CHANGE MANAGEMENT PROCESS AND ORGANIZATIONAL PERFORMANCE OF SELECTED TELECOMMUNICATION FIRMS IN NIGERIA

Orishede Felix ¹
Eseoghene Vincent Efebeh ²
Oghenemega Sharon Itedjere ³
Okwuise Uguru Young ⁴
Ikenga Francis Ayegbunam ⁵
Nwani Onyeabor Chuks ⁶

ABSTRACT

Purpose: The aim of this study was to examine the relationship between change management process and organizational performance of selected telecommunication firms in Nigeria.

Methods: Survey design was used and the sampling object comprised employees of MTN, GLO and Airtel; measures of change management process employed were prepare for change (PC), create a vision for change (CVC) and implement change (IC) (independent variables) on Organizational Performance (ORGP) (dependent variable). Questionnaire was obtained from respondents using five (5) Likert scale. Purposive sampling method was used to select a sample of seventy-five (75) employees out of which seventy-three (73) copies were returned and analyzed via descriptive and inferential statistical tools.

Results and Conclusion: Findings revealed that there is a significant positive relationship between PC and ORGP (0.048<0.05); there is a significant positive relationship between CVC and ORGP (0.000<0.05); and IC has a significant positive relationship with ORGP which is evident with the p-value (0.0038<0.05). The study concludes that change management has significant positive effect on organizational performance of selected telecommunication firms in Nigeria.

Implication of the Research: The implication is that if telecommunication companies seek to enhance performance, they should engage in effective change management processes. Also, for telecommunication companies to perform optimally they should always pay adequate attention to preparation for change, create a vision for change and monitor change implementation for sustainable performance in the telecommunication industry, telecommunication firms should gather evidence from numerous sources when evaluating skill gaps. Before engaging in a deep discussion on a change, the design team must have a clear, exhaustive, and accurate overview of the existing status of the organization.

Originality/Value: This study assessed how effective management process can be used to enhance organizational performance

Keywords: Change Management Process, Organizational Performance, Prepare For Change, Vision For Change, Implement Change.

¹ Delta State University, Department of Business Administration, Abraka, Nigeria. E-mail: orishedef@delsu.edu.ng Orcid: https://orcid.org/0009-0009-1596-50X
² Delta State University, Department of Political Science, Abraka, Nigeria. E-mail: vinefebeh15@gmail.com Orcid: https://orcid.org/0000-0003-2001-5026
³ Delta State University, Department of Business Administration, Abraka, Nigeria. E-mail: sharonitedjere17@gmail.com
⁴ Delta State University, Department of Business Administration, Abraka, Nigeria. E-mail: okwuise.young@gmail.com
⁵ Delta State University, Department of Political Science, Abraka, Nigeria. E-mail: faikenga@delsu.edu.ng Orcid: https://orcid.org/0000-0002-7002-6930
⁶ Dennis Osadebay University, Department of Industrial Relations and Human Resource Management, Anwai, Asaba, Nigeria. E-mail: cijenwani@gmail.com
RESUMO

Objetivo: O objetivo deste estudo foi examinar a relação entre o processo de gerenciamento de mudanças e o desempenho organizacional de empresas de telecomunicações selecionadas na Nigéria.

Métodos: Foi utilizado o desenho da pesquisa e o objeto amostral compreendia funcionários da MTN, GLO e Airtel; as medidas do processo de gerenciamento de alterações empregadas foram preparar para a mudança (PC), criar uma visão para a mudança (CVC) e implementar a mudança (IC) (variáveis independentes) no desempenho organizacional (ORGP) (variável dependente). O questionário foi obtido junto dos inquiridos utilizando cinco (5) escalas Likert. Método de amostragem proposital foi usado para selecionar uma amostra de setenta e cinco (75) funcionários, dos quais setenta e três (73) cópias foram devolvidas e analisadas através de ferramentas estatísticas descritivas e inferenciais.

Resultados e Conclusão: Os achados revelaram que há uma relação positiva significativa entre PC e ORGP (0,048<0,05); há uma relação positiva significativa entre CVC e ORGP (0,000<0,05); e IC tem uma relação positiva significativa com ORGP, o que é evidente com o valor p (0,0038>0,05). O estudo conclui que a gestão de mudanças tem um efeito positivo significativo no desempenho organizacional de empresas de telecomunicações selecionadas na Nigéria.

Implicação da Pesquisa: A implicação é que as empresas de telecomunicações buscam melhorar o desempenho, elas devem se engajar em processos eficazes de gerenciamento de mudanças. Além disso, para que as empresas de telecomunicações tenham um desempenho ideal, devem sempre prestar atenção adequada à preparação para a mudança, criar uma visão para a mudança e monitorar a implementação da mudança visando um desempenho sustentável no setor de telecomunicações, as empresas de telecomunicações devem coletar evidências de várias fontes ao avaliar lacunas de habilidades. Antes de iniciar uma discussão aprofundada sobre uma alteração, a equipe de projeto deve ter uma visão geral clara, exaustiva e precisa do status atual da organização.

Originalidade/valor: Este estudo avaliou como o processo de gerenciamento eficaz pode ser usado para melhorar o desempenho organizacional.

telecomunicaciones funcionen de manera óptima, siempre deben prestar la atención adecuada a la preparación para el cambio, crear una visión para el cambio y monitorear la implementación del cambio para un desempeño sostenible en la industria de las telecomunicaciones, las empresas de telecomunicaciones deben recopilar evidencia de numerosas fuentes al evaluar las brechas de habilidades. Antes de participar en una discusión profunda sobre un cambio, el equipo de diseño debe tener una visión clara, exhaustiva y precisa del estado existente de la organización.

**Originalidad/Valor:** Este estudio evaluó cómo se puede utilizar un proceso de gestión eficaz para mejorar el desempeño organizacional.

**Palabras Clave:** Proceso De Gestión Del Cambio, Desempeño Organizacional, Prepararse Para El Cambio, Visión Para El Cambio, Implementar El Cambio.

RGSA adota a Licença de Atribuição CC BY do Creative Commons (https://creativecommons.org/licenses/by/4.0/).

### 1 INTRODUCTION

The business environment around the world is becoming less stable and is always changing, especially in the last few decades (Tamunomiebi & Lawrence, 2020; Whitmore, 2020; and Egbosionu, 2020). But it looks like the telecommunications business will be hit the hardest because it is so important to the globalisation cycle that is bringing the world together. It doesn't help to say that competition in the telecommunications business is fierce (Kimhi & Oliel, 2019). So, the people in charge of telecommunications today push for change and also encourage transformation and growth so that their services can be more competitive.

A big part of the information technology (IT) industry is still the telecommunications business, which is known for being sensitive to changes in the larger world (Agama, Sylvanus & Kenneth, 2023). So, for the telecommunications business to stay competitive, it needs to be able to quickly respond and adjust to problems in the outside world. Due to the close communication and link between managers and their workers, changes inside and outside of an organisation can have an immediate effect on the performance of telecommunications (Abdullahi, Shehu, Usman, & Gumawa, 2020). According to Muchemi and Wakonyo (2020), sudden and unexpected changes in how customers behave and how technology works mean that changes have to be managed.

Being able to manage changes is a must for telecommunication companies to stay in business (Awiti, Imbambi, Mande & Machuki, 2020). Also, Ufua and Ogisic (2020) said that factors like uncertain economic and political conditions, changes in friendly perspectives, fierce competition, takeovers, acquisitions, new developments in the law, and legislative interference create an environment that is always unpredictable for the telecommunications industry. Thus,
they only succeed by being able to adapt and respond to change. Nothing lasts forever in the business world today.

In the past fifty years, more and more businesses have grown quickly, which means that change management skills are needed to keep up with the speed of change. This is because of tough competition, new technologies that make business and operating models more flexible, and the progress of economies around the world (Agbo, 2018; Aninkan, 2018). Hence, "Change" is now impossible to avoid. For some reason, it seems to have become an inevitable part of doing business. It can't be stopped from happening (Ekechi & Umar, 2020). But companies should be ready to deal with change so that their success keeps getting better (Ike & Azeez, 2020; Lovely, Onyiyechukwu & Joseph, 2020). Ofuoku and Ogisi (2020) say that organisations that don't get ready for change management will have a limited future. Since change is a natural part of life, people who are too focused on the present or their memories of the past may put their future at risk.

The government ran Nigeria's phone business until 2000 (Kimhi & Oliel, 2019). This is why the industry is generally inefficient and performs poorly most of the time. However, as soon as the fourth civilian rule regime started in 1999, the industry got a lot of attention from the government of President Olusegun Obasanjo, who deregulated the industry (Atmowardoyo, 2018). Industrial liberation made it possible for private people to get into the telecommunications business. This led to the start of many telecommunications companies, such as MTN, Globacom, Multilinks, Airtel, and others. As you can see, a lot of telecom companies have gone out of business, while new ones like Visafone are starting up (Chukwuemeka, 2020). However, some companies, like Econet (now Airtel), have started change management four times over the years. This is because the business world is becoming less predictable. Big names in Nigeria's phone industry right now are MTN, Airtel, Globacom, and the new companies 9Mobile and Visafone (Thomas, 2014; Kimhi & Oliel, 2019).

As the business world becomes less stable, it's clear that change management is needed to fix poor performance, adapt to new changes in the external environment, maintain a competitive edge (in terms of lower costs and higher quality), and ensure clear progress (Cross, 2019). Usually, powerful change comes from two main places: the inside and the outside. Improvements in technology or pressure from outside the group, such as the government or business rivals, are the first two. The second source comes from people, such as donors, managers, and workers. Regardless of the two sources, management is always faced with problems about how to handle change that is either inevitable or necessary. They aren't sure if they should change their organisational change goals or strategies to make the needed changes,
or if they should just keep the same technology, HR, organisational structure, or business environment (Daniel, Okafor & Emerole, 2019).

MTN, Airtel, Globacom, and, more recently, 9 Mobile and Vodafone are the big players in the Nigerian mobile phone market right now. The last two have been in the country for less than five years. Businesses have to deal with change because the business world is becoming more unstable. This could be done to fix any or all of these problems: bad performance, adapting to changes caused by outside pressures, getting or keeping a competitive edge (through lower prices and higher quality), and clear innovation (Egbosionu, 2020). Basically, there are two main places where organisational change comes from. The outside source and the inside source, external sources could be better technology, pressure from outside groups like the government or competitors in the same business, or changes in the organisation itself (Ekechi & Umar, 2020). People inside the company, like shareholders, management, or workers, could be the source of change. Anyone can see that things are changing, and when they do, management always has to figure out what to do about it.

1.1 RESEARCH HYPOTHESES

**H01:** There is no significant relationship between prepare for change and organizational performance of selected telecommunication firms in Warri, Delta State.

**H02:** There is no significant relationship between create a vision for change and organizational performance of selected telecommunication firms in Warri, Delta State.

**H03:** There is no significant relationship between implement changes and organizational performance of selected telecommunication firms in Warri, Delta State.

2 REVIEW OF RELATED LITERATURE

2.1 CHANGE MANAGEMENT PROCESS

Change management process is a systematic approach to transitioning individuals, teams, and organizations from their current state to a desired future state. It involves a set of processes, tools, and techniques designed to effectively plan, implement, and manage change within an organization (Daniel, Okafor & Emerole, 2019). Here is a general overview of the change management process is:
**Prepare for Change:** Identify the need for change by determining the reasons and objectives behind the proposed change. This may be driven by internal factors such as performance improvement or external factors such as market shifts, by assessing the organization's readiness for change by evaluating the organization's capacity, culture, and the level of support from leadership and employees (Egbosionu, 2020). By identifying and analyzing stakeholders: Understand who will be affected by the change and how. This includes employees, customers, suppliers, and other relevant parties. Communicate the need for change, involve key stakeholders in the decision-making process, and address concerns to gain their support (Ekechi & Umar, 2020).

**Create a Vision for Change:** Develop a comprehensive plan by outlining the scope, objectives, timelines, and resources required for the change initiative. Identifying risks by anticipating potential challenges and develop strategies to mitigate risks and establishing measurable metrics to assess the success of the change (Etikan & Bala, 2017). Also, clearly articulate the reasons for the change, its benefits, and how it will be implemented, by ensuring that employees have the necessary knowledge and skills to adapt to the changes. Training programs may include workshops, seminars, and online resources (Fadila & Umar, 2021).

**Implementation of Change:** Implement the changes according to the established timeline and milestones and continuously assess and track the progress of the change initiative. Be prepared to make adjustments based on feedback and unexpected challenges. Only changes that have been approved may be implemented by the organization (Ik & Azeez, 2020).

**Review and Analyze:** Measure the actual outcomes against the established KPIs to assess the success of the change initiative. Embed the new processes, behaviors, and attitudes into the organizational culture. Acknowledge and celebrate achievements to boost morale and reinforce the positive aspects of the change and learn from the experience, by conducting a post-implementation review to identify lessons learned and areas for improvement (Muchemi & Wakonyo, 2020). Use insights gained from the change initiative to enhance the organization's approach to future changes. Change management requires a strategic and thoughtful approach, and successful implementation often hinges on effective communication, strong leadership support, and the active engagement of employees throughout the process (Ofuoku & Ogisi, 2020).
2.2 ORGANIZATIONAL PERFORMANCE

Onyema and Onuoha (2020) defined organizational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organization whether it is a profit-making or a non-profit-making entity. It is the extent to which an organization as a social system with the resources and means at its disposal fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members.

Shariff, Nasir, Ramli and Zahari, (2020) noted that organizational performance is positively impacted by the presence of change management practices, change management tends to create a significant contribution to organizational competencies, and in turn, becomes a great advance for further enhancing innovativeness. Performance may be measured using different matrices such as revenue, profitability, customer count, staff counts, market segment occupancy, and even sales volume. Irrespective of the matrix being used, several factors influence the level of performance.

2.3 RELATIONSHIP BETWEEN CHANGE MANAGEMENT PROCESS AND ORGANIZATIONAL PERFORMANCE

The impact of change management processes on the organizational performance of selected telecommunication firms in Nigeria can be significant. Change management refers to the structured approach organizations take to transition individuals, teams, and the organization
itself from the current state to a desired future state. In the context of telecommunication firms in Nigeria, where the industry is dynamic and rapidly evolving, effective change management can play a crucial role in determining the success or failure of the organization? Telecommunication firms operate in an environment where technology is constantly evolving (Shariff, Nasir, Ramli & Zahari, 2020). A robust change management process enables organizations to adapt to technological advancements efficiently. This can include the adoption of new communication protocols, the implementation of advanced network infrastructure, and the integration of emerging technologies like 5G (Tamunomiebi& Lawrence, 2020).

Change management processes that focus on clear communication, employee involvement, and training programs can positively impact employee engagement and productivity. Employees who understand the reasons behind the changes and are well-prepared to handle new technologies are likely to be more productive and less resistant to change. Changes in processes, services, or technologies can directly impact the customer experience (Ubi, Ojie, & Akaa, 2020). A well-managed change process ensures that customer-facing aspects, such as service quality, network reliability, and customer support, are maintained or improved during and after the implementation of changes. Effective change management can lead to streamlined processes and increased operational efficiency. This may involve restructuring internal workflows, optimizing resource allocation, and implementing new systems that enhance overall operational effectiveness (Udeme & Umar, 2021).

Change management helps identify potential risks associated with implementing new technologies or processes. By carefully planning and addressing these risks, organizations can minimize disruptions and ensure a smoother transition, reducing the likelihood of negative impacts on organizational performance. Telecommunication firms that successfully manage change are better positioned to innovate and maintain a competitive edge. This might involve launching new services, entering new markets, or being more agile in response to market demands (Tamunomiebi& Lawrence, 2020). A well-executed change management process can positively influence financial performance. This may result from cost savings through improved efficiency, increased revenue from new services, or enhanced customer retention and acquisition.

Change management can influence organizational culture by fostering a mindset of adaptability and continuous improvement. This cultural shift can contribute to the organization's ability to navigate future changes and challenges more effectively. It's important to note that the success of change management processes depends on various factors, including leadership commitment, effective communication, employee involvement, and the
organization's overall readiness for change. Additionally, measuring the specific impact of change management on organizational performance would likely require a comprehensive analysis of key performance indicators (KPIs) before and after the implementation of change initiatives (Ufua, Osabohien, Imhonopi, Olujobi, & Ogbari, 2020).

2.4 EMPIRICAL REVIEW

Agama, Sylvanus, and Kenneth (2023) examined the effect of organisational change on the success of some construction companies. The people living, there work for and are executives at five Nigerian building companies: RCC building Company, Abacus Building Services, Dumez Nigeria Plc, and Enerco Nigeria Limited. The companies were picked because they were on the list made by the Federation of the Construction Industry (FOCI). Some of the criteria were size, number of current projects, geographic spread, and service portfolio. Twelve hundred and four people work on the chosen construction site (1204), and the workers were first put into groups using the stratification method. A group of 300 people who answered the survey was chosen by Taro Yamane. These people were then statistically tested using Pearson Product Moment Correlation. The study found a strong connection between not wanting to change and poor performance; important factors for managing change will have an impact on performance; and putting changes into action will have an impact on the performance of certain building firms. So, it was suggested that businesses find the best change model for their projects and then make changes to fit the situation. Companies should get information from more than one source, especially when looking for skill gaps, and workers should pay attention to training programmes set up by management.

Fadila and Umar (2021) used the MTN Nigeria Plc to look at how change management affects the success of an organization in Nigeria. As a survey method, structured online questions were sent to 300 MTN employees out of a total population of 1000 using a simple random sampling method. One-way Analysis of Variance was used to look at the data. It was the results that were used to test the three theories. First, it showed that changes in technology have a big good impact on MTN's performance. Secondly, this study found that changes in customer tastes have a big, good effect on their buying habits. Finally, it was discovered that changes in leadership have a big, good effect on how well MTN employees do their jobs. This means that change management is a strong factor in how well an organisation does its job. As a result, this study suggested that people in charge of change should always be ready for the big and fast changes that happen in business. They should use change strategies that are tailored to
each organisation to avoid the pushback that is likely to happen and improve the performance of the organisation.

With data from Nile University of Nigeria,

Udeme and Umar (2021) looked at how change management affected the work performance of employees in Nigeria. The research method used for this study was a descriptive survey. The Burke-Litwin model of organisational change was used for this study because it shows how variables affect both individual and group success. There are 1,400 staff members from Nile University of Nigeria Abuja, both academic and non-academic. Stratified random sampling was used to pick 311 people from the whole community as the sample size. The results from a five-point Likert scale structured questionnaire were looked at using regression analysis. Changes in organisational structure have an effect on the quality of service delivery by employees at Nile University of Nigeria. There is also a link between changes in technology and the quality of service delivery by employees at Nile University of Nigeria, though it's not a strong one. When the leaders at Nile University of Nigeria change, it has a big effect on the quality of the work that employees do. Human resources are an important part of any business and can give it a competitive edge. Because of this, the study suggested that companies tell their workers about the changes so that they don't fight them too much.

Zamanam (2021) examined at how change management affected workers' work by changing the role of organisational culture in Kuwaiti schools. Change management variables used in the study were technological change, cultural change, structural change, and human change. It was found that technological change, structural change, and human change all have a big effect on how well employees do their jobs in Kuwaiti schools. It was found that the changes in workers' ideas, attitudes, and habits led to changes in the structure of the organisation, its management, its departments, its directorates, and its units. Change management had a different effect on workers' work depending on their values, motivations, and goals, as well as the way the organization's culture changed. This could lead to changes in the way functions work together.

Cross (2019), using data from Nile University of Nigeria, examined how change management affected the work efficiency of employees. The research method used for this study was a descriptive survey. The Burke-Litwin model of organisational change was used for this study because it shows how variables affect both individual and group success. There are 1,400 staff members from Nile University of Nigeria Abuja, both academic and non-academic. Stratified random sampling was used to pick 311 people from the whole community as the sample size. The results from a five-point Likert scale structured questionnaire were looked at
using regression analysis. What the results showed was Changes in organisational structure have an effect on the quality of service delivery by Nile University of Nigeria employees. There is also a link between changes in technology and the quality of service delivery by Nile University of Nigeria employees, though it's not a strong one. When the leaders at Nile University of Nigeria change, it has a big effect on the quality of the work that employees do. Human resources are an important part of any business and can give it a competitive edge. Because of this, the study suggested that companies tell their workers about the changes so that they don't fight them too much.

Aninkan (2018), Kimhi & Oliel (2019), and Ugwu et al. (2020), cannot say that workers' strong opposition to change is a big reason why many of them fail. Resistance is bad for the change cycle because it delays or stops its start, hinders or stops its completion, raises costs, and usually lowers the performance of those in charge (Zamanan, 2021). However, resistance is any action that tries to keep things the same and avoid change (Kimhi & Oliel, 2019; Ugwu et al., 2020). Some people have also thought of resistance as a source of information. Since it can help people figure out how to make change work better, it's not a bad idea because it can show the things change leaders don't see during the change cycle (Shariff et al., 2020).

3 METHODOLOGY

The study adopted descriptive survey design. Its purpose was to establish relationships between and among independent variables of the study and organizational performance. The population of the study consist of seventy-five (75) members of staff of MTN, GLO and Airtel telecommunication firms in Warri, Delta State, Nigeria which also serves as the sample size for the study. The breakdown of the population is as below

Table 1

<table>
<thead>
<tr>
<th>Name of Company</th>
<th>Location</th>
<th>Number Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTN</td>
<td>Sapele Warri Road, Effurun, Delta State</td>
<td>32</td>
</tr>
<tr>
<td>GLO</td>
<td>Sapele Warri Road, Effurun, Delta State</td>
<td>23</td>
</tr>
<tr>
<td>AIRTEL</td>
<td>Deco Road, Warri Delta State</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>75</strong></td>
</tr>
</tbody>
</table>

Source: MTN, GLO and Airtel offices in Warri, Delta State, 2024.

The non-probability sampling technique is used in the study. Questionnaire instrument was used for data collection. The likert scale of point 5 is used for closed ended questions. They
are as follows: 5 = Strongly Agree (SA); 4 = Agree (A); 3 = Undecided (U); 2 = Disagree (D); 1 = Strongly Disagree (SD). Data were collected through primary and secondary sources. The research instrument was validated using construct and Content validity.

The questionnaire was pre-tested on selected respondents. To test data reliability the study employed Cronbach’s alpha coefficient whose value falls between zero (0) and one (1). Cronbach’s alpha (α) indicates higher values of coefficient mean which shows that the scales are more reliable. A value of 0.7 is acceptable and a minimum level of 0.6 is also considered good. The recommended value of greater than 0.7 was adopted for this study.

Quantitative data collected were analyzed using descriptive statistics aided by SPSS version 23 and presented through percentages, means, standard deviations and frequencies. Descriptive data were presented using measures of central tendency: mean and standard deviation, which was for by the correlation analysis. Multiple regression and correlation analysis were used to establish the relationship between measures of change management process and organizational performance. The dependent variable is Organizational Performance (ORGP) is influence by the measures of Change Management Process, namely; prepare for change (PC), create a vision for change (CVC) and implement change (IC). The model is specified as follows;

\[
\text{ORGP} = f(\text{PC, CVC, IC})
\]

\[
\text{ORGP} = \beta_0 + \beta_1\text{PC} + \beta_2\text{CVC} + \beta_3\text{IC} + \epsilon
\]

Where; \( \text{ORGP} = \) Organizational Performance; \( \beta_0 = \) Constant; \( \text{PC} = \) Prepare for Change; \( \text{CVC} = \) Create a Vision for Change; \( \text{IC} = \) Implement Change; \( \epsilon = \) Error term.

4 RESULTS AND DISCUSSION

A total of seventy-five (75) copies of questionnaire were administered to staff of MTN, GLO and Airtein Warri, Delta State. Out of the seventy-five (75) copies, (73)97.33% where retrieved and properly filled while two (2)2.67% were not returned. Thus, a total of seventy-three (73) respondents used for the study.
The table above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measure of Change Management Process, namely; prepare for change (PC), create a vision for change (CVC) and implement change (IC) were assessed in relation to Organizational Performance (ORGP) in telecommunication firms in Warri. The descriptive statistics for PC for telecommunication firms in Warri indicate a mean of 16.86, a standard deviation of 2.050 with the difference in the maximum and minimum values which stood at 8. This implies that the PC in telecommunication firms in Warri vary significantly and this is also reflected in the variation of the ORGP, which implies that telecommunication firms in Warri adequately prepare for change.

Similarly, the descriptive statistics for the independent variable shows that CVC has minimum value of 12 and maximum value of 20 leading to the mean and standard deviation of 16.05 and 1.971 respectively. This implies that the CVC for telecommunication firms in Warri, varies significantly and this is also reflected in the variation of the ORGP, which implies that telecommunication firms in Warri create a vision for the needed change. The descriptive statistics for IC for telecommunication firms in Warri, indicate a mean of 16.34, a standard deviation of 2.002 with the difference in the maximum and minimum values which stood at 8. This implies that the IC in telecommunication firms in Warri varies significantly and this is also reflected in the variation of the ORGP, which implies that the firms implement change as it was planned. The descriptive statistics for ORGP for telecommunication firms in Warri indicate a mean of 16.05, a standard deviation of 1.971 with the difference in the maximum and minimum values which stood at 9. This implies that the ORGP in telecommunication firms in Warri vary aggressively over the years.
Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation. In Table 3, PC has a coefficient of \( r=0.252>0.05 \) which reveals that PC has strong positive correlation with ORGP, this implies that an increase in PC would have positive effects on ORGP in telecommunication firms in Warri, Delta State, Nigeria. CVC has a coefficient of \( r=0.658>0.05 \) which reveals that CVC has strong positive correlation with ORGP, this implies that an increase in CVC would have positive effects on ORGP in telecommunication firms in Warri, Delta State, Nigeria.

IC has a coefficient of \( r=0.434>0.05 \) which reveals that IC has strong positive correlation with ORGP, this implies that an increase in IC would have positive effects on ORGP in telecommunication firms in Warri, Delta State, Nigeria.

The study is focused on enhancing organizational performance through change management process. The results of the correlation analysis involving all the indicators of change management process reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of change management process.

### Table 4

**Multiple Regression for Change Management and Organizational Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>5.493</td>
<td>1.895</td>
<td>2.899</td>
</tr>
<tr>
<td>PC</td>
<td>.263</td>
<td>.104</td>
<td>.165</td>
<td>2.529</td>
</tr>
<tr>
<td>CVC</td>
<td>.653</td>
<td>.118</td>
<td>.648</td>
<td>5.534</td>
</tr>
<tr>
<td>IC</td>
<td>.271</td>
<td>.114</td>
<td>.172</td>
<td>2.377</td>
</tr>
</tbody>
</table>

a. Dependent Variable: ORGP

Source: SPSS Output, 2024.
The results from the multiple regression analysis recorded the effect of change management process on organizational performance. The five variables to measure change management process, namely; PC, CVC and IC exhibited statistically significant positive effect on ORGP in telecommunication firms in Warri, Delta State, Nigeria. The calculated p-value of 0.048 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 95.2% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (Ho), which states that there is no significant relationship between PC and ORGP in telecommunication firms in Warri, Delta State, Nigeria.

The Burke-Litwin model of organisational change, also known as the Causal Model of Organisational Change and Performance, suggests that both internal and external factors should be linked to performance. This theory is very important because it gives us a way to plan and carry out organisational analysis and change management that clearly shows a cause-and-effect connection. This is line with findings of Agama, Sylvanus & Kenneth (2023), Udeme and Umar (2021) and Zamanam (2021).

The calculated p-value of 0.000 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 100% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (Ho), which states that there is a significant relationship between CVC and ORGP in telecommunication firms in Warri, Delta State, Nigeria. Kotter (1995) created a model that can be used at the bottom level of an organisation to change its vision and, by extension, the organisation itself. It's not hard to get things done without a clear plan, but it's a lot easier (and you get more cooperation) if you have one. Many people are happier with the way things are now, so they are likely to stick with what they know and not make any changes until they have a plan in place. This is in accordance with the finding of Agama, Sylvanus & Kenneth (2023), Zamanam (2021) and Udeme and Umar (2021).

The calculated p-value of 0.038 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 96.2% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (Ho), which states that there is no significant relationship between IC and ORGP in telecommunication firms in Warri, Delta State, Nigeria. The kotter model also back this finding, by showing that the process of change is made up of different stages, and each stage lasts for a certain amount of time. Any mistake in any step could hurt the change's success. This model is helpful because it shows the most important parts of managing change in a business. This is in
accordance with the findings Agama, Sylvanus & Kenneth (2023), Zamanam (2021) and Fadila and Umar (2021).

### Table 5
**Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.978</td>
<td>0.956</td>
<td>0.919</td>
<td>1.513</td>
<td>1.583</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CVC, IC, PC
b. Dependent Variable: ORGP

Source: SPSS Version 23 Output, 2024.

### Table 6
**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>130.437</td>
<td>5</td>
<td>26.087</td>
<td>11.390</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>153.454</td>
<td>67</td>
<td>2.290</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>283.890</td>
<td>72</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: ORGP
b. Predictors: (Constant), CVC, IC, PC

Source: SPSS Version 23 Output, 2024.

In Table 5 which is model summary table show the correlation co-efficient (R) of the regression is 0.978 (98%) which indicates a very strong positive relationship between the dependent variable [ORGP] and the independent variables [PC, CVC and IC]. The co-efficient of determination (R²) is 96% (0.956) showing that 96% of the variation in dependent variable (ORGP) has been explained by the independent variables [PC, CVC and IC] while the 4% remain unexplained in the model. With an R² value of 86% showed that the strong positive relationship is further confirmed.

The adjusted R² measures the goodness of fit of the model and also explains the dependent variable in relation to the independent variables in 92ways. The 8% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.583 is less than “2”. The Anova Table 6 above, shows the overall significance of the significance of the model, has F (11.390) with p-value is estimated at 0.000. This indicates that all the independent variables [PC, CVC and IC] jointly impact on the dependent variable (ORGP) showing that it is a sound model.
5 CONCLUSION AND RECOMMENDATIONS

The study discovered that prepare for change (PC) has a positive and significant effect on organizational performance (ORGP) of selected telecommunication firms in Warri, Delta State, Nigeria. Similarly, create a vision for change (CVC) has a positive and significant effects on organizational performance (ORGP) of selected telecommunication firms in Warri, Delta State, Nigeria while implement change (IC) has a positive and significant effects on organizational performance (ORGP) of selected telecommunication firms in Warri, Delta State, Nigeria. From the findings, the study concludes that change management has a significant and positive effects on organizational performance in the telecommunication firms in Warri, Delta State, Nigeria. The study therefore, recommends that;

I. The study therefore, recommends that; for telecommunication firms to perform optimally, they should always pay adequate attention to preparation for change, create a vision for change and monitor change implementation for sustainable performance in the telecommunication industry,

ii. Telecommunication firms should gather evidence from numerous sources when evaluating skill gaps. Before engaging in a deep discussion on a change, the design team must have a clear, exhaustive, and accurate overview of the existing status of the organisation.

iii. They should examine capabilities, resources, committed plans, competitive evaluations, and gaps in implementing the needed change.

REFERENCES


