Burnes (2004). The majority of firms in Nigeria disregard their employees during the planning, execution, and evaluation of the change process, which has a detrimental impact on the agenda's implementation. Burke (2002) asserts that organizations undergoing transformations must have teams that champion the change process. This calls for a commitment to the change process from

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all staff members inside the institutions seeking change, notably the top management. Except when we concentrate on altering our mindset, change is challenging. Implementing new procedures is simpler than you might think if you approach change strategically. Whether it's a tiny organizational reform or a corporate merger, change impacts everyone. With organizational change management, you'll enable a smooth transition into a new era of business. Change is an essential part of growth and evolution. The purpose of this study is to determine how the change management approach has affected Mira Purification Limited's performance in Abuja.

### **Research Motivation**

Therefore, achieving a condition of changelessness and avoiding change are not the challenges that Nigerian businesses must overcome. It is to manage change, which entails seeking change, initiating it, continually seeking for new things to add and old things to get rid of, and doing all of this with the fewest potential negative repercussions. Due to the unprecedented amounts of change that Nigerian businesses are currently experiencing, skillfully managing change and mitigating its repercussions should be a fundamental organizational competency.

Change process involves those who will be affected by the anticipated change which if not handle properly will result to resistance or resentment among the employees and affect performance. The critical challenges of change management are conflict that can be caused by fear, uncertainty, provocation, frustration and difficulties; planning that can be caused by poor systematic procedure, non-delegation of duties and no organized timeline on the change; setbacks caused by encouragement of delay tactics, non-identification of bottlenecks, poor mental attitude and lack of trust; lack of communication caused by failure in communication, non-passage of clear information, speculation and rumors and misunderstanding; resistance caused by psychological resentment, behavioural barriers and unavailability of training; failed embrace caused by non-commitment to plans, poor leadership by example.

However, the fundamental issues as the study is concerns are poor identification caused by the inability to identify with the objectives; not able to distinguish the stakeholders in the course of the change; poor presentation caused by the poor handling of the process and procedures of the change, misguided information, poor handling of the risk analysis and cost of the change; inefficiency in planning caused by no change management team or substantial coalition, non-logistical and cultural preparation; no clear vision or steps and non-consideration of resistance; poor evaluation caused by inability to access data or information, no evaluation of funding and action plan as well as no KPI(key performance indicator) reporting; and poor communication caused by lack of training and communication which can be used in measuring the initiative.

## Research Questions

Based on the above problems earlier identified this study provides answers to the following research questions:

- i. To what extent have poor identification of change influence the performance of Mira purification Ltd Abuja?
- ii. To what degree have poor presentation of change impact on the performance of Mira purification Ltd Abuja?
- iii. In what ways have poor planning of change affect the performance of Mira purification Ltd Abuja?
- iv. To what extent have poor evaluation of change influence the performance of Mira purification Ltd Abuja?
- v. How effective have poor communication impact the performance of Mira purification Ltd Abuja?

## LITERATURE REVIEW

### Conceptual Issues

**Concept of Change Management:** The term "change management" is often used to describe the procedure for implementing automated system changes, documenting best practices, or upgrading existing systems. The organizational process and people's interactions are related to change management. Bond, C. (2008). Using a methodical approach and the application of knowledge, change management is the recognized procedure for organizational change. The term "change management" refers to the process of "developing and implementing organizational strategies, structures, procedures, and technology to deal with change resulting from both internal and external factors." Any strategy for leading, managing, and getting people to adopt brand-new procedures, technologies, systems, structures, and values must include change management. It is the series of activities that enables people to switch from their current working style to the one they prefer. Change management is defined as "the ongoing effort of aligning an organization with its marketplace—and doing so more quickly and efficiently than rivals." John Child (2005).

**Concept of Identification:** Organizational identification is the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization. (Dutton, Dukerich, and Harquail, 1994). Therefore, the link between an individual and an organization is organizational identification. Even while organizational identification is a variable at the individual level since it assesses how individuals internalize organizational qualities, group members typically share similar characteristics. Thus, different organizations are associated with shared attributes (i.e. identities). Haslam, Postmes and Ellemers (2003) illustrate this by comparing Benetton and the British Army as examples that have clear and distinct identities that are shared among Benetton employees and members of the British Army, respectively.

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**Concept of Presentation:** To effectively communicate a message or opinion, it is important to present the material in a clear and effective manner. These days, presenting skills are necessary in practically every industry. Presentation and public speaking abilities are very helpful in a variety of work and life situations, including sales, training, teaching, and lecturing that boosts confidence. Oral, PowerPoint, multimedia, brief impromptu, and long-planned are the different presentation formats. It explains the business's guidelines and raises the likelihood that the product or concept will be purchased. Z N Patil (2005). Effective presenters are aware of how to organize their talks, what to say, and how to say it in a way that will resonate with their audience. Even spontaneous presentations are more effective if the presenter is aware of the steps involved in giving a presentation. A presentation is a form of communication that can be used in a variety of speaking contexts, including group discussions and team briefings. Information can be presented in a variety of ways, including by planning a presentation, planning the content, writing a presentation, choosing a method, using visual aids, managing the event, handling nerves, and answering questions. Presentation techniques and personal presentation are two categories within the formal presentation, where the former is verbal and the later is nonverbal communication. Neuman Y. and Z. Bekerman (2005).

**Concept of Planning:** Various scientists debate the role of planning in strategic management within firms. Planning is referred to as one of an organization's management functions and is actually its primary role. This scientific viewpoint might be categorized as Western. However, there are some slight differences in how planning is understood. By conducting study, A. O. Oparanma, D. I. Hamilton, and S. A. Jaja came to the conclusion that the only approach to control the challenging and competitive corporate climate is to apply planning as a strategy. A. O., D. I. Hamilton, Jaja S. A., and (2009). One of the twelve steps for creating the future is planning. Forecasting, flooding, projecting, planning, creating scenarios, implementing projects, author supervision, expertise, monitoring, organization, and management are future creation actions. Confusion may arise when considering floodlighting, projecting, programming, and planning. Kvedaravicius.J (2009) Thus, it may be argued that using only pure thought alone would enable managers to distinguish between these behaviors and identify various relevant outcomes of reflection. (The author of the article has in mind managers' interest in and grasp of new management information as well as their great desire to implement it in the administration of companies when she writes about pure thinking).

**Concept of Evaluation:** The definition problem in evaluation has been around for decades, as early as Carter (1971), and multiple definitions of evaluation have been offered throughout the years (see Table 1 for some examples). One notable definition is that provided by Scriven (1991) and later adopted by the American Evaluation Association (2014): "Evaluation is the systematic process to determine merit, worth, value, or significance." This definition is generally supported by most of the field Picciotto, (2011) and is "probably the nearest we have to a consensus about the matter, in no small part because nearly all evaluation theorists give at least lip service to the notion that evaluation is about merit and worth." Shadish, (1998). However, "evaluation is

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Publication of the European Centre for Research Training and Development-UK methodologically eclectic, pluralistic, and mixed” (Patton, 2008). Subsequently, not all evaluators define evaluation the same way.

**Concept of Communication:** Communication is the vehicle that allows managers to fulfil each management function. To plan successfully, managers must be able of effectively communicate their vision to the rest of the organization (RadovicMarkovic ,M. and Omolaja M ,2009). Managers must permit and promote open communication both up and down the hierarchy, as well as across departments and coworkers, in order to properly coordinate. Managers can share goals with shareholders both inside and outside of the company through communication. It enables managers to incite behavioral changes in both workers and vendors. It enables managers to engender loyalty among both consumers and workers. It enables managers to persuade workers and unions to give up ineffective methods. Managers can use it to convince leaders to approve funding, appease irate clients, and win over potential new clients. As a result, managers need to communicate well in order to be effective.

**Concept of Performance:** Conceptual ambiguities plague the idea of organizational performance. The word "performance" are frequently used indiscriminately to refer to anything from effectiveness to progress. Organizational performance is related to defining and achieving specific goals (Enos, 2007). Enos (2007) defines organization performance as an indicator and progressive achievement of tangible, specific, measurable, worthwhile and personally meaningful goals. McCloy, Campbell and Cudeck, (1994), the term performance has to do with those behaviour or actions which are regarded relevant to those goals of the said organisation in question. They contend further that a performance itself might be considered an action rather than an outcome, consequence, or effect of actions or behaviors. The fundamental success factors are the list of problems or aspects of organizational performance that indicate the vitality of the organization, its state and success (Parmenter, 2010). Measuring organizational performance reports on the longterm process of continuous monitoring and reporting on achievements, especially of the pre-defined aims. The measures of organizational performance can be related to the type or level of process and direct output results (Franceschini, Galetto and Maisano, 2007). Buble (2006) notes that taking into consideration the effects of performance represents the beginning of the business process transformation. One of the goals of streamlining corporate operations is to assess the financial benefits that the changes will provide, which cannot be done without monitoring performance. Business cannot be managed if performance is not measured. To measure performance means to know and to be able to make a decision in certain circumstances (Jeston and Nelis, 2008). When measuring organizational performance, indicators are chosen by the management for the purpose of reporting and performance improvements (Parmenter, 2010). Those performance measures, oriented to aspects of organizational performance that are most critical to current and future success of the organization, are classified as key performance indicators (KPIs).

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## **Theoretical Framework**

This work is anchored on the theory of organizational change.

**Theory of Organizational Change:** The theory of organizational change often falls under the term “organization development” (Lanning, 2001). Organization development is a conceptual, organization-wide effort to increase an organizations effectiveness and viability (Burnes, 2004). Bennis and Tichy (2009) refer to organization development as a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of an organization so that it can better adapt to new technologies, markets, challenges, and the dizzying rate of change itself. It evolved into an integrated framework of theories and practices capable of solving or helping to solve most of the important problems confronting the human side of organizations (Burnes, 2004). Organization development is about people and organisations and people in organisations and how they function (Lewin, 1958). Burnes (2004) adds that it is also about planned change; that is, getting individuals, teams and organisations to function better. Organization development has its origins in scientific management, and was made popular by Lewin (1946).

## **Empirical Review**

Olajide (2014) research on change management and its effects on organizational performance of the Nigerian telecoms industry using empirical data from Airtel Nigeria. A random selection of 300 Airtel employees was made from a total of 1000 employees. Three hypotheses served as the study's guiding principles, and the data that had been acquired were evaluated using a one-way analysis of variance. The results demonstrated that changes in consumer tastes and developments in technology had a major impact on both performance and customer loyalty. The result shows how management improvements brought about by good leadership have a significant impact on employees' productivity. Ndahiro, Shukla and Oduor (2015) explored how change management affected the performance of Rwanda's government institutions. The study used a survey research design using RRA personnel as its target group. Data was gathered through surveys and interviews, and it was examined using SPSS and Microsoft Excel. The investigation came to the conclusion that all the adjustments made to RRA over the past four years were carefully thought out and put into practice based on the information gathered. The majority of the institution's personnel have accepted the modifications made to the business as a whole, which has improved organizational performance.

Nyasha (2011) studied the effects of organizational reform at the Department of Infrastructure Development for the Province of Gauteng. The study concentrated on the tactics that ought to have been employed to lessen change resistance and lessen the detrimental effects that change had on the workforce. A wide view of employees throughout the firm was taken in the study, which also concentrated on employee satisfaction and the effect of change on psychological contracts. This study used a descriptive survey design. The gathered data was organized and coded. The method

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of statistical analysis employed falls under the purview of descriptive statistics. To illustrate the distribution of replies within each category, these include pie charts, graphs, and tables. The last step involved comparing these various categories using percentages and statistics. The results of the survey on change management and employee involvement showed that while there was little employee involvement in all phases of the change procedures, the change vision was not communicated. Selvadurai (2013) examined public sector change management. The study investigated how public sector workers saw the techniques needed to bring about the desired changes in public sector organizations. The Kotter eight-step model was compared to the perspectives of public sector workers using a qualitative research design that involved in-depth interviews with six members of the Canadian public service. According to the study, three of Kotter's eight phases corresponded with what the public sector employees who were surveyed believed. Creating a vision, developing a strong steering coalition, and conveying the vision were these three processes.

Westenholz (2013) despite the many problems and hurdles experienced by Nigerian firms, it is stated that reform is still necessary. Organizations can only do this if they want to consistently adapt to new trends, respond to competitors, and satisfy customer needs. Therefore, avoiding change and achieving a state of changelessness is not the difficulty that Nigerian businesses must overcome. It is to manage change, which means to seek change, initiate it, continually look for something new to add and something old to delete, and to do all of these things with the fewest possible negative repercussions. Due to the unprecedented amounts of change that Nigerian businesses are currently experiencing, skillfully managing change and mitigating its repercussions should be a fundamental organizational competency. Udeh and Igwe (2013) Despite the fact that change can be frightening and confusing, there are a number of ways in which it can improve organizational performance. if managed correctly. Understanding the benefits of change makes it easier to assess how well the organization is doing at implementing change management policies. When adopting policy changes to the organization's management, its production processes, or its personnel policies, the organization may use change management. The methodical way that changes are implemented in the company aims to help the staff adjust to the disruption that changes may bring about. Although the system makes an effort to minimize the negative consequences, management and employees may struggle with the transition.

## **METHODOLOGY**

The study utilizes a descriptive research design due to its cost-effectiveness and speed, enabling the distribution of surveys to a large and random population to make informed decisions. The research was conducted at Mira Purification Ltd, Abuja, a food and beverage manufacturing company that produces pineapple and strawberry drinks, among others, and began operations in August 2004. The population of the study includes directors, customers, suppliers, employees, and management, with a total of 110 respondents. Since the population is less than 250, the entire population was included without the need for a sample size, and simple random sampling was used



Publication of the European Centre for Research Training and Development-UK to select the participants. The study focuses on primary data, collected through closed-ended questionnaires, which is a form of primary data collection method involving interviews, observations, and surveys (Patel and Davidson, 1994).

The main focus of this research involved gathering primary data, which was primarily collected through the use of questionnaires. The decision to use closed-ended questionnaires was based on the fact that most of the data to be collected were of a primary nature. The collected data was then subjected to descriptive statistics and simple linear regression analyses in order to describe the demographic information of the respondents and to evaluate the impact of change management processes on the performance of Mira Purification Ltd Abuja.

## RESULTS

### Response Rate

The 110 questionnaires were distributed to the respondents out of which 94 were returned which are used for the analysis in the study. This represent overall 85.45% response rate.

Table 4.1: Response Rate

Respondents	Number of Questionnaires Administered	Number of Questionnaires Retrieved	No. Not Retrieved	Valid Percent	Cumulative Percent
Director	5	2	3	4.55	4.55
Customer	4	3	1	3.64	3.64
Suppliers	8	7	1	7.27	7.27
Employees	69	61	8	62.72	62.72
Management Team	24	21	3	21.82	21.82
Total	110	94	16	100	100

Source: Field Survey (2021)

Table 4.1 shows that out of the one hundred and ten (110) total numbers of questionnaires that were administered for the study, ninety-four (94) constituting 85.45% response rate were collected. Out of these, (2) of them representing 4.55% were directors; while (3) representing 3.64% response rate were customers; the (7) representing 7.27% response rate were suppliers; while the largest number of respondents (61) representing 62.72% were employees; while (21) representing 21.82% response rate were management team.

### Demographic Characteristics of Respondents

Since the characteristics of the respondent's influences results, we therefore present the demographic data of the respondents in table 4.2. As seen on the table information on four different characteristics of respondents that are relevant to the study, were collected and interpreted.

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Information on respondent's educational qualification, working experiences, nature of work and designation were collected for use in the analysis.

Table 4.2: Respondents Characteristics

		Frequency	Percentage
Union & Association	Union	53	63.53
	Association	41	36.47
	Total	94	100
Educational Qualification	Postgraduate	15	25.88
	Degree	29	45.88
	Diploma	26	17.65
	Others	24	10.59
	Total	94	100
Working Experience	Below 5 years	59	23.53
	Btw 5 to 10 years	27	44.71
	Above 10 years	8	31.76
	Total	94	100
Nature of Appointment	Tenure	16	30.59
	Part time	44	40.00
	Contract	34	29.41
	Total	94	100
Designation	Senior Management	11	32.94
	Middle Level	22	48.24
	Low Level	61	18.82
	Total	94	100

Source: Field Survey, (2021)

#### *Descriptive Statistics on the Components Change Management Process and their Influence on Performance*

Table 4.3 shows a descriptive statistic on the various research questions concerning the components change management process (CMP) and their influence on performance (PF) in mira purification ltd. Each of these was reduced to specific questions as it relates to the research variables.

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Table 4.3 Descriptive Statistics on the Components Change Management Process on the Performance of Mira Purification Ltd Abuja.

	N	Min	Max	Mean	Std. Dev
Poor Identification of Change					
Organizational identification can serve as a predictor to change from individual and organization	94	1.00	5.00	3.5106	1.02385
Organizational identification measure the internalization of individually perceived organizational attributes.	94	1.00	5.00	3.5106	1.09490
Poor Presentation of Change					
Proper presentation can improve morale and stress	94	1.00	5.00	3.4894	1.08504
Inadequate presentation can lead to miscommunication	94	1.00	5.00	3.5106	1.06503
Improper presentation has the capacity to cause misunderstanding and affect performance	94	1.00	5.00	3.6383	1.05597
Poor Planning of Change					
Need for Change with specific goals and objectives	94	1.00	5.00	3.3830	1.12743
Proper planning of a change champion or team					
Improper planning does not lead to developing a plan of action.	94	1.00	5.00	3.6702	1.03059
Poor Evaluation of Change					
Non evaluation of change may not lead to the realization of benefit	94	1.00	5.00	3.5000	1.02391
Evaluation of change can lead to return on investment with purpose	94	1.00	5.00	3.4255	1.18675
Poor Communication of Change					
Lack of training tests and effectiveness measures	94	1.00	5.00	3.7128	1.17887
Inconsistency in the training participation and attendance numbers	94	1.00	5.00	3.5957	.95399
Inefficiency and ineffectiveness in communication	94	1.00	5.00	3.7447	1.04661
Key Performance Indicators					
Create an outcome for the project with specific target	94	1.00	5.00	3.4894	1.30956
The improvement of the performance of change are necessary	94	1.00	5.00	3.3511	1.09454
Adherence to timeline and plan for effective progress	94	1.00	5.00	3.4362	1.22306
Benefit realization, and return on investment can be successful	94	1.00	5.00	2.8191	1.38318
Effectiveness and participation on training build communication	94	1.00	5.00	3.5745	1.01058
Valid N (listwise)	94				

Source: Generated using SPSS Output Version 20.0

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From the table, the minimum and maximum value for the level of agreement on each of the question is 1 to 6 respectively and the mean and standard deviation for each of the questions are on average 3.49 and 1.11 respectively. These results show that on the overall basis, there was agreement on all the research questions and as such, there is a significant relationship between change management process (CMP) on performance (PF) in the beverage sector.

### Test of Hypotheses

The twin inferential statistics of multiple ordinary least square (OLS) regression and correlation was deployed on the data collected for the purposes of above. The variables used in the analysis include the five (5) predictors (independent variables) of the components change management process (CMP), namely: Identification (ID), Presentation (PT), Planning (PN), Evaluation (ET) and Communication (CN). All these predictors were regress on key performance indicators (KPI), the dependent variable.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 <sup>a</sup>	.450	.419	.88318

a. Predictors: (Constant), ID, PT, PN, ET, CN

b. Dependent Variable: KPI

Source: Generated using SPSS Output Version 20.0

Table 4.5: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.211	5	11.242	14.413	.000 <sup>b</sup>
	Residual	68.640	88	.780		
	Total	124.851	93			

a. Dependent Variable: KPI

b. Predictors: (Constant), ID, PT, PN, ET, CN

Table 4.5 summarize the ANOVA results of the overall multiple regression model, Given the results of the F-test (124.85) and its probability value (P-value=0.002), it means that the regression equation is of 'good fit' in other words, it is statistically significant at 5% level of significance. This further reinforces our decision to reject the null hypotheses one and accept its alternative one. In other words, the ANOVA results show that the linear combinations of the five variables if change management processes are significantly related to the key performance indicators at 5 % level of significance.

Table 4.6: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.795	.489		-1.627	.107
	Evaluation	.244	.106	.215	2.290	.024
	Identification	.215	.107	.196	1.997	.049
	Planning	.283	.100	.252	2.819	.006
	Communication	.248	.078	.258	3.181	.002
	Presentation	.151	.089	.143	1.701	.093

a. Dependent Variable: KPI

Source: Generated using SPSS Output Version 20.0

From table 4.6, hypotheses one to five would be scientifically interpreted via values of the predictors in line with the objectives of the study; we therefore present the test of hypotheses as follows:

*H<sub>01</sub>: Poor Identification of change has no significant influence on Project Outcome in the Beverage Sector.*

The study indicates a positive correlation between the identification of change in the beverage industry and business performance in the Nigerian power industry. The beta coefficient of 0.215 is statistically significant at a 5% level with a p-value of 0.000. Holding other factors constant, a unit change in identification leads to a 21.5% increase in business performance. Therefore, the null hypothesis is rejected, and the alternative hypothesis is adopted. This finding aligns with Udeh and Igwe's (2013) assertion that change can enhance organizational performance when implemented correctly. Recognizing the advantages of change aids in evaluating the success of change management policies.

*H<sub>02</sub>: Poor presentation of change has no significant impact on performance improvement in the beverage Sector.*

The beta coefficient of the Level of Presentation (.151) indicates a slight positive relationship between presentation and performance improvement (PI) in the beverage sector, but it is not statistically significant at a 5% level with a p-value of 0.000. Holding other factors constant, a unit change in presentation (PT) leads to a 15.1% average change (increase) in performance improvement (PI) in the beverage industry. Therefore, the null hypothesis is accepted, and the alternative hypothesis, which suggests that presentation has a minimal effect on performance improvement in the beverage industry, is rejected. This aligns with Nyasha's (2011) research on the effects of organizational reform on the Department of Infrastructure Development for the province of Gauteng. Nyasha's study examined ways to reduce resistance to change and the negative effects of change on employees, as well as the impact of change on employee satisfaction and psychological contracts across the organization.

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*H<sub>03</sub>: Poor Planning of change has no significant affect on implementation and deployment in the beverage Sector.*

The beta coefficient of the Planning of change (0.283) indicates a positive relationship between planning of change (PN) and implementation and deployment (ID) in the beverage sector. This relationship is statistically significant at a 5% level with a p-value of 0.000. Holding other factors constant, a unit change in the planning of change (PN) leads to a 28.3% average change (increase) in implementation and deployment (ID) in the beverage sector. Therefore, the null hypothesis is rejected, and the alternative hypothesis, which suggests that the planning of change has a significant impact on the implementation and deployment in the beverage sector, is accepted. This finding aligns with Nyasha's (2011) research on the impact of organizational change in Gauteng Provincial Department of Infrastructure Development. The study focused on ways to reduce resistance to change and mitigate the negative effects of change on employees.

*H<sub>04</sub>: Poor Evaluation of change has no significant influence on strategy and return on investment in the beverage Sector.*

The evaluation of change (ET) in the beverage industry had a positive and significant association with the industry's strategy and return on investment (SROI), as indicated by the beta coefficient of 0.244 and a p-value of 0.000 at a 5% significance level. This suggests that if other variables are constant, a unit increase in ET would result in an average increase of 24.4% in SROI in the industry. Therefore, the null hypothesis is rejected, and the alternative hypothesis is adopted, indicating that the evaluation of change has a significant impact on the beverage industry's strategy and return on investment. This is consistent with Ndahiro, Shukla, and Oduor's (2015) study, which examined the effectiveness of Rwandan government institutions' change management strategies. The study used a survey research design that involved RRA employees as the target group, and data were collected using surveys and interviews, which were then analyzed using SPSS and Microsoft Excel. The study found that the changes made in RRA over the past four years were well-planned and implemented based on the data gathered.

*H<sub>05</sub>: Poor Communication of change has no significant impact on Training and Support in the beverage Sector.*

The positive and significant relationship between communication of change (CT) and training and support (TS) in the beverage sector is indicated by the beta coefficient of 0.248, which has a p-value of 0.000 at a 5% significance level. This suggests that if other variables remain constant, a unit increase in CT would result in an average increase of 24.8% in TS in the beverage sector. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that communication of change has a significant impact on the training and support in the beverage sector. This finding is consistent with Selvadurai's (2013) study on change management in the public sector, which investigated the necessary techniques for bringing about desired changes in public sector organizations, according to the perspectives of public sector workers. The study found that three of

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Kotter's eight phases were aligned with the surveyed employees' beliefs, namely creating a vision, developing a strong steering coalition, and conveying the vision.

### **Major Findings**

The study aimed to investigate the relationship between the change management process (CMP) and key performance indicators (KPI) in the beverage sector. The findings showed a significant and positive relationship between CMP and KPI. Among the five elements of CMP, all but the presentation of change showed a positive and meaningful relationship with KPI. The communication of change and training and support had the most significant impact, while identification had the least impact. The presentation of change had a level of significance above 50% in terms of its impact on performance improvement in the beverage sector. The planning of change had a significant effect on the implementation and deployment of change in the beverage sector. The evaluation of change was found to influence the strategy and return on investment in the beverage sector. Finally, the analysis showed that communication had a significant effect on project outcome in the beverage sector, with more than 80% of the respondents agreeing with this assertion.

### **CONCLUSION AND RECOMMENDATIONS**

#### **Conclusion**

In conclusion, the study found that the identification of change activities can significantly influence project outcomes and is a potent tool for managing change in the beverage sector. The presentation of change has a direct and positive but insignificant influence on performance improvement in the sector. The planning of change is crucial in the implementation and deployment of change and has a direct and positive significance in managing change in organizations. The evaluation of change has a direct and positive significance on the beverage sector's strategy and return on investment and serves as a tool for benefit realization. Communication also has a direct and positive significance on training and support and can help track the change management process. To improve the change management process in the beverage sector, companies should invest in experts and role models to lead and manage the process, which can lead to improved participation, effectiveness, adherence, and speedy execution of change.

#### **Recommendation**

Based on the above conclusion, we make the following recommendations;

- i. Based on the study examined, the management of mira purification ltd should build a solid scope and concept of the change, analyze the current and future state of the change and develop a possible and desired result that will enhance the performance of the organization in terms of project outcome.
- ii. The management and its team should create a process that has a room for information, risk or impact analysis and the cost of the change to bring about performance improvement for the organization.

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- iii. The study will advise the management to critically analysis the planning of change as a clear step towards analysis, measurement and possible show of resistance that is likely to occur in the course of a change to make implementation and deployment efficient for the organization.
- iv. The hierarchy of the management should evaluate the source of data gathering, funding, action plan and the key performance indicators reporting to relate it to the strategy and return on investment of the organization.
- v. The management should be through this study examine the possibility of identifying, executing, planning and creating a participative management when it comes to communicating and taking decision so as to reduce the misunderstanding and conflict that may arise thereby encouraging and investing in training and support to the progress of the company.

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