



## CHANGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF SELECTED TRANSPORT COMPANIES IN ENUGU STATE

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**ABSTRACT:** *The rate at which competition in the transport industry in Nigeria is moving is at a very high pace, due to changes in technology, product and services, customer taste among others. This had made change management experts to seriously emphasize on the importance of establishing organizations readiness for change and have devised numerous strategies for creating it, because successful management of change is essential to any organization to survive in the present turbulent highly competitive and continuously developing business environment. Change management is a planned tool for the transition of individuals, groups and organizations from existing state to a required further state. However, managing a change process is as crucial as change itself. This study empirically examines change management and its effect on organizational performance of selected transport companies in Enugu State. The study used a total number of 300 staff of the selected transport companies which is randomly selected from staff population of 1,200. Three hypotheses were designed to guide the study and data collected for the study were analyzed using one-way analysis of variance. The result showed that changes in technology has a significant effect on performance and that changes in customer satisfaction has a significant effect on customer's patronage. The result also revealed that changes in management cum leadership has a significant effect on employees' performance. Based on the findings of the study it was recommended that Nigeria and Enugu state in particular should be pro-active to changes in such a competitive environment, so as to experience smooth implementation of such changes. The study therefore, concludes that nothing remains constant in the world of business as change. Hence, change managers should therefore, successfully manage the human side of change in order to avoid resistance to change by using the appropriate change strategies, thus enhancing overall performance of the industry.*

**KEYWORDS:** Change management, organizational performance, transport company, technology



## **BACKGROUND TO THE STUDY**

The Enugu State transport companies are an integral segment of the Nigerian transport sector that is sensitive to external environmental changes. In order to remain competitive, transport industries must be flexible to quickly adapt to external environmental challenges. Due to the close interaction and relationship between employees and managers, there will be direct effect on transport performance when internal and external changes occur. Idemobi (2018) is of the view that rapid and unpredictable changes in consumer attitudes and information technology makes the need to manage changes inevitable and ability to manage is the key enabler to the long-term survival of every organization. Burke (2010), also claim that factors such as uncertain economic and political conditions, changes in social attitudes, fierce competition, takeovers, acquisitions, technological developments and governmental interventions create an increasingly volatile environment to transport industries and consequently they can only perform effectively through flexibility and responsiveness to change. In today's business environment, nothing is constant except change. The trend of change in business organizations has been continues and on the increase for the past five decades. This is as a result of advances in technology, increasing democratization of economies and liberalization of economies across the global. "Change" however, now becomes inevitable and turns to be a regular feature of business life. This necessitates the fact that change cannot be eliminated but requires necessary attention. John .F. Kennedy (2005) maintained that management should be informed pro-actively in order to guarantee continual increased business performance. He further suggests that those that fail to accept and embrace change will have a limited future. In his words, "change" is the law of life and those who look only to the past or present are certain to miss the future.

Transport industries have been facing the hardest hit of all business because it is central to the globalization process that is in vogue. The competition in the transport industry is intense. Based on this, managers in this industry currently do not stimulate change but encourage adaptation and innovation in order to improve their services, to meet new pressures and demands. The transport companies within the state for some years past with the emergence of another democratic dispensation in 1999 (after several years of military rule in the country), the industry became one of the areas that most governors in the country including the governor of Enugu state focused attention. The repositioning or revival of the industry in the state spark off competition between other states. Some of the states that came on board are Kogi State Transport Service, Ibom Line Transport Service , TRACAS/ANIDS,



Delta State transport company etc on the public side, while on the private sector are Peace Mass Transit, Onitsha South Transport Company, G.U.Okeke, God is Good motors among others. Following the volatility of business environment many transport companies in the nation have died off, while those mentioned above are powering vigorously.

Looking at the increasing volatility of the business environment, change management has become inevitable to address some issues such as poor performance, adapting to changes arising from the external environmental pressures, to achieve or maintain a competitive advantage (in terms of better price, better service and high quality vehicles, passengers comfort).

### **STATEMENT OF THE PROBLEM**

The transportation industry which is an integral segment of the service sector in Nigeria economy has posed a lot of problem in Enugu State. Over the years our people have been suffering from transportation problem because of dearth of bad roads which has claimed a lot of lives and properties. As from the period of 1990 to the year 2000 people, travelling from their various towns to 9th mile corner spend hours for a journey of 35minutes.

This ugly situation in the transport industry of the state, the researcher tried to look into some of the things which he thought are the challenges facing the transport firms. Such as none adherence to technological advancement in the transport system. Technology which is the application of modern machines and other devices to improve service and production in the industry have received little or no attention from the management, More so, the structure of the transport industry in the state has been rigid and turbulent to both the staff and management that is the way in which Job is divided grouped and coordinated in the industry and this has posed a lot of problems to the firm and the citizenry.

Alongside the structure, the leadership style of the transport companies. Leadership which is defined as a process by which one tries to influence a set of individuals in the pursuit of achieving individual, group and organizational objectives, is seen to have inflicted a lot of problems in the enterprise. Much dissatisfaction emanating from decisions taken by management has led to many actions taken by employees including absenteeism and strike action. It should be noted that when change is not properly managed, there is the tendency that it affects performance negatively which may result in total closure of the organization or loss of valued employees or failure to meet financial objectives of shareholders which may eventually degenerate into customer dissatisfaction. Change management is very important,



hence it upgrades operational methods, technologies, reforms organization structure and strategies.

### OBJECTIVES OF THE STUDY

The main objective of this study is to examine the effects of change management and organizational performance in the transport industry of Enugu state. In line with the main objective, the specific objectives are to,

- i. Appraise the extent to which increasing technological change affects organizational performance of selected transport companies in Enugu State.
- ii. Examine the extent to which organizational structure affect the performance of selected transport companies in Enugu State,
- iii. Ascertain the extent to which leadership affect the performance of selected transport companies in Enugu State,

### THE FOLLOWING HYPOTHESES WILL GUIDE THIS STUDY

The following Null hypotheses will be tested and advances in the course of the study.

**H<sub>0</sub>1:** Changes in technology does not have significant effect on organizational performance of selected transport companies in Enugu State.

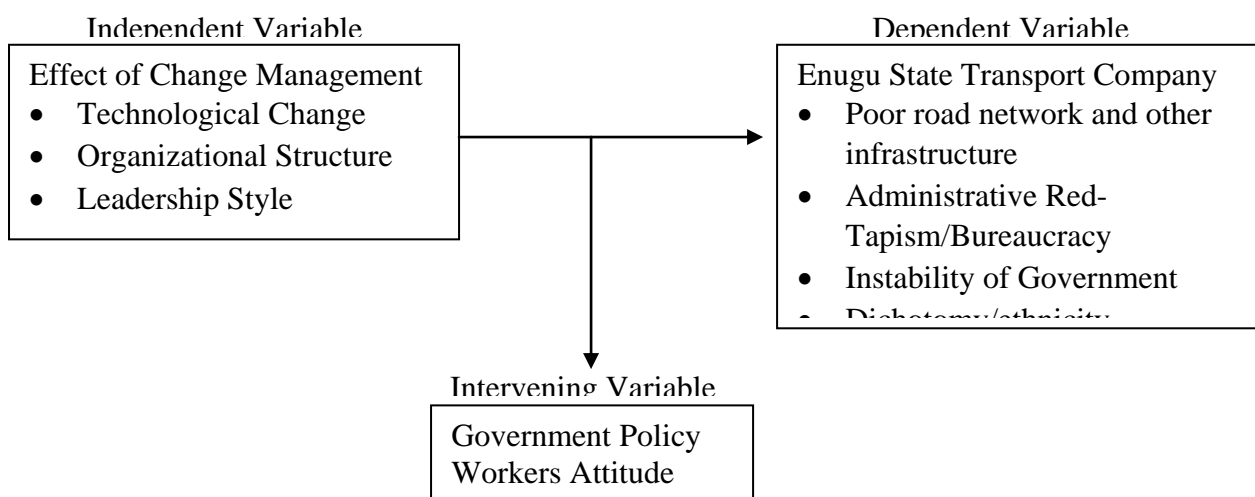
**H<sub>0</sub>2:** Changes in organizational structure does not have significant effect on organizational performance of selected transport companies in Enugu State.

**H<sub>0</sub>3:** Changes in leadership does not significantly affect organizational performance of selected transport companies in Enugu State.

### REVIEW OF RELATED LITERATURE

#### CONCEPTUAL FRAMEWORK

Conceptual model showing the relationship between the contingent variables





## **CHANGE MANAGEMENT**

Korir, Mukolive, Loice and Kimeli (2012) defined change management as the effective way of managing a business change in such a way that examine leaders, managers and frontline employers work in concert to successfully implement the needed process, technology or organizational changes. Mullins and Christy (2014) defined change management as the procedure, techniques and tools to manage the employee side of variation to attain the required organizational objective. Authors like Moran and Brightman (2001) defined change management as the process of continually renewing an organization, direct, structure and capabilities to serve the ever changing needs of external and internal customers. Because of its important, change management is becoming operative and needs appropriate managerial skills and strategy. For firms to survive, succeed and remain competitive in today's highly volatile and continuously evolving business environment, it must be able to successfully manage the change which is as matter of fact, a very important aspect of business growth.

Georges, (2016) defines organizational change as the adoption of innovative ideas or behaviour of an organization due to external and internal pressures. He maintained that organizational change is all about optimizing the performance standards of an organization and this may sometimes occur as either due to the ability of the organizations managerial staff to be proactive or reactive to environmental changes or the presence of a crisis.

From a global perspective, the concept of organizational change looks both at the process in which a company or any organization changes its operational methods, technologies, leadership, structure or strategies as well as what effects these changes have on it.

Some scholars are of the view that despite the complexity of change management as it does not have a simple solution, a number of key areas of focus were raised to properly manage change management such are;

- Effective leadership is a key enabler as it provides the vision and rationale for change. Different styles of leadership have been identified for example, coercive, consultative and collaborative. These various styles may be appropriate depending on the type and scale of change being undertaken, for instance, when there is a larger scale organization wide change, a directive style has been identified as most effective.
- Appropriate and timely implementation of change is frequently identified as key to effective change.
- Organizational development is another approach or intervention used when trying to bring about change oriented method to improve organizational effectiveness and



- Two-way communication with employees and their active involvement in implementation has also been identified as a key enabler to change management (Okajide, Tijani and Awe, 2012).

Furthermore in the concept of change forms we have two major types of change such as (a) Radical change versus incremental and (b) Reactive versus proactive change.

Radical change refers to a change that have an impact on the whole system of the organization or change its basic framework, including strategy, structure people, process and (in some cases) core values while incremental is referred to as changes that occurs in all the time in organizations that need not to be small, such include organization structure, the introduction of new technology and significant modifications of personnel practices.

Reactive change is characterized as that change implemented in response to some external event and or serious internal operational and managerial problems. While proactive change on the other hand, is a change that occurs 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 to solve current potential problems. While developmental change comes as an improvement in the old way of doing things, with the aim of doing more or doing better than ever before; example is when an organization is updating its policies methods and procedures that have become obsolete. Such developmental activities include problem solving, training to improve technical experts enhancing communication and improving processes.

## **THEORETICAL FRAMEWORK**

### **OPEN SYSTEM THEORY**

This research work is anchored on the open system theory propounded by Bastedo (2004). The open system approach considers all organization as an open system. Open system theory refers simply to the concept that organizations are strongly influenced by their environment. The environment consists of other organizations that exert various forces of an economic, political or social nature. The environment also provides key resources that sustain the organization and lead to change and survival. The theory was developed after the World War II in reaction to earlier theories of organizations, such as the human relations theory of Elton Mayo and the Administrative theories of Henry Fayol which treated the organization largely as a self contained entity. He maintained that an open system in one way or the other interacts outputs. This interaction with the environment implies that open system need to be able to adapt to the change that may occur in their environment.



Organizations being an open system are composed of a number of interconnected sub-systems these include, organizational goals and values sub-system, technological sub-system, psychological sub-system and the managerial sub-system. These sub-systems receive inputs from other sub-systems and turns them into outputs for use by other sub-systems, consequently, impacting on the overall performance of the organization. The open systems approach structures the function of a business in such a way that it will have a thorough and clearly defined lines of coordination and the overall business objectives are collectively pursued and achieved.

### **EMPIRICAL REVIEW**

Ebongkeng, (2018) carried out a study on organizational change and organizational performance of micro finance institutions in SOFINA S.A.. Cameroon. The study used primary and secondary data to collect information. Questionnaire was issued to elicit response from the respondents. Quantitative research method was used and data was analyzed using responses from the questionnaire. Findings indicated that organizational change has a positive impact on the staff and customers of SOFINA micro finance institutions. The study concluded that organizational change increases performance of employees. The study recommended that organizational change initiative is worthy to be undertaken since it enhances the economic growth and shareholders' value, as well as maximizing profit.

Dimitrios and Athanasios (2014) studied the impact of leadership and change management strategy in organizational culture in Trikala Greece. The study was explorative and theoretical. The findings of the study observed that leadership is associated with organizational culture, primarily through the process of articulating a vision, and to a lesser extent through the setting of high performance expectations and providing individual support to workers. The study concludes that leaders of organizations should create an atmosphere of psychological safety for all individuals to engage in the new behaviours and test the water of the new culture. It was recommended that employees need to be involved in the change process verify for themselves the validity of the new beliefs, examine consequences for themselves as an individual and explore how they can contribute to the change

### **METHODOLOGY**

#### **RESEARCH DESIGN**

The study used a descriptive survey approach for the purpose of the study, which is to determine whether change management can help to build the socio-economic development of Nigeria using selected Transport Companies in Enugu State.



## AREA OF THE STUDY

The area of study focuses on the selected Transport Companies in Enugu State Nigeria, Enugu State transport company, Udi local government mass transit, peace mass transit, Onitsha south transport company and Romchi transport company, which the data required for a thorough analysis was derived.

## NATURE AND SOURCE OF DATA

The sources of data for the study were through primary and secondary sources. The primary sources were from respondents who answered the questionnaire. The secondary source of information was from journals, textbooks, monographs, internet materials etc that support the arguments in this study.

## POPULATION OF THE STUDY

The population for the study comprises of senior management staff and other employees of Enugu State transport Company which is 1,200 obtained from the record of the transport company.

## DETERMINATION OF SAMPLE SIZE

Due to the heterogeneous nature of the estimated population under study. Taro Yamene formular was used to determine the sample size. The formular is as follows:

$$N = \frac{N}{1+N(e)^2}$$

Where;

n = sample Size

N = population of the Study (1,200)

e = Level of significant (0.05)

I - A constant

By substituting in the above equation and solving for n, we have

$$n = \frac{1,200}{1 + 1,200 (0.05)^2}$$
$$= \frac{300}{1 + 300 \times .0025}$$

= the sample size is 300

## SAMPLE SIZE AND SAMPLING TECHNIQUE

Stratified sampling technique was used to narrow the transport companies into four local government council in Enugu State. The transport companies were then selected using simple random sampling technique. The purposive sampling technique was used to narrow the focus area to only those who are connected with Senior and Junior administrative staff.





## METHOD OF DATA COLLECTION

The survey instrument used for the data collected were a self-structured questionnaire, which were directed at finding out whether change management has effect on organizational performance using selected transport Companies in Enugu State as case study. This instrument is focused collected data on the effect of technological changes, organizational structure, Leadership style on the performance of selected Transport Companies Enugu State.

## METHOD OF DATA ANALYSIS

The statistical analysis used in this study was carried out using statistical package for social sciences (SPSS) version 17.0. Descriptive statistics (Frequencies and percentages) were performed. Furthermore, the formulated hypotheses were subjected to empirical test using one-way analyses of variance (ANOVA).

## PRESENTATION AND DATA ANALYSES

The study investigates “effect of change management on organizational performance of selected Transport Companies in Enugu State” Data were analyzed at five percent level of significant. The results of the analysis are presented below

### ANOVA Hypothesis One

#### Effect of Technology on Organizational Performance

	Sum of Square	df	Mean square	F	Sig.
<b>Between Groups</b>	8.88s	4	2.221		.000
<b>Within groups</b>	63.514	275	0.231	9.614	
<b>Total</b>	72.396	279			

Source: Computer SPSS version 17.0 output,. Field survey, 2019

The analysis showed that change in technology significantly enhance performance of selected transport companies in Enugu state at (P 0.05) confidence level. This revealed that statistically the values of the responses were different at F-probability value of 0.000 hence the alternative hypothesis was accepted and state that there is a significant relationship between the variable of the estimate.

### ANOVA Hypothesis Two

#### Effect of Organizational Structure on Organizational Performance

	Sum of Square	df	Mean square	F	Sig.
<b>Between Groups</b>	25.020	2	12.510		.000
<b>Within groups</b>	212.948	277	0.796	16.273	
<b>Total</b>	237.968	279			

Source: Computer SPSS version 17.0 output,. Field survey, 2019

The hypothesis two examines the effect if organizational structure on organizational performance of selected transport companies Enugu state. The ANOVA table shows that



change in structure strongly affect organizational performance of Enugu State transport value is 0.000 thereby rejecting the Null hypotheses.

### ANOVA Hypothesis Three

#### Effect of Leadership Style on Organizational Performance

	Sum of Square	df	Mean square	F	Sig.
<b>Between Groups</b>	38.758	3	12.919		.000
<b>Within groups</b>	94.042	276	0.341	37.886	
<b>Total</b>	132.800	279			

Source: Computer SPSS version 17.0 output,. Field survey, 2019

The analysis showed in hypothesis three that change in leadership significantly affects employees performance of selected transport Companies in Enugu State at (P = 0.05) confidence level, which shows that the responses were different at f-probability value of 0.000; hence the null hypothesis was rejected.

### RELIABILITY TEST

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Std. item	No. of Items
0844	.848	18

The reliability test refers to the degree to which items that make up the scale 'hand together'. One of the commonly used indicators of internal consistency is Cronbach's Alpha Coefficient; which is shown in the reliability statistics table as 0.844.

### DISCUSSION OF FINDINGS

The analysis in hypothesis one showed that change in technology significantly enhances performance of Enugu State transport company at (P = 0,05) confidence level. This revealed that statistically the values of the responses were different at f-probability value of 0.000 hence the alternative hypothesis was accepted and slate that there is a significant relationship between the variable of the estimate. The results found in this study are in line with the study of Olajide (2014). He stated that firms/organizations should systematically improve their involvement in change management by employing the service of internal change managers to work hand-in-hand with such experts employed externally, so as to facilitate growth in performance and smooth change implementation.

The hypothesis two examines the effect of organizational structure on organizational performance of Enugu state transport Company. The ANOVA table shows that change in structure strongly affect organizational performance of Enugu State transport value is 0.000 thereby rejecting the Null hypotheses.

In hypothesis three, the analysis showed that change in leadership significantly affects employees performance in Enugu State transport Company at (P 0.05) confidence level,



which shows that the responses were different at 1-probability value of 0.0 ; hence the null hypothesis was rejected.

### **SUMMARY OF FINDINGS**

From the hypotheses tested the study found out the following;

1. There is no significantly relationship between change management and technological changes of Enugu State Transport company at ( $P = 0.05$ ) confidence level. This revealed that statistically the values of the responses were different at F-probability value of 0.000 hence the alternative hypothesis was accepted.
2. There is no significant relationship between change management and organizational structure of Enugu State Transport Company at value of 0.000 thereby rejecting the null hypotheses and alternate hypothesis was accepted
3. There is no significant positive or negative relationship between change management and leadership style of Enugu State Transport Company at ( $p = 0.05$ ) confidence Level, which shows that the responses were different at f-probability value of 0.000: hence the null hypothesis was rejected.

### **CONCLUSION**

The evidence reported in the paper and their implications for change management in the developing countries have pointed a negative direction. Researchers have established that there exists relationship between charge management practices and the environment in which it occurs. Based on the findings of the study, organizational change management has a substantial and positive impact on all performance indicators used in the literature review which are: technological changes, organizational structure, leadership style. However from the literature review, it was observed that the best way to achieved this and get additional growth in employee performance, is by taking proactive measures as an approach that should be encouraged in the management change. This will reduce the negative effect on organizational performance.

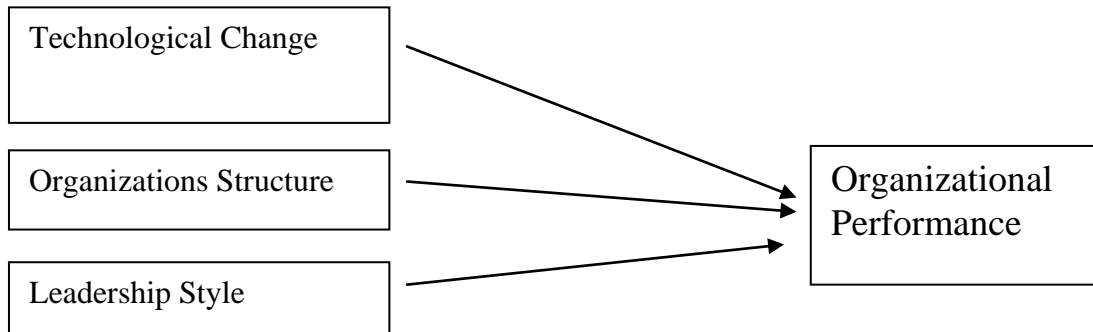
### **RECOMMENDATIONS**

In respect of the study, the following recommendations were made;

1. That employee should be involved in the change management practices and the rationale to be communicated to them.
2. That organization should identify stakeholders' needs before taking change initiatives.



3. That organization should appoint someone to champion change initiatives within the business circle.





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