International Journal of Management Studies, Business & Entrepreneurship Research
ISSN: (Print): 2545-5907 (Online): 2545-5885
Volume 3, Number 1, Maech2018
http://www.casirmediapublishing.com

Effect of Change Management on Organizational Performance of Nigerian Telecommunication, a Study of Airtel of Nigeria, Enugu, Enugu State

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ABSTRACT
The rate of competition in the telecommunication industry in Nigeria is moving at a leap frog basis due to changes in technology, product and services, customer taste among others. This has made change management experts to emphasize on the importance of establishing organizations readiness for change and have crafted various strategies for creating it because successful management of change is crucial to any organization to survive in the present highly competitive and continuously evolving business environment. Change management is a planned tool for the transition of individuals, groups and organizations from existing state to a required future state. Thus, managing a change process is as important as change itself. This study therefore examines empirically change management and its effects on organizational performance of Nigerian telecommunication industries. In conducting this study, a total of 300 staffs 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 analyzed 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 shows that a change in management via leadership has a significant effect on employee's performance. Based on the findings of the study, recommendations were made that telecommunication industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes. The study therefore concludes that nothing remains still in the world of business as change is the only thing that is constant. Change managers should therefore successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry.
Keywords: *Change managements, effects, changes in technology, customers taste, change implementation and performance.*

INTRODUCTION
The telecommunication industry is an integral segment of the information technology sector that is sensitive to external environmental changes. In order to remain competitive, telecommunication industry must be flexible to quickly react and adapt to external environment challenges. Due to the close interaction and relationship between employees and managers, there can be direct effects on a telecommunication performance when internal and external changes occur. Go and Pine (2005), stated that rapid and unpredictable changes in customer attitudes and information technology makes the need to manage changes inevitable and that the ability to manage is the key to the long- term survival of

telecommunication companies. Mullins (2009) also claim that factors such as uncertain economic and political conditions, changes in social attitudes, fierce competition, takeovers, acquisitions, technological developments and governmental interventions create an increasingly volatile environment for telecommunication industry and consequently they can only perform effectively through flexibility and responsiveness to change. In today's business environment, nothing remains still. The rate of change which business organizations face continues to increase more and more in the last five decades. This is as a result of advances in information and communication technology, increasing democratization of economies and liberalization of economies across the globe. "Change" thus now become inevitable and turns to be a regular feature of business life. This necessitates the fact that it cannot be wished away but to give it the necessary attention in order to guarantee continual increased business performance. . Kennedy (2005) suggests that those that fail to accept and embrace change will have a limited future. In his words "change is the law of life and those who look only to the past or present are certain to miss the future".

Business environment across the globe has become increasingly volatile and constantly changing in the last few decades. The telecommunication industry has been the hardest hit of all because it is central to the globalization process that is on course. The competition in the telecommunication industry is tense. Managers in this industry today do not stimulate change but encourage adaptation and innovation in order to improve products and services, to meet new pressures and demands. The Nigerian telecommunication industry was for almost five decades after independence being run as a public enterprise and the industry continues to remain non- performing and most cases epileptic in functioning, however, at the coming of another democratic dispensation in 1999{after several years of military rule in the country}, the industry became one of the areas that the then leader (Olusegun Obasanjo and its party) focused attention unto in order to deregulate it. The deregulation of the industry brought into place the private participation and many telecommunication firms came on board. The major ones that came on board are Mtn, Globacom, Multilinks, Econet now Airtel and a host of others. However today, many of these companies have gone under the drain, while others like Visafone is coming on board and Econet now Airtel has had course to change their management and identity almost four times, this is not unconnected with increasing volatility of the business environment which necessitates change management. In Nigeria today, the major participants in the industry are Mtn, Airtel, Globacom, and lately 9 Mobile and Visafone. The last two are less than five 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 source 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 individual 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 resource or organization structure or the business environment.

STATEMENT OF PROBLEM

The telecommunication is an integral segment of the service sector. It is very fundamental to serious economic development of any nation but it is highly technologically involving, as such for firms involve in this industry to remain competitive, it must be flexible to quickly react and adapt to external environmental changes especially those that relate to technological changes. The Nigerian telecommunication industry is fast growing in the country and this is continuously necessitating dynamic changes in organizational activities relating structuring customer handling and product portfolio. The managers of these firms in this industry are continually on each other's toes trying to outwit others by devising new strategies which charges and at the same time minimized the cost of change implementation. Going by the number of participating firms in the industry as at year 2001 when the sector was deregulated and the few existing ones by now, one could not but be baffled. The conclusion one can easily draw is that many of these firms that have gone under not effectively managed the change that occurred in the industry which eventually swept them off. The poor survival rate indicates a fundamental lack of a valid frame work of how to implement and manage organizational change. This indicates that there is much to change management that needs to be learnt. It is on the basis of unassuming changes in the telecommunication industry that this study is carried out to unveil the hidden facts of how technological change is affecting this industry. When change is not properly managed, there is the tendency it affects performance negatively which may result in total closure of the organization as it happens to many of the firms in the industry, or loss of valued employees or failure to meet financial objectives of shareholders and may eventually degenerate into customers dissatisfaction who could easily move to other competitors thereby affecting the overall performance of the firm.

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the effects of change management on organizational performance in the telecommunication industry. In line with the main objective, the specific objectives are to:

- Appraise the extent to which increasing technological changes affect organizational performance of telecommunication industry in Nigeria.
- Identify the strategies available for successful management of change.
- Examine the effect of change implementation on organizational performance of telecommunication industry in Nigeria.
- Examine the factors that have facilitated or hindered effective management of change in Airtel Nigeria.

RESEARCH QUESTIONS

The study is poised towards providing answers to the following research questions:

- To what extent has an increasing technological change affect organizational performance of telecommunication industries in Nigeria?
- What are the effects of change management strategies on the performance of Airtel Nigeria since 2001?
- What are the impacts of change implementation on organizational performance of telecommunication industries in Nigeria?
- What are the effects of changes in customers taste on customer's patronage of Airtel Nigeria?
- To what extent does cost of technological change implementation affect the organizational performance of telecommunication industries in Nigeria?

RESEARCH HYPOTHESES

The following Null Hypotheses are tested and advanced in the course of this study.
Ho: Changes in technology does not have any significant effect on organizational performance

Ho: Change management by organization does not affect employee's performance positively.

Ho: Changes in customers taste do not have significant effect on customer's patronage.

REVIEW OF RELATED LITERATURE

Conceptual Frame Work

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. While 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) 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 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. Even though there has not been consensus as to the framework for organizational change management, there seem 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 and second, It is agreed that the pace of change has greater then, than in the current business environment (Balogun and Hailey 2004). Despite the complexity of change management as it does not have a simple solution, a number of key areas of focus were raised to properly manage change management. These are:

a) Effective leadership is a key enabler as it provides the vision and rationale for change. Different styles of leadership have been identified for example, coercive consultative and collaborative. These different styles may each be appropriate depending on the type and scale of change being undertaken, for example, when there is a larger scale organization wide change, a) directive style has been identified as most effective.
b) Appropriate and timely is frequently identified as key to effective change.
c) Organizational development is one approach or intervention used when trying to bring about change oriented to improving organizational effectiveness and
d) Two- way communication with employees and their active involvement in implementation has also been identified as a key enabler to change management (Olajide, Tijani, and Awe 2012; Lyayi 2000; Shaskin and Havelock 1983).

CONCEPT OF CHANGE FORMS

Radical versus Incremental Change

Radical change according to Nadler and Tushman (2000), is a change that have an impact on the whole system of the organization and fundamentally redefine what the organization is or change its basic framework, including strategy, structure, people, processes and (in some cases) core values. Radical change or approach is used to address more fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment (Johnson and Scholes, 2007). Incremental change on the other hand, is referred to as changes that happen all the time in organizations, and they need not to be small. Such things as changes in organization structure, the introduction of new technology and significant modifications of personnel practices are all large and significant changes, but usually occur within the existing definition and frame of reference of the organization. Johnson (2008) claims that the incremental approach to change is more common and this type of change is commonly used to maximize short term performance. The logic behind the incremental view is that the environment is constantly changing and incremental change being a continuous process is the only way to secure the future of the company and improve organizational performance.

Reactive versus Proactive change

Reactive change is characterized as that change implemented in response to some external event and or serious internal operational and managerial problems. Bennis and Thomas (2002), see reactive change as a change in the organizational policies which is implemented in reaction to the occurrence of an event. This change is initiated due to pressures of external forces. Changes are made in response to a situation and primarily unplanned in nature. Management makes changes to deal with the problem in a quick and routine manner since they do not have time to analyze the situation and prepare a well-conceived plan. The environmental events, various threats and opportunities are reacted to immediately. Proactive change on the other hand, is that change where the company is not currently experiencing any serious problems but managers anticipate the need for change to put the company in a better position, or current potential problems. Through this anticipatory approach to change is generally preferable, in practice most companies tend to take a reactive approach, usually as a consequence of the commonly held view that there is no need for change if current performance is satisfactory.

Developmental change: According to Costello, (2004) developmental change is an improvement in the old way of doing things, with the aim of doing more or doing better things. The instance of this is when an organization is updating its policies, methods and procedures which have become irrelevant to its operations. Developmental activities include problem solving, training to improve technical expertise, enhancing communication and improving processes.

Convergent change: Kanter and Peter (2009), viewed convergent change as developmental change because it consists of series of incremental changes. According to them, convergent change focuses on incremental adjustments to environmental innovations and continuous improvement that optimizes an organizational fit in its environment. In essence, organizations 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: According to Costello (2004), 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. This type of change generally occurs over a set of period of time and requires patience on the part of all organizational members. Examples are cases of implementation of new product lines or computerization of the management information system, introduction of new technology among others.

STRATEGIES FOR MANAGING CHANGE

Change management strategies is referred to as the techniques adopted to effectively manage change in an environment experiencing change dynamics so as to embrace change and direct it towards positive contribution of a given organization (Warrilow, 2010).Before any strategy is adopted, the organization must know its strength and weakness, their customer's needs and the nature of the environment in which they operate. A SWOT analyses can be used to benchmark an organizations' performance against a range of internal and external comparators. (Camp, 2009).

Challenges of Change

Change usually involves the introduction of new procedures, people or ways of working which have a direct impact on the various stakeholders within an organization. The key to successful change management lies in understanding the potential effects of a change initiative on these stakeholders. Will employees be scared, resistant, pessimistic or enthusiastic about the proposed changes? How can each possible reaction be anticipated and managed? As you begin to think about any kind of significant change, be aware of how the change will impact others in your organization and your customers. A new vision, set of driving values, mission or goals constitute significant change. So do new performance

standards, new policies or procedures, a new computer equipment installation, or a relocation of your business (Hemamalini, 2001). According to him, these challenges may manifest themselves under different names or other guises but are essentially the challenges of:
Leadership- changing time running of an organization from a command and control nature of management to the nurturing and motivational nature of leadership. Leadership can make a great difference, and that its importance for organizational success is intensifying. Change cannot be accomplished without the commitment and involvement of the organization's leaders.

Focus- making business choices to bring alignment and focus to the organization. Without a consistent focus, it becomes incumbent on each member to interpret the environment and to make decisions on which opportunities to explore from his or her own perspective. The likely result is a collection of highly skilled individuals, working extremely hard, and pulling the organization in a number of uncoordinated directions. Hence today's leaders must rely more on the discipline to focus on the right opportunities for the organization to steer the followers in the right direction.

Commitment— Individuals who are asked to make a change are really being asked to make a commitment of personal energy. Company resources must be devoted to help workers understand the impending change, convince them of its value, and manage the resistance that will inevitably surface. As a leader builds understanding and generates commitment, the intense resistance to change, born out of fear of the unknown, is abandoned and replaced by the courage to take new directions and to actively pursue change.

Resistance- Resistance to change is a human condition. Every human being and consequently every organization exists in a current reality; an understanding of themselves and a level of comfort with their current situation. Bringing new skills or knowledge into a company is not always easy. People fear change. Management should oversee this integration, and smooth the way by keeping everyone aware of the company's objectives and how new competencies have a valuable part to play. Resistance management may improve if the organization recognizes the potential benefits of resistance.

Empirical Literature

Change management as a phenomenon is not a new concept. Every organization is affected by change. Still, organizational change initiatives fail at an alarming rate. This is because most initiative fails to consider how changes affect the people in an organization. Warrrilow, (2010) in his work stated that to effectively manage change in an environment experiencing change dynamics, there is a need to adopt strategies for managing such changes so that people can embrace change and direct it towards positive contribution of a given organization. Warrilow, (2010) suggested the strategies for managing change and further stated that when opting for a strategy, one should take into account not only the circumstances one face, but also the preferred managerial style.

Kotter and Schlensinger (2008) offered six highly situational dependent ways of overcoming resistance to change as discussed under the conceptual review. It was concluded that the best tactics to be employed in order to overcome resistance to change is communication and participation. Lynn (2009) agreed that it is important to freely discuss changes as possible in order to avert grapevine and rumor. Miller and Friesen, (2000) observed that employees tends to show resistance to change even when their environment threaten them with extinction. Many authors (Maurer, 2006; Strebel, 2004; Waddell and Sohal, 2008, among others) stress that the reasons for the failure of many change initiatives can be found in resistance to change. Resistance is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs and generally reducing organizational performance (Ansoff, 2000). On the other hand, resistance is any conduct that tries to keep the status quo, and thus avoid change (Maurer, 2006; Rumelt, 2005). Resistance has also been considered as a source of information; being useful in learning how to develop a more successful change process, therefore it's not a negative concept as it could show change managers certain aspects that are not properly considered in the change process (Waddell & Sohal, 2008).

Robertson and Seneviratne (2005) further explained that changes in technology and physical setting are the ways change can be accomplished, which they group with organization arrangements and social factors into a category they label ***organizational work setting***. Their model of the organizational change process has three phases: (a) planned interventions create changes in the organization work setting; (b) these changes in the work setting lead individuals to change their behavior; (c) these individual behavioral changes impact organizational performance and individual development, the key organization outcomes. Others involved in this discussion would emphasize that the intervention strategy needs to be driven by vision and strategy (Beckhard and Harris 2008), and that the arrows linking the components should be double- headed, reflecting the interactive nature of the components in the change process.

Richard *et al.* (2009) noted that organizational performance should be related to factors such as profitability, improved service delivery, customer satisfaction, market share growth, and improved productivity and sales. Organizations' performance is therefore affected by a multiplicity of individuals, group, and task, technological, structural, managerial and environmental factors. Richard et al (2009) claimed that there can be no change management without a medium of information. Ideally, a targeted performance in a future time period. Richard et al (2009) refers to four dimensions of evaluating performance in hotels; the customer dimension, employee dimension, internal process dimension, and the financial dimension. Different approaches used in managing change will result in either a decrease or increase in the variables under each dimension. Telecommunication industry should therefore aim to ensure the effective management of change so as to improve the overall organizational performance.

Theoretical Framework

The theories relevant to this study are discussed below. The action model explains the change management process and how change managers can actually manage each stages while the kotter model explains the eight steps approach to effective change management.

Action Research Model

Action research is a combination of changing not only attitudes and behavior, but also testing the change method being utilized (Mc Shane and Von Glinow, 2005; Collier, 1945; Lewin, 1945, 1951; French, 1969; Schein, 1980; Argyris, 1970, 1968). The first part of the change process must be action-oriented because the ultimate goal is to make change happen. The second part revolves around trying different frameworks in a real situation to verify whether or not the theories really work or applying the various theories in various situations that require change. The process of action research is first to diagnose a need for change (unfreezing), then to introduce an intervention (moving) and finally to evaluate and stabilize change (refreezing). Each of these steps in the process is consistent with the three stages in Lewin's Model.

Kotter's Model

Kotter (1996, 1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model 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. Kotter's eight step approach to change management is as follows: (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. That is why people avoid change. To encourage people to assist with the change, you must create a sense of urgency (Kotter, 1996, 1998). (2) This step is similar to interventions in drug treatment. One can try and battle the resistance to change that people have by themselves, or can make one's life much easier by enlisting the help of others. To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people (Kotter, 1996, 1998). (3) While it is not impossible to get things done without a definite plan of action, it is much simpler (and one get more cooperation) if there is a clear plan in place. Since the status quo is more comfortable for most people, they are likely to revert to .business as usual and not flow with changes without a plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change (Kotter, 1996,). (4) If people do not know that change is coming or has occurred, they are more likely to resist the change. (5) Remembering once again that people tend to prefer the status quo and are apprehensive about new experiences, they must be encouraged or inspired to change. Also, if one want them to do something new, one will probably get more cooperation from them if one teach them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving change (Kotter, 1996,). (6) This step seems to be an extension of Step 5. People need to be rewarded when they break away from old behaviors and do something that is new and desirable. Basically it is positive reinforcement. This is the step where you plan for, create and reward short-term wins that move the organization toward the new vision change (Kotter, 1996,). (7) By this step, resistance should be diminishing, but one still need to observe actions. It is that same status quo thing. So, one nurture the change and make adjustments as necessary change (Kotter - 1996,). (8) When it comes to work, one can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some people will tend to behave as if they have no reason to do anything differently than they did before. So, to make the changes more permanent, one should reinforce them by demonstrating the relationship between new behaviors and organizational success change (Kotter, 1996).

METHODOLOGY

The study was carried out in Enugu, using descriptive survey research design. The target population was 400 employees of Airtel Nigeria in some selected outlets in Enugu State. A sample size of 300 comprising managers, supervisors, operating staff and customers formed the respondents for the study. Stratified and simple random sampling were used to select the respondents whereby the employees were stratified according their designation. Questionnaires were used to collect data which were validated through a pilot study. The questions were closed ended on a five point Likert scale. Descriptive statistics was used to analyze data with the help of Scientific Packages for Social Scientists (SPSS).

DATA ANALYSIS, PRESENTATION & INTERPRETATION

Data collected during the research were analyzed, the data from the questionnaire were coded and fed into excel spread sheet. The data were then exported into Statistical Package for Social Scientists (SPSS) software version 17.0. Furthermore, the formulated hypotheses are subjected to empirical test using one-way repeated analysis of variance. The results of the findings are as follows.

Presentation of Results

The study investigates "Effects of change management on organizational performance in the telecommunication industry in Nigeria". Data analysis was undertaken at five percent level of significance. The results of the analysis are presented beginning with the presentation of demographics (bio-data) of the respondents which revealed that majority of the respondents was male which constitute (63.4%), while their female counterparts were (36.4%)

One Way Analysis of Variance Test of Hypotheses

Table 4.2 Anova Hypothesis One

Effect of Technology on Organization Performance

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	8.882	4	2.221	9.614	.000
Within Groups	63.514	275	.231		
Total	72.396	279			

Source: Computer SPSS version 17.0 field survey 2018

The analysis showed that change in technology significantly enhances organizational performance in Airtel Nigeria at ($P \leq 0.05$) confidence interval. This revealed that statistically the values of the responses were different at F-probability value of 0.000 hence the null hypothesis was rejected.

Table 4.3 Anova Hypothesis Two

Effect of Change in Customers Taste

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	25.020	2	12.510	16.273	.000
Within Groups	212.948	277	.769		
Total	237.968	279			

Source: Computer SPSS version 17.0 field survey 2018.

This hypothesis was intended to identify the strength of the effect of change in customers taste on organization performance in Airtel Nigeria. The ANOVA table shows that change in customers taste strongly affect organization performance in Airtel Nigeria at ($P \leq 0.05$) since the F-probability value is 0.000. The null hypothesis was rejected.

Table 4.4 Anova Hypothesis Three

	Sum of Squares	df	Mean Squares	F	Sig
Between Groups	39.818	3	13.273	38.138	.000
Within Groups	96.053	276	.348		
Total	135.871	279			

Source: Computer SPSS version 17.0 field survey 2018

The analysis showed that change in Management significantly affects Employees Performance in Airtel Nigeria,Enugu at ($P \leq 0.05$) confidence interval. This revealed that statistically the values of the responses were different at F-probability value of 0.000. The null hypothesis was rejected.

Reliability Test

One of the main issues concerns the scale's internal consistency. This refers to the degree to which the items that make up the scale 'hang together'. One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 (De Velljs, 2003). For this analysis, Cronbach's Alpha value shown in the Reliability Statistics table is 0.844, suggesting a very good internal consistency .and reliability for the scale with this sample.

CONCLUSION & RECOMMENDATIONS

Change has now become a regular feature of business life as part of the desire for increased organizational performance and the ever important need to satisfy stakeholders. However, successful management of the changes in technology is a critical factor to achieve any degree of long-term and lasting success as well as sustainability of strategy to manage change. Also, effective management of change in customers taste would result to overall growth in the performance of the organization because customers are the reasons for profitable or profit oriented business organization, for change to succeed; the human aspect to change management must be successfully addressed in order to avoid resistance to change. Implementation of change often results in periods of organizational tension because it involves moving from the known to the unknown and therefore risky, stressful and complex. However, it can be effective with participative style of management such as training employees on change during implementation which gives them knowledge, skills and expertise needed during the change process, hence, fostering quick and smooth implementation of the change. To improve performance, changes must be made to the organizations' processes and system structures or job roles. However managers should demonstrate strong leadership throughout the organization by spreading leadership and decision-making responsibilities in order to inspire and motivate employees to play an active role in implementing change thus improving the organizational performance.

Lastly, this study has provided some discussion on some issues which needs to be considered and suggested programme for implementing major change based not merely on theoretical studies but on practical experiences. Based on the statement of problem, the objective of the study and the result of the findings, the following recommendations were made. The telecommunication industry is ever turbulent and sensitive to change so; organization should be ready to accept change which would eventually lead to change in plan in order to achieve predetermined performance. Organizations in the industry should take cognizance of their environment via scanning as this is the only way by which pressure on it can be reduced during change. For successful change implementation, workers should be properly trained on change programmes and should be educated on the reasons for change. To avoid resistance to change, appropriate change strategies should be put in place by change managers the participative strategy is recommended for change managers. Also, organizations should employ the service of internal change managers to work hand-in-hand with such expert employed externally so as to facilitate growth in performance and smooth change implementation. Managers are advised to anticipate for change especially in the telecommunication industry where changes occur every second. Thus proactive measures in approach should be encouraged in managing change. This will reduce the negative effect on organizational performance.

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