

Effect Of Change Management On Telecom Organization's Performance In Nigeria

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Abstract

Background: The telecommunication industry in Nigeria is currently characterized by fast-paced competition as a result of rapid technological changes, high product/services innovation, fast customer-switching due to taste among others. Consequently, change management experts now place emphasize the need for future-driven organizations to be always ready for the inevitable change by crafting various strategies for creating it because successful change management is no more an option for organizations to survive the almost saturated marketplace governed by dynamic business environment. Based on the foregoing, this study therefore empirically examines how change management affects organizational performance using the MTN Nigeria Plc.

Research Methodology/Approach: Using a survey method, data was collected by administering online structured questionnaires to 300 MTN staffs out of a total population of 1000 using simple random sampling method. Data analysis was done using the one-way Analysis of Variance. The results obtained was used to determine the three hypotheses.

Findings: We found revealed that, first, technological changes have significant positive effect on MTN performance. Secondly, this study discovered that customer taste changes have significant positive effect on customer's patronage. Finally, it was found-out that leadership changes have significant positive effect on employee performance at MTN.

Conclusion: It is therefore concluded that change management is a strong driver of organizational performance. Therefore, this study advised change managers to be ever-ready for dramatic and dynamic changes present by the business world using organizational-specific change strategies that can effectively forestall the expected resistance, so as to improve organizational performance.

Date of Submission: 25-06-2021

Date of acceptance: 08-07-2021

I. Introduction

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, 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 immediate impacts on a telecommunication performance due to changes within and outside an organization. According to (Muchemi & Wakonyo, 2020), quick and unusual changes in the behaviour of customer and information technology necessitates the need to oversee changes unavoidable and that the capacity to oversee remains is a sine qua non for long-lasting existence of telecommunication organizations (Awiti *et al.*, 2020). Also, Ufua *et al.* (2020) noted that variables like unsure economic and political conditions, changes in friendly perspectives, furious rivalry, takeovers, acquisitions, innovative turns of events and legislative intercessions establish an inexorably unpredictable environment for telecommunication industry and subsequently they just perform successfully through adaptability and responsiveness to change. In the present business environment, nothing is permanent.

The pace of change with which more and more businesses are expanding increasingly within the recent fifty years calls for preparedness for change management due to intensive competition and disruption of business/operating models, advances in information and communication technology, expanding democratization of economies and progression of economies worldwide (Daniel *et al.*, 2019; Shariff *et al.*, 2020). Therefore, "Change" currently becomes inescapable. It has apparently become a permanent component of a standard business life. It cannot be prevented from occurring because it is the reality (Ekechi & Umar, 2020). However, businesses should prepare to manage change to ensure constant ever-improving business performance (Ike & Azeez, 2020; Lovely *et al.*, 2020). According to Ofuoku and Ogisi (2020), limited future awaits organizations that fail to prepare for change management. This suggests that change mirrors the law of life, individuals overwhelmed by their past or burdened by the present, stand the chance of risking their future.

Worldwide, business environment is now progressively unpredictable and continually changing most especially within the late 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 stimulate change and also energize transformation and development towards improving their services for competitiveness. The Nigerian telecommunication industry up till the year 2000, was managed by the government (Kimhi & Oliel, 2019). This accounts for its widespread inefficiency recorded by the industry and in most cases epileptic performance, but immediately the fourth civilian rule regime commences in 1999, the industry received notable attention, in form of deregulation, from the then President, Olusegun Obasanjo, administration (Thomas, 2014). The industrial liberation paved way for private individuals to venture into the telecommunication industry, leading to the emergence of many telecommunication businesses, notably, Mtn, Globacom, Multilinks, Airtel including others.

Observably, a large number of the telecommunication companies are no more, and at the same time, new ones (like Visafone) are emerging, still some companies like Econet (now Airtel) has over the years, embarked on change management on four different occasions. The reason for this is attributable to expanding unpredictability that characterizes the business environment. In Nigeria today, big players within the telecommunication are the Mtn, Airtel, Globacom, and the recently launched 9Mobile and Visafone (Thomas, 2014; Kimhi & Oliel, 2019). Due to expanding instability of the business environment, change management is conspicuously unavoidable to address lackluster performance, adjusting emerging external environmental changes, ensure steady competitive-edge (as far as better cost and superior grade), unequivocal advancement. Generally, authoritative change radiates from two significant sources, external and internal. The former source result from improved technology, pressure from vested parties from outside the association like government or rivals in the business. The latter source manifests from individual like investors, management, workers. Regardless the two sources, when change becomes inevitable or a necessity, management is constantly confronted with issues regarding the way to go about it. They ponder on whether to change organizational change objectives/strategies to meet the necessary change, or change existing technology, human resources, organizational structure or reorganized their business environment.

Nowadays, it is exceptionally pertinent for tech-firms to be competitive, adaptable and rapidly respond to wider environmental changes particularly those relating to innovative changes. The Nigerian telecommunication industry is quickly developing and this consistently requires dynamic changes in hierarchical exercises relating organizing customer handling including product portfolio. Thus, managers of telecom companies are consistently intensifying their competition in an apparent attempt to outpace one another by concocting new techniques and simultaneously limit change implementation cost. A comparative analysis of the size of players in the industry in its early years of its liberalization together with the existing companies now, one could not but be confounded (Kimhi & Oliel, 2019). Obviously, it is deducible that many telecom organizations have disappeared due to ineffective change management occurring in the industry. The helpless endurance rate shows an essential absence of a substantial casing work of how to execute and oversee hierarchical change. This demonstrates that there is a lot to change management that should be learnt. It is based on unassuming changes in the telecommunication business that this investigation is completed to reveal the secret realities of what innovative change affects performance. If change is poorly managed, organizational performance risk being adversely influence resulting into eventual liquidation of the organization, or loss of esteemed employees, inability to actualize investor's goals and may ultimately decline into customers disappointment who could undoubtedly switch to close rivals, thus, influencing general business performance.

1.2 Objectives of the Study

Principally, this study seeks to examine the effects of change management on the performance of MTN Nigeria. Specifically, this study seeks to:

- a. Appraise the extent to which increasing technological changes affect the performance of MTN Nigeria.
- b. Assess the significance of the effects of customers taste changes on customer's patronage at MTN Nigeria.
- c. Determine how the effect of change in leadership at MTN Nigeria significantly affect employee's performance.

1.3 Research Questions

The underlisted questions guide this study:

- a. To what extent does increasing technological change affect the performance of MTN Nigeria?
- b. What significant effect does the changes in customers' taste have on customer's patronage at MTN Nigeria?
- c. How does change in leadership at MTN Nigeria significantly affect employee's performance?

1.4 Research Hypotheses

This study is guided by the underlisted Hypotheses in their null forms:

H₀₁: Changes in technology has no significant effect on the performance of MTN Nigeria.

H₀₂: Changes in customers taste has no significant positive effect on customer's patronage at NTN Nigeria.

H₀₃: Change in leadership at MTN Nigeria has no significant positive effect on employee's performance.

II. Literature Review

2.1 Concept of Change Management

According to Kimhi and Oliel (2019), change management powerful management of a business change to such an extent that corporate heads, senior employees and bleeding-edge bosses work together to effectively carry-out the required process, technology or hierarchical changes. According to Zamanan (2021), change management entails the cycle of ceaselessly restoring an association heading, design and abilities to serve the always changing necessities of outside and inside customers. Onyema and Onuoha (2020) stated that change is an always present element of hierarchical life, whether at the operational or strategic level. Judging by its significance, change management is now considered to be a sine qua non for organizational process, thus, it has become a goal and necessities fitting administrative abilities and methodology. For firm to endure, achieve its goals and be competitive in the current exceptionally unpredictable and persistently advancing business environment, it should have the option to effectively deal with the change which is actually a need. Shariff et al. (2020) remarked that despite the fact that there is lack of general agreement with respect to hierarchical change management structure, there appear to be a concession to two significant issues one, there is an agreement that change, being set off by inner or outside factors, comes in all shapes, structures and sizes; secondly, Egboşinu (2020) concurred that the speed of change has more prominent then, at that point, than in the current business environment. In spite of the intricacy of change management as it lacks a straightforward arrangement, various key spaces of center were raised to appropriately oversee change management (Whitmore, 2020). These are:

a) strong management becomes critical to provide empowering influence as it gives the vision and reasoning to change. Various leadership forms have been distinguished, for instance, coercive consultative and collective. These various styles appropriateness is context-specific; determined by the nature of change that is taking place, for instance, when there is a wider change, a) order style is reported to be very useful (Ubi *et al.*, 2020; Lovely *et al.*, 2020; Ik & Azeez, 2020).

b) Appropriate and ideal is habitually distinguished to be highly important for successful change.

c) Organizational improvement remains a methodology employed in an attempt to achieve change arranged to improving hierarchical viability and

d) Dual-path communication with employees, especially their dynamic contribution during the process of implementing the change is widely reported (Ubi *et al.*, 2020; Lovely *et al.*, 2020; Ik & Azeez, 2020) to be important for long-lasting change management.

There are different change forms that have been identified by change management studies (Lovely *et al.*, 2020; Ik & Azeez, 2020; Daniel *et al.*, 2020; Tamunomiebi & Lawrence, 2020), notable ones are:

Radical versus Incremental Change: Radical change is a change that affect the entire arrangement of the association and in a general sense rethink what the association is or change its fundamental system, including procedure, structure, individuals, measures and (now and again) guiding principle. Tamunomiebi and Lawrence (2020) posits that radical change is utilized to resolve more essential issues particularly in certain circumstances, for example, after a time of motion or unforeseen fast change in the environment. Gradual change then again, is alluded to as changes that happen constantly in associations, such things as changes in association structure, the presentation of new technology and huge alterations of workforce rehearses are enormous and huge changes, however ordinarily happen inside the current definition and casing of reference of the association. According to Ekechi and Umar (2020), incremental change is more normal and this change type is usually used to boost momentary performance. The rationale behind the gradual view is that the environment is continually changing and steady change being a persistent interaction is the best way to guarantee corporate future while improving hierarchical performance.

Receptive versus Proactive change: Receptive change refers to change executed as a result of outside forces as well as grave inside operational and administrative issues (Ofoku & Ogisi, 2020). According to Muchemi and Wakonyo (2020) receptive change entails change in the hierarchical approaches which is carried out in response to the event of an occasion. This change is started because of pressing factors of outer powers. Changes are made because of a circumstance and basically spontaneous in nature. Management causes changes to manage the issue in a fast and normal way since they too lack the opportunity to investigate the circumstance and set-up a thoroughly thought-out arrangement (Ufua *et al.*, 2020). The environmental occasions, different dangers and openings are responded to right away. Proactive change then again, is that change where the organization does not currently encounter any significant issues however managers expect the requirement for change to place the organization in a superior position, or current likely issues. Through this expectant way to

deal with change is by and large ideal, by and by most organizations will in general adopt a receptive strategy, normally as a result of the ordinarily held view that there is no requirement for change if current performance is palatable (Lovely *et al.*, 2020).

Formative change: formative change is an improvement in a previous method of getting things done, fully intent on improving things (Ofoku & Ogisi, 2020). The case of this is the point at which an association reviews its approaches, techniques and methodology considered superfluous to its activities. Formative exercises incorporate critical thinking, preparing to improve specialized mastery, upgrading communication and improving cycles.

Focalized change: Muchemi and Wakonyo (2020) considered focalized change as formative change since it comprises of arrangement of steady changes. They noted that focalized change centers around gradual acclimations to environmental developments and nonstop improvement that advances a hierarchical fit in its environment. Generally, associations that embrace concurrent change are better prepared to keep up greatness in performance and beat outside difficulties since it is arranged and proactive in approach.

Momentary change: This is a temporary change that happens when a choice has been made to change what right now exists and to execute something new. It is anything but an execution of a referred to state, for example, reworking or destroying old working techniques (Awiti *et al.*, 2020). This change type mostly happens over a bunch of time-frame and requires persistence with respect to every single hierarchical part. Models are instances of execution of new product offerings or computerization of the management information framework, presentation of new technology among others.

Change management methodologies connote the procedures employ to successfully oversee change in an environment encountering change elements in order to accept change and direct it towards positive commitment of a given association (Ofuoku & Ogisi, 2020). Prior to embracing technique, an association should know its solidarity and shortcoming, their customer's necessities and the idea of the environment wherein they work. According to Ik and Azeez (2020), SWOT examinations can be utilized to benchmark an associations' performance against a scope of inward and outer forces.

Change generally includes the presentation of new systems, individuals or methods of working which straightforwardly affect the different partners inside an association. The way to fruitful change management lies in understanding the likely impacts of a change drive on these partners. Will representatives be terrified, safe, critical or energetic about the proposed changes? How could every conceivable response be expected and overseen? As you consider any sort of huge change, know about what the change will mean for others in your association and your customers. Another vision, set of driving qualities, mission or objectives comprise critical change. So do new performance norms, new strategies or techniques, another PC gear establishment, or a movement of your business (Hemamalini, 2001). As indicated by him, these difficulties may show themselves under various names or different appearances yet are basically the difficulties of:

Leadership - changing time running of an association from an order and-control nature of management to the sustaining and inspirational nature of leadership. Leadership can have an extraordinary effect, and that its significance for authoritative achievement is heightening. Successful change is impossible to achieved if management are less committed or employees do not fully participate in the process.

Focus – coming-up with business decisions to carry arrangement and organizational direction. In the absence of predictable focus, it is therefore important for every organizational member to decipher the environment and create choices to determine the opportunity to investigate from their own viewpoint (Egbosionu, 2020). The likely result is an assortment of exceptionally gifted people, buckling down, and pulling the association in various awkward ways. Thus, the present corporate heads should depend more on the control to focus on the ideal times for the association to guide the adherents the correct way.

Commitment— People who are approached to roll-out an improvement are truly being approached to make a commitment of individual energy. Organization assets should be dedicated to assist laborers with understanding the looming change, persuade them regarding its worth, and deal with the resistance that will definitely surface (Onyema & Onuoha, 2020). As a pioneer fabricates understanding and produces commitment, the exceptional resistance to change, conceived out of dread of the obscure, is deserted and supplanted by the mental fortitude to take new bearings and to effectively seek after change.

Resistance – Resisting change is normal for humans. Each individual and thusly every association exists in a current reality; a comprehension of themselves and a degree of solace with their present circumstance. Launching new abilities or information into an organization isn't in every case simple. Individuals dread change. Management ought to supervise this combination, and smooth the route by staying with everybody mindful of the destinations and how new skills have an important part to play (Zamanan, 2021). Resistance management may improve if the association perceives the possible resistance advantages.

2.2 Empirical Review of Previous Studies

Change management is an event that is as old as mankind. All organizations are vulnerable to change, nonetheless, there is wide alarming rate of failures when initiating organizational change because most change

initiatives fail to take into account its effect on organizational members. According to the study conducted by Warrilow, (2010), to adequately oversee change in an environment encountering change elements, there is a need to receive systems for overseeing such changes so that individuals can accept change and direct it towards positive organizational commitment. Warrilow proposed change management strategies and additionally expressed that while deciding on a procedure, one should consider the conditions one face, yet additionally the favored administrative style.

Kotter and Schlensinger (2008) advanced six exceptionally situational subordinate methods of circumventing change resistance which are highlighted under the conceptual survey. They presumed that the best strategies to utilize to conquer change resistance is effective participation and communication. Similarly, according to Lynn (2009), it is imperative to unreservedly talk about changes as conceivable to deflect grapevine and gossip. Employees, will in general, resist change if such change(s) threatens their job (Whitmore, 2020). Numerous studies (Aninkan, 2018; Kimhi & Oliel, 2019; Ugwu *et al.*, 2020 among others) maintain that many change initiatives fail because of the stiff resistance put forward by employees. Resistance adversely influences the change cycle, deferring or hindering its start, impeding or thwarting its execution, and expanding its expenses and for the most part decreasing authoritative performance (Zamanan, 2021). Then again, resistance is any direct that attempts to keep business as usual, and subsequently stay away from change (Kimhi & Oliel, 2019; Ugwu *et al.*, 2020). Resistance has additionally been considered as a wellspring of information; being helpful in figuring out how to foster a more effective change measure, in this manner it's anything but a negative idea as it could show change chiefs certain angles that are inappropriately viewed during change cycle (Shariff *et al.*, 2020).

Furthermore, Ugwu *et al.* (2020) clarified that technology changes and actual settings are effective in cultivating change. They are critical to organizational plan and social components into a class they mark authoritative workplace. Their model of the authoritative change measure entails three stages: (a) arranged intercessions make changes in the association work setting; (b) these changes in the work setting lead people to behavioural change; (c) these individual social changes sway hierarchical performance and individual turn of events, the key association results. Thomas (2014) noted that others associated with this conversation would accentuate that the intercession system should be driven by vision and procedure, and that the bolts connecting the segments ought to be twofold headed, mirroring the intelligent idea of the segments in the change cycle (Ufuoku & Ogisi, 2020).

Ekechi and Umar (2020) noticed that authoritative performance relates with elements like benefit, improved service conveyance, customer fulfillment, portion of the overall industry development, and improved efficiency and deals. Organizational performance is thusly influenced by a variety of people, gathering, and assignment, mechanical, underlying, administrative and environmental variables (Abdullahi *et al.*, 2020). Ugwu *et al.* (2020) asserted that there can be no change management without a vehicle of information. Preferably, a designated performance in a future time span. Chukwumeka (2020) alludes to four elements of assessing performance in inns; the customer measurement, worker measurement, inside measure measurement, and the monetary measurement. Various methodologies utilized in overseeing change will bring about either a diminishing or expansion in the factors under each measurement. Telecommunication industry ought to accordingly intend to guarantee the viable management of change in order to improve the generally speaking hierarchical performance.

2.3 Theoretical Framework

The theory pertinent to this investigation are examined beneath. The Kotter model clarifies the eight stages needed to deal with successful change management.

2.3.1 Kotter's Model

Kotter (1995) fostered a model utilized at the essential level of an association to change its vision and hence change the association. Studies utilizing this model have shown that the change interaction goes through a bunch of stages. Each stage keeps going a specific measure of time and mix-ups at any stage can affect the accomplishment of the change. Kotter's eight stage way to deal with change management is as per the following: (i) People ordinarily lean toward business as usual. Change implies vulnerability about what the future resembles. Vulnerability makes individuals awkward. Moreover, individuals will in general question things about which they are unsure. That is the reason individuals stay away from change. To urge individuals to help with the change, you should make a desire to move quickly (Kotter, 1995), (ii) This progression is like mediations in drug treatment. One can attempt to fight the resistance to change that individual have without anyone else, or can make one's life a lot simpler by enrolling the assistance of others. To neutralize resistance, one alternative is to shape an amazing alliance of chiefs to work with the safest individuals (Onyema & Onuoha, 2020), (iii) While it's anything but difficult to complete things without an unequivocal game plan, it is a lot more straightforward (and one get more collaboration) if there is a reasonable arrangement set up. Since the state of affairs is more agreeable for a great many people, they are probably going to return to the same old thing and

not stream with changes without an arrangement set up. Making a dream and the procedures for accomplishing the vision will help facilitate the change (Egbosionu, 2020; Kotter, 1995), (iv) If individuals don't realize that change is coming or has happened, they are bound to oppose the change. (v) Recalling that individual will in general lean toward the state of affairs and are worried about new encounters, they should be urged or enlivened to change.

Likewise, should strong need exist for them to explore new territory, one will presumably get more collaboration from them assuming one shows them how first and, give them the new devices important to do things the new way. This progression engages others to follow up on the vision by eliminating boundaries to change and empowering hazard taking and innovative critical thinking change (Kotter, 1995), (vi) This progression is by all accounts an augmentation of Step 5. Individuals should be compensated when they split away from old practices and accomplish something that is new and attractive. Fundamentally, it is encouraging feedback. This is the progression where you plan for, make and award momentary successes that push the association toward the new vision change (Kotter, 1995). (vii) By this progression, resistance declines, however, one actually need to notice actions. It is that equivalent the state of affairs thing. Along these lines, one support the change and make changes as fundamental change (Kotter - 1995). (viii) for the purpose of work, it is hard to inform somebody enough concerning every one of the valid justifications why the things they do make them and the organization a triumph, else, a few groups will in general act as though they have no motivation to do anything another way than they did previously. In this way, to roll-out more perpetual improvements, it is important to solidify them by showing existing connection between new practices and hierarchical achievement change (Kotter, 1995).

III. Methodology

In this study, a descriptive survey research design was employed. This design enables the study to obtained data from individuals and analyze the data to describe the effect of change management on MTN performance without manipulating the situation. This design is generally reported (Creswell, 2013 & 2014; Akhtar, 2016; Wilson, 2015; Zhang et al., 2017; Atmowardoyo, 2018) to produce reliable results and findings because it analyzes data gathered from informed respondents. To this end, the entire staff of MTN across the various Abuja offices formed the study population. This totaled 400 employees. However, using stratified and simple random sampling techniques, a total of 300 structured questionnaires (using the 5-point Likert scale rating) was administered to respondents (comprising of managers, supervisors, operating staff including customers) across the various offices of the organization in Abuja after validating the research instrument through a pilot study involving 50 questionnaires.

3.1 Data Analysis

The data collected were interpreted statistically, using the one-way analysis of variance aided by Scientific Packages for Social Scientists (SPSS) version 25.0. The choice of ANOVA is to detect the existence, or otherwise, of any statistically significant difference among the response categories based on data generated on change management and organizational performance. The 280 retrieved data were statistically determined. First, the data were assigned numerical values, that is, coded, so as to pave way for quantitative analysis, the data were thereafter transported into an excel spread sheet and from there to the SPSS software package.

3.2 Descriptive Analysis

The results obtained from the one-way analysis of variance was used to validate the three formulated hypotheses. The results are presented in-turn below:

The data collected on change management and organizational performance with specific respect to MTN, Abuja comprises of two major parts; the first part reflects data on the respondents' demographic attributes (gender, age-group, educational qualification, management category and service length) and the second part present responses directly related to the main research questions. This contains twelve (12); with four (4) questions developed on each of the three (3) questions. However, prior to subjecting the responses to empirical treatment vis-à-vis the hypotheses, a reliability check was conducted to determine the extent of consistency in the survey data. To this end, the Cronbach's alpha coefficient check was instituted because it remains the prominent indicator of internal consistency. A common agreement is that a minimum of 0.7 alpha coefficient scale is ideal. Evidence from the Cronbach's Alpha value depicted by the Reliability Statistics is 0.867. This implies a good internal consistency and reliability of the survey responses. Therefore, the study proceeds to descriptive and inferential analysis.

The descriptive analysis of the demographic responses depicts that there 195 (69.6%) males and 85 (30.4%) females. Also, 37 (13.2%) respondents are between the age of 20-29years, 67 (23.9%) respondents are between the age of 30-39years, 105 (37.5%) respondents are between the age of 40-49years, 35 (12.5%) respondents are between the age of 50-59years and 36 (12.9%) respondents are from 60years and above. The

management category data shows that 141 (50.4%) respondents belong to the junior staff category, 81 (28.0%) respondents belong to the senior staff category 58 (20.7%) respondents belong to the management staff category. Based on the service length, 99 (35.4%) respondents have spent between 0-10years with MTN, 171 (61.1%) respondents have spent between 11-20years with the organization while 10 (3.6%) respondents have spent above 20years in the organization. With regards to the level of education, 36 (12.9%) respondents have only diploma, 182 (65.0%) respondents have only bachelor's degree, 36 (12.9%) respondents have only master's degree while 26 (9.3%) respondents have other undefined educational qualifications. These demographic responses reveal that majority of the respondents are (i) males, (ii) they are between the age of 40-49years, (iii) they mostly belong to the junior staff category, (iv) have spent between 11-20years and (v) are mostly graduates.

3.3 ANOVA Results

The responses obtained on the main research questions are tested using the ANOVA. The results are presented below:

Table 4.1: Test of Hypothesis 1: ANOVA Result

	Sum of Squares	df	Mean Squares	F	Sig.
Between Groups	7.662	1	1.912	8.313	.001
Within Groups	63.333	278	.230		
Total	70.995	279			

Source: Author's computation using SPSS, V.25

The ANOVA result in Table 4.1 depicts a F-statistics value of 8.313 with a Sig. value of .001 (less than 5% general significance level). This implies that the result is significant which suggests that the responses values are significantly and statistically differ at the .001 F-prob. value. Therefore, the null hypothesis cannot be accepted. Thus, the study asserts that change in technology significantly impact organizational performance at MTN Nigeria.

Table 4.2: Test of Hypothesis 2: ANOVA Result

	Sum of Squares	df	Mean Squares	F	Sig.
Between Groups	24.112	1	12.056	15.089	.000
Within Groups	221.489	278	.799		
Total	245.601	279			

Source: Author's computation using SPSS, V.25

The ANOVA result in Table 4.2 depicts has a F-statistics value of 15.089 with a corresponding Sig. value of .000 (< 5% general significance level), implying that the result is significant. This suggests that survey responses values significantly and statistically differ at .000 F-prob. value. Thus, the null hypothesis fails to be accepted. Thus, the study asserts that changes in customers taste has significant effect on customer's patronage at NTN Nigeria.

Table 4.3: Test of Hypothesis 3: ANOVA Result

	Sum of Squares	Df	Mean Squares	F	Sig.
Between Groups	37.774	1	9.444	27.060	.002
Within Groups	96.112	278	.349		
Total	133.886	279			

Source: Author's computation using SPSS, V.25

The ANOVA result in Table 4.3 depicts a F-statistics value of 27.060 with a Sig. value of .002 (which is less than the 5% general significance level). This implies that the responses values significantly and statistically differ at the .001 F-prob. value, thus, the result is significant. Consequently, the null hypothesis is rejected. Therefore, the study asserts that change in leadership at MTN Nigeria has significant effect on employee's performance.

IV. Conclusion

Worldwide, change is generally regarded as a normal component of business, a precondition for ensuring long-lasting and improved hierarchical performance. It is also critical for fulfilling the varying needs of the different stakeholders. Nonetheless, effective change management in technology remains inevitable for any organization that desire the actualization of long-term goal while achieving strategy maintainability design for change management. Likewise, viable management of change in customers taste would enhance the general organizational performance since customers are the principal determinants of organizational profitability, for successful change; the social aspect of change management needs to be effectively addressed to prevent any

attempt to resist change. Change implementation regularly brings about times of authoritative strain since it includes migrating to the unknown from the known and consequently unsafe, upsetting and complex. Nonetheless, it becomes successful when participative management style is used, for example, preparing workers on change during execution which gives them information, abilities and skill required during change interaction, henceforth, encouraging speedy and smooth change execution. To improve performance, changes should be made to the associations' cycles and framework designs or occupation jobs but directors need to display solid leadership all-through the association by spreading leadership and dynamic obligations to rouse and inspire representatives to assume a functioning part in carrying-out change hence improving the hierarchical performance.

V. Recommendations

Finally, this investigation advanced a few discussions on certain issues that should be reviewed and recommended program for executing significant change put together not just with respect to hypothetical examinations however on reasonable encounters. In view of the assertion of issue, the study objectives, study question and hypotheses, results and findings as well as recommendations were made. The recommendations are that:

- i. the telecommunication business is ever tempestuous and touchy to change, therefore, organizations are advised to be prepared for change that is capable of redefining existing organizational plan needed to accomplish foreordained performance.
- ii. Telecom companies should generally understand their operating environment, especially the changing customer taste, through scanning, in this way, it avails them the opportunity of close monitoring of potential/impeding change in customer behavior vis-à-vis their patronage of the organization's products so as to be prepared for it.
- iii. For long-lasting change-in-leadership management, employees should be carried along, that is, well-informed, and be prepared (that is trained and retrained) and work hand-in-hand with all cadres of employees so as to ensure effective participation and acceptance for improved and sustained performance.

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Fadila Dahiru Mangal. "Effect Of Change Management On Telecom Organization's Performance In Nigeria." *IOSR Journal of Research & Method in Education (IOSR-JRME)*, 11(4), (2021): pp. 47-55.