

## **Change Management and the Performance of Abuja Electricity Distribution Company, Kogi State, Nigeria**

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### **Abstract**

*This research on change management and the performance of Abuja Electricity Distribution Company with a particular focus on Kogi East Zonal office is carried out to examine the extent to which strategic and operational changes enhance the performance of the company in the studied area. The study adopts a research survey design. The researcher distributed a 20 items questionnaire designed in a 5 Likert form and distributed to 240 respondents determined using the Godden sample size statistical formula. However, out of the total questionnaire distributed numbering 240 only 194 were duly completed and returned giving a retrieval rate of 81%. The research instrument was subject to reliability test using Cronbach Alfa statistical test. The data were analyzed using mean and standard deviation with any mean value of 3.00 as criteria for acceptance. The hypotheses were tested using Pearson Product Moment Correlation Coefficient with a level of significance of 0.05 (5%). The findings revealed that strategic change enhances the performance of Abuja Electricity Distribution Company again, that operational change enhances the performance of Abuja Electricity Distribution Company. Based on the findings, this research therefore concludes that for AEDC to achieve its objectives, the culture of organizational development must be incorporated into the company in solving problem and ability to withstand likely variations in the business terrain.*

**Keywords:** Change, Management, Performance, Electricity, Company, Organisational Development

### **Introduction**

Business organization exists in a dynamic society and as such, change is unavoidable and irresistible especially in the operation of business organization. The ways and manner in which the organization operates are usually in response to changing circumstances. In this contemporary time, organizations will continue to reengineer and restructure their operations and management in order to guarantee or ensure the going concern of the organization.

All organizations efforts are directed towards satisfying customers' requirement profitably, because customers are the reasons of being in business. Customers' needs, expectations and requirement are not constant. In an attempt to satisfy some of the insatiable needs of the ever-increasing needs of the customers. This can be made possible by improving or increasing the level of technology in the organization, training and retraining manpower, positively altering the organization structure, improving the management information system and also improving the quality of customers' service delivery (Mark, 2017, Kinbi et al, 2019).

This research work is geared towards examining change in the organization and also how the organization manages changes. Organizations like Abuja Electricity Distribution Company (AEDC), has experienced a series of change from the inception of the organization. Its change has no significant effect in the lives of the people, as will be revealed by this research. Abuja Electricity Distribution Company (AEDC), is substandard in the management of change. The people aspect of the organization is adamant to change. This study shall spell out the types change usually encountered

by the organization, reasons people resist change and how organization can manage change. Organization whose strategy is to be globally competitive must view change must begin with the people aspect of the organization because the success and failure of the organization are dependent on them (Methode et al, 2019).

White et al (2018), Binci et al (2020) and Edna et al, (2021) argued that changes usually occur in small, medium and large-sized organization respectively, which could be internal or external. Organizations that are flexible in its operation can easily plan for such changes. The organization usually encounters some changes or problems in trying to cope with change irrespective of the organization's strategy or tactics. These problems are usually from the "Human resource" of the organization. When there is a development or structural change without the people recognizing the effect or relevance of the change, there will be problems in arriving at the targeted objectives of the change. Another problem encountered by the Abuja Electricity Distribution Company (AEDC) is changes in technology. Technological advancement is on the increase in this modern age. Adaptive response to these changes in technology costs the organization a lot; human, capital and material resources will be expended or invested so as to adapt to changes in technology. Changes create tension in an organization, for this reason people usually fight to resist change. This resistance can be in the form of the shock of the new, Economic fears, Symbolic fears, Threat to interpersonal relationships, Inconvenience, Competence fears, Uncertainty, Threat to status or skill. All these are targeted at restraining the potency of change in the organization.

### **Objectives of the Study**

The major objective of this research is to examine the effect of change management on the performance of Abuja Electricity Distribution Company in Nigeria and how change can be managed in an organization. However, the study is set to examine the following specific objectives:

- i. To examine how strategic change affects performance of Abuja Electricity Distribution Company (AEDC).
- ii. To evaluate how operational change enhances the performance of Abuja Electricity Distribution Company (AEDC).

### **Research Questions**

- i. How do strategic changes lead to the performance of Abuja Electricity Distribution Company (AEDC)?
- ii. How operational changes lead to the performance of Abuja Electricity Distribution Company (AEDC)?

### **Statement of Hypotheses**

In line with the research objectives and research questions, the study formulates the following statement of hypotheses:

#### **Hypotheses One**

Ho: Strategic change does not lead to the performance of Abuja Electricity Distribution Company (AEDC).

## **Hypotheses Two**

Ho: Operational Change does not lead to the performance of Abuja Electricity Distribution Company (AEDC).

### **Literature Review**

One constant thing that holds the world today is change. In the bid to be globally competitive, nations, Firms, people and government, keep restructuring, reengineering and rebuilding their factors of production (land, labour, capital and entrepreneur). If these actors fail in any way to compete globally, they will be close to their extinction (Agba, Ocheni, 2017; Faupel & Helpap, 2021; Dora et al, 2022). Business environment is very dynamic and complex in nature. The environment can make or mar the operations of the organization. Organizations whose objectives and strategies are not flexible, find it difficult to cope with the changes in the environment. Only organizations that are adaptive, flexible and responsive can succeed in meeting the competitive changes that businesses face.

Change is seen as the information or modification of an organization and/or its stakeholders (Kim et al, 2018& Gawke et al, 2019). Organizational change however can be seen as the adoption of a new idea or behaviors by an organization. In other words, organizational change is any alteration in the operations, structure, system, style, strategies, skills and shared values of an organization in a bid to meeting the challenges passed by its environment. Although changes in any of the above variables demands effectively to produce, positive result to the organization/people (Peter & Waterman, Chen et al, 2021, Malik & Audu, 2023).

Organizational change in this modern society is on the increase, yet there are many failures in the effective management of this change. Such failures indicate that there are more to learn about how to manage change more effectively. Many issues identified by researchers as the cause of these failures concerns the "people aspect" of the organization. For change to be effective, the people aspect should be made to be part of the proposed change, so that they will be more committed in implementing the change itself. As it is often said "people support what they help to create". Conceptually, the change process starts with an awareness of the need for change. An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics and an indication of the direction in which action needs to be taken. Possible causes of action can then be identified and evaluated and a choice made of the preferred action. It is then necessary to decide how to get from one stage to the other. Managing change during this transition state is a critical phase in the change process. It is here that the problems of introducing change emerge and how to be managed. These problems can include resistance to change, low stability, and high levels of stress, misdirected energy, conflict and loss of momentum. Hence, the need to do everything possible to anticipate reactions and likely impediments to the introduction of change. The installation stage can also be painful. When planning change, there is a tendency for people to think that it will be an entirely logical and linear process of going from one phase to another. It is not like that at all. As described by Agbionu et al, (2018), Sabihaini, Pamunkkas (2021) and Nzewi and Audu (2023) the implementation of change is an "iterative, cumulative and reformulation-in-use process".

To manage change, it is first necessary to understand the types of change and why people resist change. It is important to bear in mind that while those wanting change needs to be constants about ends, they have to be flexible about means. This requires them to come to an understanding of the various models of change that have been developed. In the lights of an understanding of these models

they will be better equipped to make use of the guidelines for change. According to Ibrahim and Daniel (2019), the process of changes involves executives understanding why and how to implement change. A manager, when implementing change, follows logical and orderly sequence as shown bellows is more likely to succeed.

Change is inevitable in an organization. Different types of change require different types of strategy to implement the change successfully. A critical step in determining which approach to use in overcoming resistance to implementing organizational change is to determine which type of change the organization is experiencing. Additionally, Nzewi et al (2023) has distinguished two main types of change; strategic change and the operational change.

### **Strategic Change**

This kind of change is concerned with organizational transformation. It deals with broad, long-term and organization wide issues. It is about moving to a future state, which has been defined generally in terms of strategic vision and scope. It covers the purpose and mission of the organization, its corporate philosophy on such matters as growth, quality and innovation and values concerning people, the customer needs served and the technologies employed. This overall definition leads to specifications of competitive positioning and strategic goals for achieving and maintaining competitive advantage and for product-market development. These goals are supported by policies concerning marketing, sales, manufacturing, product and process development and finance and human resource management (Daniel, 2019, Pavel et al, 2022).

Strategic change takes place within the context of the external competitive, economic and social environment, and the organizations internal resources capabilities, culture, structure and system. Its successful implementation requires thorough analysis and understanding of these factors in the form station and planning stages. The ultimate achievement of sustainable competitive advantage relies on the qualities defined by Uchenna et al (2022), namely; the capacity of the firm to identify and understand the competitive forces in play and how they change over time, linked to the competence of a business to mobilize and manage the resources necessary for the chosen competitive response through time.

However, strategic change should not be treated simplistically as a linear process of getting from one point to the other which can be planned and executed as a logical sequence of events.

### **Operational Change**

It relates to new systems, procedures structures or technologies which will have an immediate effect on working arrangements within a part of the organization. But its impact on people can be more significant than broader strategic change and they have to be handled just as carefully (Antonucci et al, 2021).

Operational change however seeks to achieve a known desired state that is different from the existing one. Existing processes or procedures are completely replaced with new ones in the company. A 'corporate reorganization, creating of new products or services and implementing new technologies are all examples of operational change. The outcome of this kind of change is usually unknown. According to Akour et al, 2022), when embarking on a change like venturing into an unknown century (because the outcome of the proposed change is not known).

## **Electric Power and Performance of Organisations in Nigeria**

Electric power availability and regularity has been known to be one of the major drives of the performance of public and private organization. Given the centrality of the subject matter, studies have been conducted on this. Empirical studies have established that regular and adequate power supply affects public organisations like universities in the area of quality teaching, research output and community service. Unfortunately, the performance of service driven companies and institutions has been hampered by epileptic power sector (largely affected corruption, leadership crisis, bazaar mentality, poor maintenance culture and ineptitude to work., etc.). Revamping the sector demand a systemic approach, exploration of environmentally friendly energy like Solar energy and adequate budgetary allocations executed in a transparent environment (Agba & Ocheni, 2017; Agba, 2015, Agba, 2011 & Agba, Ushie, Abam, Agba, Okoro, 2010).

### **Theoretical framework**

#### **Change Model**

The best-known change models are those developed by Lewin (2006)- Lewin's change model. The basic mechanisms for managing change, according to Lewin (2006), are as follows; - Unfreezing - altering the present stable equilibrium which supports existing behaviours and attitudes. This process must take account of the inherent threats. That change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change. Changing- developing new responses based on new information. Refreezing- stabilizing the change by introducing the new resources into the personalities of those concerned.

Lewin, (2006), also suggested a methodology for analyzing change which he called "field force analysis" this involves.

- i. Analyzing the restructuring or driving forces that will affect the transition to the future state; these restraining forces will include the reactions of those who see change as unnecessary or as a threat;
- ii. *Assessing* which of the driving or restraining forces are critical;
- iii. Taking steps both to increase the critical driving forces and to decrease the critical restraining forces.

#### **Research Methodology**

This researcher applied a descriptive research survey design, this technique according to Uchenna et al, (2021) involves collection and analysis of primary data to make statistical inferences on the study population. In addition, this study focuses on change management and performance in Abuja Electricity Distribution Company. The primary data for this research is obtained through a twenty-item structured questionnaire distributed to employees numbering 240; the researcher applied the Godden (2004) sample size determination statistical formula to determine the sample size. However, out of the total of 240 questionnaires distributed only 194 were duly completed and returned giving a retrieval rate of 81%. The researcher analyzed data using descriptive statistics. Hence, the descriptive statistics used were mean and standard deviation with a decision rule to accept any mean value of 3.00 and above while the hypotheses tested using the Pearson Product Moment Correlation Coefficient. The hypotheses were evaluated with a level of significance of 0.05 (5%).

**Table 1. Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.845	25

From table 1 above the calculated Cronbach alpha is 0.846 and is higher than the recommended acceptable measure of Cronbach alpha 0.7 which makes measurement of model reliability accepted.

## Data analysis and Results

**Table 2: Distribution of Responses on change management**

S/N	Questionnaire Items	Mean	SD	Decision
	<b>Strategic change</b>			
1	I perceived that the company has process efficiency	3.31	0.62	Accepted
2	There is strategic alignment in the company	3.52	1.13	Accepted
3	The company encourages innovation	3.19	0.88	Accepted
4	Leadership efficiency is encouraged in the company	3.62	1.26	Accepted
5.	There is an effective communication strategies by the company	3.72	1.90	Accepted
6.	The company encourages digital adoption	3.54	1.10	Accepted
7.	The company is keen about organizational transformation	3.23	1.21	Accepted
	<b>Average Mean</b>	<b>3.48</b>	1.16	Accepted
	<b>Operational change</b>			
8.	The company is concerned about cycle time reduction	3.53	1.08	Accepted
9.	I perceived that there is thorough improvement in the company	4.12	1.94	Accepted
10.	The company put up strategies to minimize error	3.12	0.72	Accepted
11.	The company put up strategies to minimize defect	3.42	0.83	Accepted
12.	I am confident that the company complies to regulations of the industry.	3.55	1.01	Accepted
13.	I perceived that the company is concerned about employee engagement	3.27	1.32	Accepted
14.	The company encourages employee training and development	3.81	1.51	Accepted
	<b>Average Mean</b>	<b>3.55</b>	1.20	Accepted

Source: Field Survey, 2025

Table 2 focuses on the distribution of responses regarding strategic change. The research relies on the calculation of mean statistics and standard deviation with a threshold of 3.00 for determining acceptability. On the question on whether respondents perceived that the company has process efficiency, the mean value is 3.11 and standard deviation is 0.62 which support the criteria for acceptance. In addition, for the question on whether there is strategic alignment in the company the mean value is 3.52 and standard deviation is 1.13 which support the criteria for acceptance. More so, for the question on whether the company encourages innovation, the mean is 3.19 and standard deviation is 0.88 which support the criteria for acceptance. Again, for the question on whether leadership efficiency is encouraged in the company, the mean is 3.62 and standard deviation is 1.26 which supports the criteria for acceptance.

On the question on whether there is an effective communication strategy by the company, the mean value is 3.72 and standard deviation is 1.90 which supports the criteria for acceptance. In addition, for the question on whether the company encourages digital adoption the mean value is 3.54 and

standard deviate\on is 1.10 which support the criteria for acceptance. More so, for the question on whether the company is keen about organizational transformation, the mean is 3.23 and standard deviation is 1.21 which supports the criteria for acceptance. The average mean for strategic change is 3.48 and standard deviation is 1.16 thus accepted. Furthermore, on the question on whether the company is concerned about cycle time reduction, the mean value is 3.53 and standard deviation is 1.08 which supports the criteria for acceptance. In addition, for the question on whether respondents perceived that there is thorough improvement in the company the mean value is 4.12 and standard deviation is 1.94 which supports the criteria for acceptance. More so, for the question on whether the company put up strategies to minimize error, the mean is 3.12 and standard deviation is 0.72 which support the criteria for acceptance. Again, for the question on whether the company put up strategies to minimize defect, the mean is 3.42 and standard deviation is 0.83 which supports the criteria for acceptance.

On the question on whether respondents are confident that the company complies to regulations of the industry, the mean value is 3.55 and standard deviation is 1.01 which support the criteria for acceptance. In addition, for the question on whether respondents perceived that the company is concerned about employee engagement the mean value is 3.27 and standard deviation is 1.32 which supports the criteria for acceptance. More so, for the question on whether the company encourages employee training and development, the mean is 3.81 and standard deviation is 1.51 which supports the criteria for acceptance. The average mean for operational change is 3.55 and standard deviation is 1.20 which is therefore accepted. This implies that the independent variable falls within the acceptance threshold.

**Table 3: Distribution of Responses on performance**

S/N	Questionnaire Items	Mean	SD	Decision
	<b>Performance</b>			
1	I perceived that the company is conscious of customers satisfaction	3.22	0.43	Accepted
2	I noticed that the company is conscious of customers retention	3.28	1.25	Accepted
3	The company encourages quality/service delivery	3.19	0.82	Accepted
4	I perceived that the company is concerned about profit maximization	3.26	1.32	Accepted
5.	I perceived that the company is conscious of revenue and growth	3.36	1.43	Accepted
6.	The company encourages cost saving measures	3.63	1.21	Accepted
	<b>Average Mean</b>	<b>3.36</b>	1.42	Accepted

**Source: Field Survey, 2025**

Table 3 focuses on the distribution of responses regarding strategic change. The research relies on the calculation of mean statistics and standard deviation with a threshold of 3.00 for determining acceptability. On the question on whether respondents perceived that the company is conscious of customers' satisfaction, the mean value is 3.22 and standard deviation is 0.43 which support the criteria for acceptance. In addition, for the question on whether respondents noticed that the company is conscious of customers' retention the mean value is 3.28 and standard deviation is 1.25 which supports the criteria for acceptance. More so, for the question on whether the company encourages quality/service delivery, the mean is 3.19 and standard deviation is 0.82 which support the criteria for acceptance. Again, for the question on whether respondents perceived that the company is concerned about profit maximization, the mean is 3.26 and standard deviation is 1.32 which supports the criteria for acceptance. On the question on whether respondents perceived that the company is conscious of revenue and growth, the mean value is 3.36 and standard deviation is 1.43 which supports the criteria for acceptance. Finally, for the question on whether the company encourages

cost saving measures the mean value is 3.63 and standard deviate\on is 1.21 which supports the criteria for acceptance. The average mean for performance is 3.36 suggesting that the dependent variable fall within the acceptance threshold.

**Test of Hypotheses**

**H<sub>1</sub>:** There is no significant relationship between strategic change and performance.

**Table 4: Correlation Result for Hypothesis**

		Strategic change	performance
Entrepreneurship	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	194	194
Self employment	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	194	194

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Survey, 2025**

Table 4 displays the correlation analysis result for the hypothesis, which asserts that there is a substantial association between strategic change and performance. The analysis reveals a correlation coefficient (r) of .872 and a probability value (p-value) of .000. Applying the decision rule that accepts the alternate hypothesis when the p-value is less than the chosen level of significance (0.05), hence, the research concludes that there is a statistically significant positive relationship between strategic change and performance.

**H<sub>2</sub>:** There is no significant relationship between operational change and performance.

**Table 5: Correlation Result for Hypothesis**

		operational change	performance
Entrepreneurship	Pearson Correlation	1	.783**
	Sig. (2-tailed)		.000
	N	194	194
Self employment	Pearson Correlation	.783**	1
	Sig. (2-tailed)	.000	
	N	194	194

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Survey, 2025**

Table 5 displays the correlation analysis result for the hypothesis, which asserts that there is a substantial association between operational change and performance. The analysis reveals a correlation coefficient (r) of .783 and a probability value (p-value) of .000. Applying the decision rule that accepts the alternate hypothesis when the p-value is less than the chosen level of significance (0.05), hence, the research concludes that there is a statistically significant positive relationship between operational change and performance.



## Conclusions

Every firm is established for continuity, growth and survival and this expectation is pruned to high risk and uncertainties, management most therefore continue to plan actively in managing change and development, thus they can accomplish their immediate and strategic objectives by been proactive rather than reactive to changing circumstance in the organization. The management can make adequate plan against internal factors affecting the organization by making constant review of the sub-systems within the organization through training employees, changing of techniques and making strategic plans for the organization. The management can also devise plans against external limiting factors by adapting to change in technology, changes in policies of government, changing customers taste and preferences, sourcing and acquiring basic information as to how to be the pace setter within the industry and so on.

## Recommendations

Premised on the findings in this research the study recommends that for AEDC to achieve its target in generating, transmitting and distributing electricity across the efficiently, effort should be made to encourage all employees at all level of management to be part of decision-making process. Again, strategic plans should be formulated and motivated so as to arrive at the desired result of the organization and structured plan should be made to be more responsive to changing circumstances. Additionally, preventive maintenance culture should be upheld in the company to minimize the rate of breakdown of plant, reduce the volume and cost of repairs so that the desired electric generating capacity can easily be effectively attained.

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