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CHANGE MANAGEMENT AND FIRMS' SUSTAINABLE PERFORMANCE OF SELECTED TELECOMMUNICATION FIRMS IN KOGI STATE

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Abstract
This study was carried out to examine the effect of Change Management and Firms on the sustainable Performance of Selected Telecommunication Firms in Kogi State. The business environment has become increasingly competitive, and as such change is unavoidable; hence, organizations that wish to compete at the highest level have to restructure, re-strategize, and constantly evolve. The objectives of the study include evaluating how organizational restructuring affects firms performance of selected telecommunication firms in Kogi State; ascertaining the influence of leadership changes on the performance of selected telecommunication firms in Kogi State; and examining the extent of the relationship between technological change and firms' performance of selected telecommunication firms in Kogi State. The survey research design was employed. The population of the study comprised of 2200 employees of MTN & AIRTEL NG, Kogi State, while the sample size of the study was three hundred and thirty-nine (339) employees of MTN & AIRTEL NG, Kogi State. 339 questionnaires were distributed, and 320 were correctly filled and returned. The hypotheses were tested using multiple regression analysis using Statistical Package for Social Sciences (SPSS) version 20.0. The results revealed that organizational restructuring (β = .393< .000), leadership changes (β =.146< .000) and technological change (β = .470< .000) have positive and significant effects on firms' performance of MTN & AIRTEL NG, Kogi State. The study concluded that change management affects the firm performance of MTN & AIRTEL NG, Kogi State. The study recommended that the organization should put adequate measures in place to get their employees properly trained and educated on the new organizational structures and design; Also, organizations which adopt the use of the latest technology and provide adequate training for their employees to enhance their performance.

Introduction

The business environment has become increasingly competitive, and as such change is unavoidable. It is imperative for organizations to constantly review their processes, methods, marketing strategies, organizational culture, technological innovations and many more to ensure they are in tandem with their major competitors and organizations of the global world in order to remain in existence.

The telecommunication business remains one major player in the information technology area widely known for its sensitivity to macro-environmental changes. Thus, to maintain competitiveness, the telecommunication industry should be adaptable to rapidly respond and adjust to outside environment challenges.

Considering the nearby communication and connection between managers and their employees, there can be intermediate impacts on a telecommunication performance due to changes within and outside an organization (Fadila & Umar, 2021). According to (Muchemi & Wakonyo, 2020), quick and unusual changes in the behavior of customer and information technology necessitate the need to oversee changes unavoidable and that the capacity to oversee remains a sine qua non for long – lasting existence of telecommunication organizations (Awiti *et al*., 2020).

Change is unavoidable and managers all over the world are adjusting to the changing market conditions and at the same time facing the need for generating a proactive rather than a responsive managerial system (Cross, 2019). They are examining for ways to cope with an increasingly complex technology and more refined labor force or teams. To achieve varied goals, managers need more than fragmentary ad-hoc change programmes dealing only with present challenges (Daniel, 2022). They need change management methods to prepare for upcoming organizational competitive difficulties. Managers must gain knowledge on how to build and manage a human group that is proficient of foreseeing the new, capable of changing its vision into technology, products, processes and services, willing and able to agree with the new. Attempts to execute change management have been many and extensive, but the promises made in its name have remained unsatisfied (Dawson, 2013). With this changing market demand for environmental adaptation by the company and its management, an integrated strategy is required to drive constructive alteration and reduce damaging obstacles to change. Effective change management not only affects the sustainability of the organization but also its performance. Thus, management should strive to ease the transformations as much as possible to reduce uncertainties that result from the changes that in turn affect their effective performance (Kimulwo, 2020). A major element of change is the application of policies. Implementation is therefore a key concern in the management of change. The inability to get things done and have crucial ideas and decisions implemented is widespread in organizations today (Aduku, Alabi, & Orugun, 2021).

Changes are inevitable in today's environment for every organization in order to break even and remain competitive. Making an organization more efficient and effective requires planned change. Member's reluctance in an organization is expected because potential threats that can alter their future are foreseen. Hence, willingness to change by the organization members is a major factor in change implementation that is successful. Due to increasingly dynamic environments, firms are confronted continually by the need for change implementation in, culture, process, structure and strategy (Burke, 2017)).

The challenge facing Nigerian firms therefore is not to avoid change and attain a state of changelessness. It is to manage change, that is seek change, initiate it, keep looking for something new to add, something old to discard and do all these with minimum undesirable effects as possible. Nigerian firms are facing unprecedented levels of change and as a result, the need to manage change and reduce its effects successfully should be a core organizational competence.

Statement of Problem

Worldwide business environment is now progressively unpredictable and continually changing, most especially within the last few decades (Tamunomiebi & Lawrence, 2020; Whitmore, 2020; Egbosionu, 2020). However, the telecommunication business appears to be the worst affected, due to its centrality of the ongoing globalization cycle that is uniting the world. There is no gain saying that telecommunication business competition has become intense (Kimhi & Oliel, 2019). Consequently, the current telecommunication managers simulate change and also energize transformation and developments towards improving their services for competitiveness.

In Nigeria today, the major participants in the industry are MTN, Airtel, Globacom, and lately 9mobile and Visafone. The last two are less than ten years old in the country. Going by the increasing volatility of the business environment, change management has become inevitable. This is to address any or all of these issues – poor performance, adapting to changes arising from the external environmental pressures, achieve or maintain a competitive advantage (in terms of better price and high quality), explicit innovation. Fundamentally, organizational change emanates from two major sources: The external and internal sources. The external sources could be as a result of improved technology, pressure from interest groups from outside the organization such as government or competitors in the industry. The internal source of change could be from individuals such as shareholders, management, employees. Irrespective of the source, wherever change is obvious, the management is always faced with the question of how to respond to this change. Do we change the objectives and strategies of the organization, is it the technology we change or human resources or organization structure or the business environment (Olajide, 2014)?

The World Bank Group (World Bank) published its 2020 Doing Business Report (The Report) and ranked Nigeria 131 out of 190 countries on the ease of doing business index. This represents an improvement of 15 places from 2019 ranking of the continued abysmal services offered by the public and private sectors points to the fact that the changes introduced in the organizations have not adequately impacted organizational' performance; hence, there is need for restructuring of the various telecommunication firms in Kogi State which are not able to meet their obligations to Nigerians. The changes which are usually structural in nature are also capable of fundamentally undermining the mandate of the organizations. The changes in the organizations are in the areas of leadership, organizational restructuring, technological changes, communication strategies changes, organizational culture changes, changes in consumers' tastes, etc. The expectation is that the changes envisaged and implemented by management impact positively on the mandate of the organization. Kogites keep crying out over the low quality of services rendered by the telecommunication firms as a result of leadership changes occurring in these firms.

Thus this study will focus on Change Management and Firms' Sustainable Performance of Selected Telecommunication Firms in Kogi State

Research Questions

The following research questions are raised for the study

1. What is the extent of correlation between organizational restructuring and the performance of selected telecommunication firms in Kogi State?
2. What is the influence of leadership changes on the performance of selected telecommunication firms in Kogi State?
3. Is there an extent of relationship between technological change and the performance of selected telecommunication firms in Kogi State?

Objectives of the study

The main objective of the study is to examine the effect of Change Management Sustainability and Performance of Selected Telecommunication Firms in Kogi State; however, the specific objectives are;

i. To evaluate the extent of correlation between organizational restructuring and the performance of selected telecommunication firms in Kogi State.
ii. To ascertain the influence of leadership changes on the performance of selected telecommunication firms in Kogi State.
iii. To examine the extent of relationship between technological change and the performance of selected telecommunication firms in Kogi State.

Research Hypotheses

In line with the objectives of the study, the following hypotheses were formulated:

H_{01}: There is no significant and positive relationship between organizational restructuring and firms' performance of selected telecommunication firms in Kogi State.

H_{02}: There is no significant and positive relationship between leadership changes and firms' performance of selected telecommunication firms in Kogi State.

H_{03}: There is no relationship between technological change and firms' performance of selected telecommunication firms in Kogi State.

Conceptual Clarification

Concept of Change Management

Change encompasses different dimensions and can be caused by various factors. According to the UNDP (2006), several factors influence change and these factors, directly and indirectly, impacts the organizations goals and objectives. Categorizing these factors into two, can be described as internal factors that include technologies, operational changes and processes, internal laws and policies, conversion of government organizations to private enterprises, organizational modernization incentives, changes in management decisions and others. External factors include but are not limited to stiff competitions between companies in the same industry, increasing pressures of globalization, political, economic, socio-cultural, technological, legal, and environmental forces (Lynn, 2001). Similarly, the research of Karmarck (2004) has also highlighted the positive direct relationship between organizational change and the achievement of the strategic objectives of the organization.

Change management has typically been defined as a process involving unfreezing, moving, and refreezing values, practices, and procedures within organizations. Unfreezing refers to the creation of a perceived discrepancy between the existing and ideal state of an organization that generates a desire for change and lowers people's resistance to change. Moving refers to the various processes such as training, education, and restructuring that lead to the development of new behaviours, attitudes, and beliefs. Refreezing regards "reestablishing a new state of equilibrium within the organization by stabilizing the new patterns through a variety of support mechanisms" (Cross, 2019).

Korir, Mukotive, Loice and Kimeli (2012) defined change management as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to successfully implement the needed process, technology or organizational changes. Moran and Brighton (2011) defined change management as the process of continually renewing an organization direction, structure and capabilities to serve the ever-changing needs of external and internal customers. Burnes (2004) like many other scholars asserted that change is an ever-present feature of organizational life, both at the operational and strategic level. Due to its importance, change management is becoming imperative and needs appropriate managerial skills and strategy. 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 a necessity. Even though there has not been consensus as to the framework for organizational change management, there seems to be an agreement on two important issues One, there is a consensus that change, being triggered by internal or external factors, comes in all shapes, forms and sizes (Balogun and Hailey 2004); Burnes 2004, Carnall, 2003; Luecke 2003).

Organizational Restructuring

According to Pearce and Robinson (2011), restructuring is one of those terms that reflect the critical stage in strategy implementation where managers attempt to rationalize and recast their organizational structure, leadership, culture, and reward systems to ensure a basic level of cost competitiveness, capacity for responsive quality, and the need to shape each one of the terms to accommodate unique requirements of their strategies. The other terms besides restructuring that reflect the critical stages in strategy implementation are: downsizing, reengineering, outsourcing, and empowerment. McKinley and Scherer (2000) defined organizational restructuring as any major reconfiguration of the internal administrative structure that is associated with an intentional change management program. It is important to delineate the difference between various types of restructuring that take place in organizations. According to Bowman and Singh (2003), there are three types of restructuring: organizational, portfolio, and financial. Organizational restructuring excludes portfolio restructuring and financial restructuring such as increasing the debt level or reducing free cash flow (Bowman et al., 1999, Donaldson, 2004).

Organizational restructuring involves changes in the organizational restructure which include divisional redesign, reducing the hierarchical level, reduction in product diversification, compensation revision, improving governance and workforce reductions. However,it is more dependent upon the circumstances in which it is initiated and has the least impact on performance (Ngige, 2012). An increase in operating efficiencies, greater employee satisfaction, reduced turnovers and better communications can be the intermediate effects of an organizational restructuring. Bowman & Singh (1993) indicate that organizational restructuring is intended to enhance managerial efficiency through significant changes in organizational structure. It involves divisional design, downsizing and layoffs.

Leadership Changes

According to Adler (2011), in an effort to streamline organizational activities, managers play an important role as key decision – makers; they determine how organizational resources will be acquired, developed and deployed, transformed from such assets into valued products and provide stakeholders with value created. Leadership changes occur for a number of reasons – business slowdown/ decline, growth, relocation or new product development. The company may be going through a merger or acquisition, which for some small businesses means a larger organization taking over the entire company or strengthening the company's industry presence by folding its operations into another, perhaps larger company or group of companies. Changes in strategic leadership affect various aspects of organizational outcomes (Karaevli, 2007) as new leaders usually differ in their characteristics and strategic approaches from predecessors. The replacement of a CEO, the firm's chief strategist, not only changes organizational behaviour (Berns&Klarner, 2017; Finkelstein &Hambrick, 1996; Kesner&Sebora, 1994) but also affects a firms relationship with its internal and external stakeholders (Kaplan & Minton, 2012). Change leadership is a proactive, people – centric approach to change management, visualizing change initiatives as an opportunity for organizational growth and improvement rather than a finite project. It requires being visionary, agile, and responsive to the changing business requirements, and understanding how to overcome barriers to change. Change leaders are not the same as change manager or practitioners. While change managers administer change to achieve short – term goals, change leaders command, influence, and advocate for long – term transformation initiatives. If employees are the driver of change initiatives, change leaders are the ones that empower them to provide inputs. Leaders of change are the ones who engage with the initiative rather than impose change (Priyanka, 2021).

Technological Change

Technological change is an increase in the efficiency of a product or process that increases output, without an increase in input. The state of technology determines the quality and quantity of goods and services produced (Ahmad, 2014). Technological change implies the specialized information utilized in the creation of capital and apparatus. The different changes in innovation lead to an expansion in the efficiency of work, capital and other creation factors. Technological advancements include formation of aptitude, new methods for creation, new employments of crude materials and the broad utilization of hardware (Denison, 2014). The innovation is the most impressive methods for wresting power from nature in every potential manner. It reinforces the offices of man. Technological change is definitely not a simple improvement in the specialized skill. It implies substantially more than this. It ought to be developed before by sociological change additionally, an ability and want with respect to network to adjust their social, political and managerial foundations in order to make them fit with new strategies of creation and improving monetary movement (Adam, 2013).

Organizational Performance

Organizational performance is result that is obtained after an effort has been put in a firm. Reynolds, (2010) define organizational performance as how nonfinancial and financial objectives of a company are achieved. Reddy, (2017) asserted that various things must be put into account. In a bid to be able to achieve strong financial results; customers and employees should be satisfied, the individual initiative should be high, innovation should be laced with productivity, systems of rewarding staff and how their performance is measured should be aligned, and there should be strong leadership that is reflective. The balanced scorecard generates performance measures from the organization's mission, vision and strategy. It provides a tool for comprehensively measuring the performance of the organization. It includes the financial aspect which determines the economic outcomes of the different decisions undertaken by the organization. Organization 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. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization

Effects of Managing Change in an Organization

Organizations are conglomerates of dynamic systems that constantly change. There are positive and negative effects of change management.

The positive effects of managing change include:

i. **Employee Confidence**: When organization successfully complete a significant change and the employees see that none of the fears they held regarding change is realized, such organization are paving the way for smoother change in the future. One of the positive effects of efficient change management is that it instills confidence in employees regarding the management's ability to lead the organisation and make good business decisions. This not only makes future changes easier, but employee confidence also makes day to day decision-making simpler as well (Kehinde, 2012).

ii. **Competitive Advantage:** The ability for the organization to change helps maintain competitive advantage in the marketplace. For example, if your competition has implemented a new order-entry system that makes the process of doing business easier on the customers, then your ability to adapt to that change and institute your own order-entry changes helps keep you competitive. The ability to institute change quicker and more efficiently than the competitors gives you an advantage that can help you achieve, or maintain, the status of an industry leader (Kehinde, 2012).

iii. **Growth**: Organisation must experience change to experience growth. Organization can continue to do things the same way for a long period of time. But, at some point, organization's infrastructure needs to change to accommodate a growing customer base and industry changes. New processes, new marketing concepts and improved ways of reaching the target market all require changes within the organisation. Your company's ability to facilitate change enables it to grow (Kehinde, 2012).

iv **Dynamic**: A corporate culture that embraces change tends to remain dynamic in the marketplace. Because employees are confident that the organization can manage change, new ideas flow more freely. Employees do not feel bound by the current organizational structure because they know the organisation can adapt to meet the challenges of the future. A dynamic atmosphere with an openness to change is a productive and forward-thinking workplace (Thomas, 2014).

The negative effects of managing change include:

i. **Employee Resistance**: Implementing a new policy can result in employee resistance. Employees resist change when there is not a clear understanding of the reason for the change. A lack of knowledge on how it will affect their work can also cause employees to resist. Workers with personalities that require process and reliability in their work life will find change a difficult adjustment (Udeh & Igwe, 2013).

ii. **Expense**: Handling a change in the organization effectively can take time, which can result in cost of production and expense. The change process requires training and communication to employees affected by the change. For example, implementing a new continuous improvement system in an organization requires training for all employees in the tools, methods and processes the new system needs for success (Westerholz, 2009).

iii. **Lack of Support and Failure**: A lack of support for change management can cause new policies and processes to fail. Employees and management must be on board with the change process for success. The system will fail if employees do not use the new system or policy and management does not enforce the change. Before a company begins the change process, management and employees must support the decision and make a commitment to the new policy or process (Westerholz, 2009).

iv. **Low Employee Morale**: If the company does not handle change effectively, it can have a detrimental effect on the morale of workers. Low employee morale has a negative effect on productivity, which can cause a financial loss for the organization. Lowered employee morale also results in increased absenteeism and high employee turnover (Thomas, 2014).

2.2 Theoretical **Reviews**

The following theories are reviewed and Kotter's theory of change is adopted for this study.

1. Resource Based View
2. Conservative Resource Theory
3. Kotter's Theory of Change

Resource Based View (RBV) (Edith Penrose, 1959)

The resource – based theory was originally popularized by Penrose (1959), and this economic theory was further developed by Wernerfelt (1984). Penrose's resource approach is concerned with efficiency, economic profit, competitive advantage, and profitable growth. It is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage.

The resource–based view (RBV) argues that a firm's sustained competitive advantage is based on its valuable, rare, inimitable, and non – substitutability resources (Barney, 1991). The capability of firms to create or acquire these resources affects their performance and competitiveness over their competitors.

Conservative Resource Theory (Stevan Hobfoll, 1989)

The conservation of resource theory by Stevan Hobfoll has grown in popularity, as a new theory of stress since the 1980s. A general assumption of Hobfoll's theory is that an individual has some resources at his/ her disposal which he/ she greatly appreciates and is inclined to protect and never lose them.

Conservation of Resources (COR) Theory is a stress theory that describes the motivation that drives humans to both maintain their current resources and pursue new resources.

Kotter's Theory of Change (John Kotter, 1995)

Kotter's change model has realistically remained useful in change execution and organizations deploying it to pursue some change objectives will achieve systematic organizational regeneration. Kotter's eight (8) change process summarized here and includes: 1) Create urgency 2) Form a powerful coalition 3) Create a vision for change 4) Communicate the vision 5) Remove obstacles 6) Create short – term wins 7) Build on the change 8) Anchor the changes in corporate culture.

For change to happen, it helps if the whole company wants it. Develop a sense of urgency around the need for change. You must open an honest and convincing dialogue about what's happening in the market place and with your competition. If many people start talking about the change you propose, the urgency can build and feed on itself.

Convince people that change is necessary and form a powerful leadership and support from key people within your organization. Managing change isn't enough, you have to lead it.

When you start thinking about change, there will be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why you are asking them to do something. When people see for themselves what you are trying to achieve, then the directives they are given tend to make more sense.

What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day–to–day communications within the company, so you need to communicate it frequently and powerfully, and embed it within everything you do.

You have to remove obstacles at the point where you have one or two people resisting the change or there are processes or structures impeding the change. Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help move the change forward.

Create short–term targets – not just one long–term goal. You want each smaller target to be achievable, with little room for failure. Your change team may have to work very hard to come up with these targets, but each win that you produce can further motivate the entire staff.

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long – term change. Each success provides an opportunity to build on what went right and identify what you can improve.

Finally, to make any change stick, it should become part of the core of your organization. Your corporate culture often determines what gets done, so the values behind your vision must show in day–to–day work. Make continuous efforts to ensure that the change is seen in every aspect of your organization. It's also important that your company leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up where you started.

Kotter suggests that for change to be successful, 75% of a company's management needs to buy and key into the change. In other words, you have to really work on step 1, and spend significant time and energy building urgency, before moving on to the next steps.

Empirical Review

Kipkosge (2018) studied the effects of technological interventions on employee performance: A case of Eldoret Water and Sanitation Company, Kenya. The study sought to find out the effect of technological interventions on employee performance at Eldoret Water and Sanitation Company. This study was guided by systems theory and employed a case study method. The target population consists of 215 managers and the employees working at the ELDOWAS Company. The sample size of 50% of the target population was selected. Stratified random sampling technique was used to ensure to select the respondents from the target population. In collecting data, questionnaires and interview schedules were used. Data was analyzed using descriptive statistical techniques that included frequencies and percentages. The findings revealed that technical interventions positively affect the performance of employees. A range of technical interventions are required to enhance employee performance. In particular, the study established that ISO certification, provision of ICT facilities, job descriptions, payment of overtime and delegation improves employee's performance.

Onono (2018) studied the impact of organizational structure on performance at General Electric Africa. The research study sought to establish the relationship between organizational structure and performance at General Electric Africa. A descriptive research design was used in this study. The target population was 290 employees at General Electric in the Sub Sahara Africa region based in four General Electric site locations or location sites in Nairobi in Kenya, Lagos in Nigeria, Luanda in Angola and Johannesburg in South Africa. A structured questionnaire was used to collect quantitative data. The study was affirmed that organizational learning had the impact of further helping managers align employee's assignments' based on their abilities and interests, establish efficient information exchange systems within the organization thereby creating the positive impact of increasing the speed and accuracy of execution of operational tasks as well as implementation of long term strategic alignments within the business in the region.

Atieno and Kyongo (2017) investigated on the impact of strategic change on organizational execution. The investigation looked to build up the impact of key change on the exhibition of Kenya Wildlife Service (KWS) and the relating speculation was defined and tried. The examination focused on 144 representatives situated at the administrative center in Nairobi, Kenya and 79 of them reacted. The investigation received an enlightening exploration plan and applied comfort testing procedure. SPSS Variant 21 was utilized to break down information utilizing basic relapse examination. Research discoveries from the trial of theory built up that vital change fundamentally influences execution at Kenya Untamed life Administration. The investigation discoveries bolster Lewin's change the executives hypothesis, which assists with recognizing the results of key change and furthermore control the negative results in the beginning periods of vital change usage so as not to adversely impact organizational execution.

Durowoju (2017) examined the effect of change in technology on SMEs performance in Lagos State. The objective of change in technology being investigated was the capacity of SMEs to acknowledge new inventive strategies that will prompt better technology for expanded profitability. With the example populace of 153 respondents comprised of administrators and proprietors of little and medium ventures inside the Lagos city was utilized for this investigation. The major factual strategy utilized was a straight relapse procedure. The research found that change in technology impacted on authoritative execution of SMEs inside the Lagos city. The coefficient of assurance demonstrated that 56.6% of the achievement recorded in the SMEs execution is represented by change in technology. This outcome is measurably noteworthy in light of the fact that the estimation of the outcome (0.000) is under 0.05 degree of huge effect utilized for the 28 examination. This shows change in technology has a positive and huge effect on SMEs execution in Lagos State.

Thomas (2014) evaluated how change management affected organizational performance of Nigerian telecoms sector with practical experience from Airtel Nigeria. This study identifies the causal relationship between change management and performance of Nigeria telecoms Out of a population of 1000, a total of 300 personnel of Airtel were randomly selected for the research. Three hypotheses were used for the study. It was found that there was a causal relationship between change management and performance of telecoms in Nigeria.

Olajide (2014) carried out a research on change management and its effect on organizational performance of Nigerian telecoms industries, using empirical insight from Airtel Nigeria. A total of 300 staff of Airtel was randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology had a significant effect on performance and that changes in customer taste has a significant effect on customers' patronage. The result also shows that changes in management via leadership had significant effect on employee's performance

AlJaradat, Nagresh, AlShegran and Jadellah (2013) studied the impact of change management on the performance of employees in university libraries in Jordan. This study aimed to identify the impact of change management on employees' performance, through a case study of university libraries in Jordan, three areas of change has been addressed; the change in organizational structure, technology change and change in individuals. The researcher designed questionnaire to collect the raw data, and used the random sample in data collection. The study found that change in the organizational structure is not flexible, and therefore the organizational structure is not appropriate for the business requirements within the University Library, leading to overlapping powers and responsibilities. There was a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers.

Kumari (2013) studied how technological change affects performance of employee. Researchers focus was on the nature of the relationship between change in technology and performance of employees. This research is descriptive in nature. Primary data was used and was gathered from 100 employees of Reliance Communication through the designed questionnaire and secondary data collected through annual reports and online resources. It was found that an alternate hypothesis under this study is finally accepted which says that there was a positive relationship between technological change and employee performance. It means that with the development of new technology, organization have a tremendous impact on employee performance.

Ahmed, Rehman, Asad, Hussain and Bilal (2013) examined the effect of authoritative change on the representative's exhibition in banking area of Pakistan. The reason for this examination was to dissect the effect of authoritative change towards worker execution in the financial segment of Pakistan. In this investigation information assortment methods were utilized for acquiring information. Surveys were utilized for essential information assortment. Leadership, correspondence, procedural equity, worker improvement, resilience to change is the factors considered for this investigation. The sample size for this exploration was 252 (n = 252). SPSS programming was used for analysis. The outcomes show that hierarchical change has a positive huge effect on representative's presentation in banking part of Pakistan.

METHODOLOGY

Research Design

In conducting this research, the survey method was adopted. Survey design is one in which a group of people or items are studied by collecting and analysing data from only a few people or times considered to be representatives of the entire group. The population of this study would comprise of employees of both MTN & AIRTEL communications of Nigeria Limited, Kogi State. MTN has a total of 1000 employees in Kogi State, while AIRTEL NG has 1200 employees in Kogi State; resulting in a total of 2200 employees which represents the population of the study.

The Krejcie and Morgan (1970) formula was used to determine study's sample size. The selection formula is as follows:

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

Where;

n= the required sample size

N = is the Target Population (2,200 employees)

e = accuracy level required, Standard error = 5%

Sample calculation

$$n = \frac{2200}{1 + (2200 - 1)\ 0.05^2}$$

$$= \frac{2200}{1 + (2199)\ 0.0025}$$

$$= \frac{2200}{1 + 5.4975}$$

$$= \frac{2200}{6.4975}$$

n = **339**

Therefore, the sample size for the study is 339.

The researcher employed and used both primary method of data collection and secondary sources of data collection. The primary data gathered using questionnaires. To ensure effective distribution of the questionnaire, the researcher employed the use of direct administration to the sampled population

Validity of Research Instrument

To ensure the content and face validity of the instrument, the draft copy of the questionnaire was given to the project supervisor for proper modification. Based on the supervisor's correction, the final draft was prepared and used for data collection

Method of Data Analysis

The study used both descriptive and inferential statistics. The study resolves practice inferential figures towards establishing the effect of change management and the performance of selected telecommunication firms in Kogi State. Multiple regression Analysis is used to test the hypotheses and Statistical Package for Social Sciences (SPSS) version 20.0 is used for data analysis.

Model Specification

The inferential analysis used in the study is the ordinary least square linear regression to determine the effect of Change Management and Performance of Selected Telecommunication Firms in Kogi State.

The model is stated as follow:

$$\mathbf{Y = \beta 0 + \beta 1OR_1 + \beta_2 LC_2 + \beta_3 TC_3}$$

The symbols **β0** – regression coefficient

β_1, β_2 and β_3 – gradient of reversion equation

OR_1 – Organizational Restructuring

LC_2 – Leadership Change

TC_3 – Technological Change

DATA PRESENTATION AND ANALYSIS

The results from the data and their various statistics are presented below. This starts with the reliability test using Cronbach's Alpha, the frequencies, percentages and inferential statistic of Ordinary Least Square Regression to test all the null hypotheses formulated. The Croncbach's Alpha Test of 81.1% shows a satisfactory result as presented below.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	**17**

Source: Researcher's Computation Using SPSS 20.0 Version

Test of Hypotheses

To examine the effect of change management and the performance of selected telecommunication firms in Kogi State, the formulated hypotheses were tested using Ordinary least square regression analysis

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Table 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966[a]	.934	.933	.290

a. Predictors: (Constant), Technological Change, Leadership Change, Organizational Restructuring

The R-square value of .934 in Table 1 above indicates that the components of the independent variable have a combined effect of 93.4% on the dependent variable, while the adjusted R-square value of .933 also indicates the accurate influence of the combined effect of organizational restructuring, leadership change and technological change of 93.3% on performance of selected telecommunications firms in Kogi State.

Table 2: ANOVA Result

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	373.405	3	124.468	1481.689	.000[b]
	Residual	26.545	316	.084		
	Total	399.950	319			

a. Dependent Variable: Firms Performance

b. Predictors: (Constant), Technological Change, Leadership Change, Organizational Restructuring

The F-Statistics value of 1481.689 and the sig. level of .000 in Table 4.2 signifies that the model is fit and significant at 5% level. This means that the result is good and admissible for decision-making.

Table 3: Coefficients
Regression Analysis of Change Management and Firm Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.183	.086		2.119	.035
	Organizational Restructuring	.343	.027	.393	12.749	.000
	Leadership Change	.178	.037	.146	4.865	.000
	Technological Change	.456	.035	.470	12.846	.000

a. Dependent Variable: Firms Performance

Table 3 shows the result of Beta value of .393 and the corresponding sig. level of .000 which is significant at 5% level of significance indicating that Organizational restructuring has a significant correlation with the performance of selected telecommunication firms in Kogi State. Based on this, the null hypothesis which says there is no extent of correlation between organizational restructuring and the performance of selected telecommunication firms in Kogi State is rejected. Table 3 also shows the result of Beta value of .146 and the corresponding sig. level of .000 which is significant at 5% level of significance indicated that Leadership changes have a positive and significant influence on the performance of selected telecommunication firms in Kogi State. Based on this, the null hypothesis two which says there is no influence of leadership changes on the performance of selected telecommunication firms in Kogi State is rejected. Table 4.3 further shows the result of Beta value of .470 and the corresponding sig. level of .000 which is significant at 5% level of significance indicates that Technological changes have a positive and significant effect on the performance of selected telecommunication firms in Kogi State. Based on this, the null hypothesis three which says there is no relationship between technological change and the performance of selected telecommunication firms in Kogi State is rejected.

Discussion

This study revealed that Organizational restructuring has a significant correlation with the performance of selected telecommunication firms in Kogi State, indicating that an increase in organizational restructuring will lead to an increase in the performance of selected telecommunication firms in Kogi State. This implies that MTN & AIRTEL NG should revisit and redesign the organization structure and processes in order to increase workers' efficiency and consequently increase firms' performance. This finding agrees with a prior expectation of this study and the study agrees with the findings of Susan & Samuel (2019). The study also revealed that Leadership changes have a positively significant influence on the performance of selected telecommunication firms in Kogi State, indicating that an increase in leadership changes will bring about an increase in firms' performance. This means that changes to the top management of MTN & AIRTEL NG will bring out changes that will enhance organizational performance. This finding agrees with a prior expectation of this study and this study agrees with the findings of Okeke et al (2019).

The study finally revealed that Technological change has a positively significant relationship with the performance of selected telecommunication firms in Kogi State, indicating that an increase in technological change will increase firms' performance. This implies that organizations should evolve and equip themselves with the latest technologies that will increase their efficiency and consequently result in the overall performance of the firms. This finding is in agreement with a prior expectation of this study and the study is in agreement with the findings of Okeke et al (2019). The main objective of the study was to examine the effect of Change Management and Firms' Sustainable Performance of Selected Telecommunication Firms in Kogi State, to bridge the knowledge gap. Three objectives were spelt out to address the three research questions raised. The review of literature which was categorized into conceptual, theoretical and empirical reviews based on the specific objectives. Conceptual literature was reviewed to ascertain the authors' understanding of concepts relating to this study. Theories relating to the study were reviewed and the theory that underpinned this study was identified, while empirical studies carried out by previous researchers were reviewed to identify relevant gaps in the literature.

Conclusion

Change is now a regular feature of business life as organizations strive to be more competitive and work towards achieving their desired goals. Organizations must be willing to evolve if they are willing to survive in this era of advanced and modernized way of doing business, more so, the telecommunication industry which is ever turbulent and sensitive to change.

From the findings of this study, it was discovered that organizational restructuring has a significant correlation with performance of selected telecommunication firms, leadership changes have positively significant influence on performance of selected telecommunication firms, and technological changes have a positively significant relationship with performance of selected telecommunication firms in Kogi State. The study therefore concludes that change management has a positive and significant effect on firms' sustainable performance of selected telecommunication firms in Kogi State.

Recommendations

Based on the findings and conclusion, the study therefore, recommends that:

i. The organization should put adequate measures in place to get their employees properly trained and educated on the new organizational structures and design as well as change programmes in general and the reason for change.

ii. Leadership changes leaders' mindset, style and behavior, therefore, the change process they design as a result of their orientation must motivate employees to want to participate, to choose to contribute, rather than force them to do so.

iii. Technology influences employee performance since it simplifies work, making work more efficient. Organizations which adopt the use of latest technology should make provisions for proper and adequate training for their employees in order to enhance their performance.

Contributions to Knowledge

The following contributions to knowledge emerged from the study based on the findings and conclusions of this study.

1. The study established that change management enhances performance of selected telecommunication firms when properly designed and managed.
2. The study established an improved model of change management through three dimensions (organizational restructuring, leadership changes and technological changes).
3. The study revealed the benefit of adopting and managing change in order to enhance firms' performance in the telecommunication industry.

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