

**CHANGE MANAGEMENT AND ORGANISATIONAL  
PERFORMANCE IN STARLINE NIGERIA LIMITED (SNL)  
ABA, ABIA STATE, NIGERIA**

**Chukwudi Nelson Ubah<sup>1\*</sup>, Chijioke Sunday Umeh<sup>2</sup>, Emmanuel Anayo Onyeiwu<sup>3</sup>,  
Uzochiamaka Sylvia Nwachukwu<sup>4</sup>, & Chinyere Paulina Mgbomo<sup>5</sup>**

<sup>1,2</sup>Department of Political Science, Faculty of Social Sciences, Abia State University, Uturu,  
Abia State, Nigeria

<sup>3,4</sup>Department of Political Science, Faculty of Social Sciences, Imo State University, Owerri,  
Imo State, Nigeria

<sup>5</sup>Department Of Marketing, Faculty of Management Sciences, Imo State University, Owerri,  
Nigeria

\*ubahchukwudi35@gmail.com

**ABSTRACT:** This study focused on change management and organisational performance in Starline Nigeria Ltd Aba, Abia State, Nigeria as case study. The objectives of the study were to determine the extent technological change, leadership change, structural change and policy change affect organisational productivity, patronage, customer retention/acquisition. In line with the objectives, the researchers formulated four research questions and null hypotheses. The work employed descriptive survey research design. The population is 67. Out of 67 copies of the questionnaire distributed, only 65 copies were properly filled and returned. The entire population was used as sample because census method was used. The data collected in this study were analysed using Simple Percentages, Mean Statistics and Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance through, Statistical Package for Social Sciences (SPSS version 21.0). The findings revealed that there is a significant relationship between technological change and corporate productivity, structural change enhances customer acquisition, and there is a significant relationship between leadership change and customer retention. Based on the findings, the researchers recommend for effective use of modern technology, regular organisational restructuring, improvements/ implementation of some organisational policies, and leadership changes (when need be) so as to achieve improved productivity, patronage, customer retention and acquisition in the organisations like Starline Nigeria Limited. This study concludes that for organisations to stay relevant and competitive, change is necessary.

**Keywords:** Change Management, Organisational Performance, Technological Change, Structural Change, Leadership Change

## **INTRODUCTION**

The rate of change which business organisations face continues to increase more and more since few decades ago. This is as a result of advances in information and communication technology, increasing democratisation and liberalisation of economies across the globe. The rate of competition in Nigeria is moving at a leap-frog basis due to changes in technology, structure, policies, and organisational leadership among others. This has made change

management experts to emphasise on the importance of establishing organisations' readiness for change, and have crafted various strategies for creating positive organisational change. Change management is the management of an organisation away from its present state and toward some desired future state to increase its effectiveness, efficiency, productivity, customer increase and sales (Burnes, 2014).

The variables which can be used to measure change in organisation include leadership change, structural change, technological change and policy change. When there is new leadership which is very dynamic and innovative in nature, there is bound to be high level of performance as it concerns customer acquisition, productivity and patronage (Mullins, 2019). Also, structural change enables an organisation to reorganise itself and improve in some areas where it has limitations. In the production industry, structural change enables the management to re-structure, re-plan and re-strategize some approaches, which will contribute to achieve the needed performance in the firm. Not only that, technological change has been embraced by manufacturing industry and that could be seen in improved ICT innovations (Oghojafor, Muo & Aduloju, 2021). Business organizations, have without doubt, experienced enormous technological changes and innovations that are constantly transforming the entire work process.

Every basic function performed in organisation seems to be altered on a daily basis as a result of the dynamic nature of business organisations. One common concern faced by some organisations in today's business world is the continuous use of manual equipment and machines in the performance of their duties, this reliance on human effort often creates situation that is difficult to handle, delay work process, poor output on the part of the employees, misleading management in decision making, inability to meet organisational targets and objectives thereby decreasing the output of the employees. The world today is a global village enhanced by the use of technology. Policy change is another area of organisational change which has continued to enhance reasonable growth in the production industry. Policy change means modification and improvement on the firm policies and programmes. The goal of the entire change management variable is to achieve high level of performance and transformation in the organisation. In this case, organisations should adapt and respond to appropriate changes in a timely manner to foster organisational performance.

### **Statement of the Problem**

The contribution of change management in business cannot be neglected. For this reason, many organisations have undergone change with the hope of achieving improved performance. However, some of the organisations have not practically enjoyed the positive impact of change in their system. This could be attributed to non-involvement of stakeholders (employers especially) in the change process leading to non-alignment and support; lack of comprehensive plan for change where resources are not identified as well as inadequate enough; poor communication which does not allay the fears and frustrations that change bring; poor management of resistance to change and risks as well as poor leadership. It is against this backdrop that this study will examine change management and organisational performance using Starline Nigeria Ltd Aba, Abia State, Nigeria as the study case.

### **Objectives of the Study**

The main objective of this study is to examine change management and organisational performance. Specifically, the study was carried out to:

- i. find out the relationship between technological change and corporate productivity.
- ii. find out the extent structural change enhances customer acquisition.
- iii. determine the relationship between leadership change and customer retention.

### **Research Questions**

Based on our objectives of the study, the following research questions were formulated:

- i. What is the relationship between technological change and corporate productivity?
- ii. To what extent does structural change enhance customer acquisition?
- iii. What is the relationship between leadership change and customer retention?

### **Research Hypotheses**

To achieve the objectives of this study and provide answers to the research questions, the following hypotheses were formulated to guide the conduct of the study:

**Ho1:** There is no significant relationship between technological change and corporate productivity.

**Ho2:** Structural change does not enhance customer acquisition.

**Ho3:** There is no significant relationship between leadership change and customer retention.

## **CONCEPTUAL REVIEW**

### **Change Management**

In an attempt to explain the concept of change management, it is necessary to understand the basic meaning of both change and management differently. To change something implies altering it, varying or modifying it in some way. Some organisations change mainly in response to external circumstances (reactive change); others change principally because they have decided to change (proactive change). On the other way round, management is an art of creating an environment in which people can perform, co-operate and utilise available resources towards attainment of the organisational goals. For Olajide (2020), management involves creating an internal environment. It is the management which puts into use the various factors of production.

Therefore, it is the responsibility of management to create such conditions which are conducive to maximum efforts so that people are able to perform their task efficiently and effectively. It includes ensuring availability of raw materials, determination of wages and salaries, formulation of rules & regulations, etc. Based on the above, change management, according to Burnes (2014), is the introduction of new issues, policies, structure, technology, and leadership to organisational system to improve performance. According to Fajana (2012), change management is an organisational process aimed at empowering employees to accept and embrace changes in their current environment. Hence, it involves defining and installing new values, attitudes norms and behaviours within an organisation that support new ways of doing work and overcome resistant to change. It is the contention of Judge and Blocker (2018) that

change management focuses on incremental adjustments to environmental innovations, pointing out that continuous improvement optimises an organisational fit in its environment.

In essence, organisations that embrace convergent change are better equipped to maintain excellence in performance and overcome external challenges, since it is planned and proactive in approach. Transitional change occurs when a decision has been made to change what currently exists and to implement something new. It is an implementation of a known state such as rearranging or dismantling old operating methods. Change management is any modification or alteration of the status quo, and which sometimes in resistance from those who are encountering the change. From the foregoing, one finds that change management involves a shift from the usual mode of organisational activities towards another that is adjudged to be more suitable and efficient.

### **Variables Used in Measuring Change Management**

For the purpose of this study, the researchers will use different change management variables which include technological change, structural change, policy change and leadership change. The above variables are discussed thus:

- 1. Technological change:** The contribution of science and technology in business organisations cannot be overemphasized. That is why modern management and business firms have continued to introduce new technologies in their system, so as to achieve high level of performance. Scientific management sought to implement changes that would increase production efficiency based on time-and-motion studies. Today, technological changes usually involve the introduction of new equipment, tools, or methods, automation or computerisation. Organisations undergo a revolution in the adoption and application of complex information technology. Hence, the rate of technological advancement is increasing with time, society is looking to create and develop easier ways to live and lengthen their lives. In essence, For the purpose of extracting the greatest value from innovations, organisations have management, structures, work processes and culture (Ju-Chun, 2015). Yet, swift technology enhancement unintentionally reduces the presumed lifespan of many information technology systems.
- 2. Structural change:** Restructuring means configuring the distribution of authority, responsibility and control in the organisation. Before restructuring occurs, managers do computation of ratios such as total employees and managerial span of control. Organisations can benchmark their competitors to determine how their ratios are compared. Ivancevich (2001) sees restructuring as “changing the reporting and authority relationships within a firm”. In restructuring, a layer of a firm’s hierarchy may be eliminated; reporting relationships may be changed or a new subsidiary may be created to conduct business in a new market location. This is all about structural change. When there is structural change in the organisation, especially in the manufacturing sector, it helps to enhance organisational performance. The structure of an organisation can be defined simply as the total of the ways in which its labour is divided into distinct tasks; and then its coordination and integration is achieved among those tasks (Bernd, 2017). It is the map of relationships that lets the firm orchestrate specialised experts, and provides the basic foundation within which an organisation function. Organisational structure institutionalises how people interact with each other, how communication flows, and how power relationships are defined. It reflects the value-

based choices made by the company; it refers to how job tasks are formally divided, grouped, and coordinated and can provide the link between social and psychological sub-systems.

Cascio (2012) defines organisational restructuring as “planned changes in a firm’s organisational structure that affect its use of people”. For him, organisational restructuring is the “altering of size and basic configuration of the organisational chart”. Organisational restructuring can also be defined as “fundamental rethinking and radical redesigning of organisational structures, business processes/procedures and functional structures”. Here, changing structure includes any change in structural variables such as reporting relationships, coordination mechanisms, employee empowerment, or job redesign. Speaking on the subject matter but, in another dimension, Umeh and Ubah (2019) aver that, work specialisation is the act of dividing work activities into separate job tasks. Cascio (2012) appears to have thrown more light on this, by asserting that departmentalisation is the basis by which jobs are grouped together either on the basis of function, process, products, customers etc. Chain of command is the line of authority extending from upper organisational levels to the lowest levels, which clarifies who reports to whom. Span of control is the number of employees a manager can efficiently and effectively manage. Centralisation is the degree to which decision making is concentrated at upper levels of the organisations.

- 3. Leadership change:** When the manufacturing sectors have charismatic, transformational and effective leader(s), it will enhance the achievement of high performance in the organisation. However, when the manufacturing leadership is of *liaise-affaire* and ineffective, it means that the manufacturing performance will be low. Some organisations have always changed their leadership because of poor management and leadership style. Leadership change means introducing new leadership/management in the organisation, some sections of the organisation and others at the hem of affair of their organisation (Muo & Muo, 2014). A leader is one whose behavior guides people towards their goal achievement. Leadership influences employees of the organisation *vis-à-vis* the organisational performance or goal achievement. Leadership especially top management is probably the most critical element in a major organisational change effort in whichever context. If the leader perceives the need for change, makes it a top priority and gives it a great deal of time and attention, the organisation will change. When the leader is leading the change, everyone quickly picks up on it and any ambiguity regarding what is taking place is quickly removed. The results are multiplied when this leadership role is being exercised by the entire organisation.

### **Organisational Performance**

Organisational performance, as a concept, suffers from problems of conceptual clarifications. Organisational performance is related to defining and achieving specific goals (Scanzoni, 2019). He points out that organisation performance is an indicator and progressive achievement of tangible, specific, measurable, worthwhile and personally meaningful goals. Organisational performance is the final achievement of an organisation which is measured either in financial and non-financial indicators, and contains a few things, such as ‘whether’ the existence of certain targets are achieved, within the period of time in achieving the targets and the realisation of efficiency and effectiveness. This could be why Koontz and Donnell (2013) advocate that



organisational performance is the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action.

Organisational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Awunna (2015) maintains that the concept of performance is relative to period, organisational goals and type of instruments used to measure performance. In spite of the difficulty in defining the concept of organisational performance and identifying the accompanying measurement parameters, Agukamma (2017) posits that performance of establishments and businesses is made up of economic and non-economic factors.

### **Indices of Organisational Performance**

In this study, we measured organisational performance using corporate productivity, customer patronage, customer retention and customer acquisition.

- 1. Corporate productivity:** Productivity is the ratio of what is produced to what is required to produce it, as it measures the relationship between output and inputs. For that, productivity means how much and how well we produce from the resources used (Gronroos & Ojasalo, 2014). Productivity is about the effective and efficient use of all resources to achieve improved results. Here, resources include time, people, knowledge, information, finance, equipment space, energy, materials and many others. Productivity is the ratio of output to input.
- 2. Customer retention:** Customer retention refers to the ability of a company or product to retain its customers over some specified period (Adeola, 2017). It is the activity that a selling organisation undertakes in order to reduce customer defections. High customer retention means customers of the product or business tend to return to continue to buy or in some other way not defect to another product or business, or to non-use entirely. Selling organisations generally attempt to reduce customer defections. Customer retention starts with the first contact an organisation has with a customer and continues throughout the entire lifetime of a relationship, and successful retention efforts, which take this entire lifecycle into account (Ajagu, 2018). A company's ability to attract and retain new customers is related not only to its product or services, but also to the way, the value the customers actually generate as a result of utilising the solutions and the reputation it creates within and across the marketplace.
- 3. Customer acquisition:** Customer acquisition entails the extent a business firm attracts new customers regularly, retain them and utilise them for business promotion and business performance (Emery, Ault & Agee, 2014). A firm is achieving customer acquisition when it continued to attract new customers and retain/satisfy the old ones so as to achieve high performance. When a business adopts customer focus strategy, new customers will continue to request for its product, buy and use it and even help the firm to expose the product to other prospective customers. Customer focus strategy emphasises positioning of the customer as the primary basis for organising all organisational activities with the aim of increasing customer acquisition and loyalty (Gebauer & Kowalkowski, 2012). For Joseph (2019), customer acquisition may be achieved in the business sector when the operators are willing to offer best products with affordable price to the customers. Based on that, organisational change is one of the basic avenues to achieve customer acquisition. For that, new customers will

continue to request for the product, buy and use it and even help the firm to expose the product to other prospective customers. In this direction, organisational change is a key to woo, attract and retain customers for the market growth of the firm.

## **Theoretical Issues**

### **Strategic Vision Theory**

The strategic vision theory was developed by Kotter in 1999. Kotter developed strategic vision theory to be used by organisation to change its vision and subsequently transform the organisation. Studies using strategic vision theory have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Strategic vision theory explains the eight steps approach to effective change management. Kotler's eight step strategic vision approaches to change management in organisation include that:

1. People typically prefer the status-quo. Change means uncertainty about what the future looks like. Uncertainty makes people uncomfortable. Furthermore, people tend to mistrust things about which they are uncertain.
2. While it is not impossible to get things done without a definite plan of action, it is much simpler (and you get more cooperation) if there is a clear plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change.
3. If people do not know that change is coming or has occurred, they are more likely to resist the change.
4. By this step, resistance should be diminishing, but you still need to observe actions.
5. To make the changes more permanent, you should reinforce them by demonstrating the relationship between new behaviours and organisational success change.

## **Empirical Review**

Olajide (2020) determined change management and its effects on organisational performance of Nigerian Telecoms Industries: empirical insight from Airtel, Nigeria. In conducting this study, a total of 300 staff of Airtel were randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analysed using One-way Analysis of Variance. The result revealed that changes in technology have a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also showed that changes in management via leadership have a significant effect on employee's performance.

Zeeshan, Zia, Ali, Muhammad and Niaz (2021) researched on the impact of organisational change on the employee's performance in the banking sector of Pakistan. In this study, primary and secondary data collection techniques were used for obtaining data. Questionnaires were used for primary data collection. Leadership, communication, procedural justice, employee development, tolerance to change are the variables considered for this study. The sample size for this research is (n=252) hence descriptive statistics and correlation analysis techniques were used for the analysis of data in SPSS software. The results show that organisational change has a positive significant impact on employee's performance in banking sector of Pakistan.

Nwinyokpugi (2018) ascertained organisational change management and employee's productivity in the Nigeria banking sector. The essence of this study effort is to investigate what consequence change has on organisations and how best these consequences can be addressed to ensure that employees' productivity is enhanced. It thus covers major banks and their branches in Rivers State and a randomised population sample of 152 respondents which comprise employees and management staff of these banks were drawn using Taro Yamane sampling formula. It used survey research design and interview system was employed. Data were analysed using mean statistics. The findings derived from the results presented in the analysis of the data indicates that all tested dimensions of organisational change management (change communication, change identification, employees' engagement, change implementation and incentives) are significantly associated with the measures of employee's productivity.

Anjani (2021) ascertained the impact of readiness for change on organisational change of banking sector in Salem District, India. Data were collected from 350 employees serving in the private and public sector banks through questionnaires. Simple Regression was performed to calculate the impact analysis. The findings of the study clearly show that there is a better understanding of the impact of readiness for change on organisational change.

Agukamma (2017) researched on change leadership in public organisations using Akwa-Ibom public library board as their focal point. Survey research design was used and questionnaire served as the instrument of data collection. The population/sample of the study made up of the entire staff of Akwa-Ibom public library board which is 90. The data collected were analysed using mean frequency. The findings revealed that financial problems, autocratic nature of leadership and government insensitive were the major challenge of public library leadership.

### **Research Gap**

Many studies have been done in related areas of this work. However, there exist subject, geographical, content, indices, literature, and methodological research gaps. They are summarised thus:

- a. The subject or content gap:** The topic of this work in one way or the other differs from what we have in all the empirical studies. This work focused on change management and organisational performance. While some studies cover change management without consideration to organisational performance; some others focus on performance with other variables like leadership change etc and do not cover change management.
- b. Geographical gap:** This work covers only Starline Firm in Aba, Abia State. Some of the past studies used countries outside Nigeria. Some of them covered other zones of Nigeria, not specifically on Starline Aba, Abia State. Few that focused on states on South East did not used the same firm used in this work.
- c. Gap on the indices of measurement:** The indices of measurement used in most of the past studies differ from what was used in this work. Though most of them covered change management, but the specific change management indices used differ. This work used leadership change, structural change, policy change, and technological change as independent variable, and productivity, customer patronage, customer retention and acquisition as dependent variables. This is not the same in the past researches.



**d. Literature gap:** For the fact that this study differs directly and indirectly from other studies, the conceptual review, theoretical review, and empirical review differs too. In the conceptual review, this work covers only the major conceptual issues and indices relevance for the work and such is never the same from what other studies cover. The theoretical issues used in this work are strategic vision theory, and McKinsey 7-S model.

In all, there exist research gap which this study wants to fill. This study therefore focused on change management and organisational performance using Starline Nigeria Ltd Aba, Abia State, Nigeria as the study case.

## **METHODOLOGY**

Survey research design was applied for this study. The population of this study is 67 selected staff of Starline Nigeria Limited. For the fact that the population is not large, census method was used to study the entire population. The researchers used both primary and secondary method. The questionnaire was the major instrument of primary data. The questionnaire was framed in Likert format of strongly agreed, agreed, disagreed and strongly disagreed. A questionnaire titled 'Change Management and Organisational Instrument (CMOI),' was frame from the research questions and each research question will be used to develop 5 questionnaire items, hence the questionnaire (on the subject matter) is 20 in number. More so, textbooks, journals, online/internet sources were used as the secondary source of data. For validation of the instrument, face validity was used. Also, Test re-test method of reliability was applied, and was confirmed through Pearson's Product Moment Correlation Coefficient statistic and a reliability index of 0.87 was obtained. This indicated high level of reliability.

The data collected in this study were analysed using simple percentage, mean statistics and Pearson Product Moment Correlation Coefficient (PPMCC), at 0.05 level of significance through Statistical Package, for Social Sciences (SPSS version 21.0). Simple percentage was used to determine the percentage responses of the respondents on bio-data. Bar chart was used to add statistical values to the percentage results, mean statistic was used to determine the level of agreement and disagreement of the respondents in each questionnaire item for construct variables (the subject matter in the objectives). More so, Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance through Statistical Package for Social Sciences (SPSS version 21.0) was used to test the hypotheses. According to Asika (2008), there is need to establish decision rules in empirical research so as to determine the level of relationship among variables. According to Alvin & Ronald (2010) the decision rules for Pearson Product Moment Correlation Coefficient (PPMCC) are as follows:

**Table 1:** Pearson's Decision Rule

<b>Coefficient Range</b>	<b>Strength of Association</b>
0.81 – 1.00	Very Strong
0.61 - .80	Strong
0.41 - .60	Weak
0.21 - .40	Very Weak
0.00 - .20	None

**Source: Alvin & Ronald (2010)**

### Data Presentation and Analysis

It should be noted that out of 67 copies of the questionnaire distributed, only 65 copies were properly filled and returned.

**Research question one:** What is the relationship between technological change and corporate productivity?

**Table 2:** Technological Change and Productivity.

S/N	Questionnaire Items	SA	A	D	SA	N	$\Sigma X$	X	DEC
1	New technology enhance productivity	30	28	2	5	65	213	3.3	Positive
2	Through new technology, organisation can produce more goods	28	25	5	7	65	204	3.1	Positive
3	ICT play positive roles to output maximization	33	22	4	6	65	212	3.3	Positive
4	Increase productivity can be achieve through employee effectiveness in using modern technologies	31	27	3	4	65	215	3.3	Positive
5	Customer base can increase when customer knew about the product through social media platforms	35	21	6	3	65	218	3.4	Positive
	<b>Grand mean</b>							<b>3.3</b>	<b>Positive</b>

**Source: Survey Data, 2023**

The table above indicates that there is significant relationship between technological change and corporate productivity as the calculated mean of 3.3 is above the standard mean of 2.5.

**Research question two:** To what extent does structural change enhance customer acquisition?

**Table 3:** Structural Change and Customer Acquisition.

S/N	Questionnaire Items	SA	A	D	SA	N	$\Sigma X$	X	DEC
6	Structural change makes workers to be customer focused	26	22	9	8	65	196	3.0	Positive
7	When the system is restructured, it leads to attraction of new customers	32	24	6	3	65	215	3.3	Positive
8	Organiaational restructuring enhance customer acquisition	34	25	4	2	65	221	3.4	Positive
9	Systemiaation of the structure leads to high performance of business	33	23	5	4	65	215	3.3	Positive
10	Effective structure leads to improved customer acquisition.	31	31	2	1	65	222	3.4	Positive
	<b>Grand mean</b>							<b>3.3</b>	<b>Positive</b>

**Source: Survey Data, 2023**

The above table shows that structural change enhances customer acquisition as the calculated mean of 3.3 is above the standard mean of 2.5.

**Researches question three:** What is the relationship between leadership change and customer retention?

**Table 4:** Leadership Change and Customer Retention.

S/N	Questionnaire Items	SA	A	D	SA	N	ΣX	X	DEC
16	Leadership change enhances sales performance through customer retention.	28	25	5	7	65	204	3.1	Positive
17	Leadership enhances customer based	33	22	4	6	65	212	3.3	Positive
18	There is significant relationship between effective leadership and customer retention	31	27	3	4	65	215	3.3	Positive
19	Good management add value to business	33	23	5	4	65	215	3.3	Positive
20	Good management approach leads to organisational performance	31	31	2	1	65	222	3.4	Positive
	<b>Grand mean</b>							<b>3.3</b>	<b>Positive</b>

**Source: Survey Data, 2023**

The table above indicates that there is significant relationship between leadership change and customer retention as the calculated mean of 3.3 is more than the standard mean of 2.5.

### Testing of Research Hypotheses

**Ho1:** There is no significant relationship between technological change and corporate productivity.

To test the hypothesis one, data in table 6 was used.

H1	There is significant relationship between technological change and corporate productivity	Pearson Correlation= 0.87 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>
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The table above shows that the Pearson product moment correlation is 0.87 which indicates that there is significant relationship between technological change and corporate productivity.

**Ho2:** Structural change does not enhance customer acquisition.

To test the hypothesis two above, data in table 7 was used.

H2	Structural change enhances customer acquisition	Pearson Correlation= 0.85 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>
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The table above shows that the Pearson product moment correlation is 0.85 which indicates that structural change enhances customer acquisition.

**Ho3:** There is no significant relationship between leadership change and customer retention.

To the test the hypothesis four above, data in table 9 was used.

H3	There is significant relationship between leadership change and customer retention	Pearson Correlation= 0.83 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>
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The table above shows that the Pearson product moment correlation is 0.83 which indicates that there is significant relationship between leadership change and customer retention.

#### **Concise Result Table Result for Hypotheses Tested**

<b>S/N</b>	<b>Hypotheses</b>	<b>Statistical Tools Applied (Software R studio)</b>	<b>Result</b>
H1	There is significant relationship between technological change and corporate productivity	Pearson Correlation= 0.87 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>
H2	Structural change enhances customer acquisition	Pearson Correlation= 0.85 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>
H3	There is significant relationship between leadership change and customer retention	Pearson Correlation= 0.83 Sig = 0.05 N = 65 Grand mean = 3.3	<b>VALID</b>

#### **Discussion of Findings**

Test of hypothesis one revealed that there is significant relationship between technological change and corporate productivity. In the view of Assael (2018), in the manufacturing industry, new technologies have always been introduced and overall aim is to enhance performance of the firm through efficient and effective manufacturing business transactions for workers and customers. Changing technology encompasses modifications in the way work is performed or the methods and equipment that are used. Managers can also change the technology used to convert inputs into outputs (Atambo, 2014).

For hypothesis two, it was revealed that structural change enhanced customer acquisition. In consonance with the finding, Hall (2017) observed that restructuring takes an internal focus with an aim of getting the work of the business done effectively and efficiently, so as to make the strategy work. It reflects the critical stage in strategy implementation wherein managers attempt to rationalize and recast their organization structure, leadership, culture and reward systems to ensure a basic level of cost competitiveness, capacity for responsive quality and need to shape each one in order to accommodate unique requirements of the strategies. "At the heart of the restructuring process is the notion that some activities within the business value chain are more critical to the success of the business strategy than others. March and Simon (2018) expressed a more behavioural view by defining organisational structure as the pattern of relationship and behaviours that change slowly and thus provide clarity and stability. Organisations introduce structural change as a road map to achieve needed performance in its system.

For hypothesis three, it was discovered that there is significant relationship between leadership change and customer retention. De Wit and Meyer (2014) view the leadership as the central processing unit of organisational change and innovation. Strategic changes are formulated by leaders and then implemented by lower levels. The role of leadership is to facilitate change and innovation in organisations and therefore more evolutionary than revolutionary (Robbins and Coulter, 2017). The importance of leadership in the initiation and management of change has also been stressed with an emphasis on establishing direction, aligning, motivating and inspiring people. While leadership has often been seen as primarily the province of executive managers, the reality in most organisations is that all managers need to develop leadership capacity and skills. While, Camall (2013) claims that change leaders tend to be executives or senior managers and change managers tend to be middle managers, he also suggests that in practice, the two roles may often be indistinguishable because, the attributes required to lead and manage change are simply inseparable aspects of managerial work in organisations facing the ever increasing challenges of coping with constant change.

## **Conclusion**

This study focused on change management and organisational performance using Starline Nigeria Ltd Aba, Abia State, Nigeria as the study case. For a firm 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 a matter of fact a necessity. Though there has not been consensus as to the framework for organisational change management, there is a consensus that changes being triggered by internal or external factors, come in all shapes, forms and sizes and can affect the performance level of an organisation. Implementing the change process in any organisation is a crucial foundation for enhancing employee confidence in the activities of an institution, and employees play a critical role in this process. Most organisations in Nigeria ignore their employees during the conception; implementation; review of the change process and this affects the implementation of the change agenda negatively. Organisations undergoing transformation must have teams that champion the change process. This demands that all employees within the institutions desiring change, especially the top management must be committed to the change process. This study concludes that for organisation to stay relevant and competitive, change is necessary.



## Recommendations

Based on our findings, the following recommendations were made:

1. Organisations should continue to introduce new and modern technological facilities which will enable them to meet up with the need for change, so as to achieve the organisational goals.
2. Private firms like Starline Nigeria Ltd should effectively restructure their system by posting the employees in different units to get experience and promote positive change in the organisation.
3. It is necessary for the change of any organisational/unit leader(s) in starline Nigeria Ltd that is not performing very effectively.

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