

CHANGE MANAGEMENT AND EMPLOYEES' PERFORMANCE IN THE NEW NORMAL: A STUDY OF MANUFACTURING FIRM IN NIGERIA

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Abstract: *This study investigated the effects of change management on employees' performance in a manufacturing firm in Nigeria. The study adopted a survey research design. The target population was 150 employees. A sample size of 110 employees was selected using the taro Yamane sample size determination and a proportional sampling technique was used to select employees across six departments in the selected manufacturing firm. Primary data was collected using questionnaires. Analysis was done using descriptive statistics and inferential statistics. The result of hypothesis formulated revealed that there is positive relationship between Change Implementation and employee performance with the correlation coefficient of $(R) = 0.682$ and coefficient of determination (R square) of 0.465. The result of the study also revealed that there is positive relationship between Change Adoption and employee performance with the coefficient of with the coefficient of $(R) = 0.722$ and coefficient of determination (R square of) 0.521. Lastly, the result of the study also revealed that there is a positive relationship between Communication Method and employee performance with the correlation coefficient $(R) = 0.698$ and coefficient of determination (R square) of 0.487. The study concluded that change management has a significant effect on employee performance in the selected manufacturing firm in Nigeria. The study recommended that since there is a significant effect of change management on employee performance, managers should create a vision and a plan for change, prepare the organization for change as well as analysing results and review progress. This would enable better performance from the employees.*

Keywords: *Change Management, Change Implementation Change Adoption, Communication Method, Employee Performance.*

1] Introduction

Change management can be refers to the application of a structured process, set of tools and techniques to manage and lead people side of change to achieve a required or desired business outcome. Change management is an approach to transitioning individuals, teams and organizations to a desired future state, it also refers to a set of basic tools or structures intended to keep any change effort under control. This is a set of strategies and procedures used to manage an organizational change and guide people through the necessary transition to achieve the desired result. (Kotter, 2021). Change management is about ensuring that people are successfully carried along the steps TOSHIBA move from the old process or procedures to the new ones needed for the change to be successful (Kotter, 2021).

The change model developed by (Prosci, 2021) uses the acronym ADKAR as a change management tool for the stages that employees go through for an organizational change to be effective. These include Awareness of need to change, Desire to support change, Knowledge of how to successfully change, Ability to adopt the new skills/behaviours for the change and Reinforcement of the change. The model illustrates the need to unfreeze the current state of behaviors and habits, teach the new behaviors, and then freeze the new behaviors so they will become the new "way we do things". These three stages of change management definition are described as Unfreeze, Change and Freeze (Kurt Lewin 2021).

The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Such strategies include having a structured procedure for requesting a change as well as mechanism for responding to requests and following them up. To be effective, the change management process must take into consideration how an adjustment or replacement will impact processes, systems, and employees within organization. For effective change management, there must be a process for planning and testing change, a process of communicating change, a process for scheduling and implementing change, a process for

documenting change and a process for evaluating its effects. Documentation is a critical component of change management, not only to maintain an audit trail should a rollback become necessary, but also to ensure compliances with internal and external controls including regulatory compliance.

Employee Performance refers to those job-related activities expected of a worker and how well those activities are executed (Wright and McMahan 2011). Organizations in advanced countries essentially depend on employees healthy living (Methode, Osunsan, Irau, Wandiba, Abiria, & Innocent, 2019). In modern times, enhanced employee performance remains a critical target for organizations that seek to sustain their business achievement. Thus, companies strive to ensure the optimal performance of each employee, taking into cognizance the parameters that support such performance in the organization (Rusu et al., 2016). Employee performances in daily businesses have impact on a business's success or failure. Employee performance involves factors such as quality, quantity and effectiveness of work.

Sasaki, Kuroda, Tsuno and Kawakami (2020) assert that, to maintain employee performance in the new normal setting, an organization needs to maintain mental health by reducing fear and worry about COVID-19. Sasakiet.al (2020) further suggested that improving employees' mental health can positively influence performance. Organizations need to plan towards maintaining sound health and safety of employees for improve performance. (Craig, 2018; Carnevale et.al., 2020) said employee's performance is the cornerstone for the organization. If any organization wants to maintain good performance, the organization needs to assure that employees' performance is good as well.

Present business environment, as defined by COVID-19, is dominated by competition and rapid changes, and most organisations that embrace change are likely to maintain their sustainability (Kirrane, Lennon, O'Connor, & Fu, 2017). Any change program has many challenges, according to Vasiliki, Stergiani, Dimitrios, and Prodromos (2018), because all changes have an impact on employees either directly or indirectly. The most frequent difficulty encountered while implementing change has been recognized as employees' propensity to oppose it (McKay, Kuntz, & Näswall, 2013). The majority of employees acquire accustomed to corporate procedures, and as a result, they are reluctant to change their ingrained working habits. Jones and Van De Ven (2016) expand on this unease by stating that significant changes can sever employees' familiarity with existing procedures, unwittingly and unconsciously causing them to grow weary of the planned change attempt. Diedericks, Cilliers, and Bezuidenhout (2019) emphasize the value of alerting employees in advance of a proposed change in order to establish communication with them. Through this change procedure, employees could avoid pointless rumors and speculative talk, and perhaps even begin to actively support the brand-new change efforts for enhanced performance. According to Gupta and Sharma (2016), performance is not an individual characteristic, such as talent or ability, but a manifestation of ability in the form of real work or is the work achieved by employees in carrying out tasks and jobs that come from the company. Thus, according to Sutanto and Kurniawan (2016); performance is the achievement achieved by someone in carrying out the tasks and work given to him. According to Atatsi et al. (2019), it is the degree to which employees fulfil the demands of the job assigned in a well-managed way within the given resources. In order words, employability and innovative work behaviours are gaining momentum. Highly qualified,

flexible and committed employees who continually work on personal department are an important asset to a firm.

Change in organizations is inevitable in today's global knowledge economy because of advancements in technology and information transfer, as well as rising global participation of individuals in the affairs of their countries. Hence, it has become pertinent that management attention is drawn to it to ensure assurance of unrelenting progression in organizational performance. However, three factors have been identified as impacting on work performance in organizations. These are business support, aptitudes, and effectiveness of management as well as output of the workforce (Eliyana et al, 2019).

In a post-pandemic world where the effects of the new normal may last indefinitely, companies continue to embrace pre-pandemic best practices, which include workplace solutions created to offer the newest amenities and technology, according to Robin Weckesser (2021). Change management plans are not new, but today's office dynamics are. Before the pandemic, open offices were the preferred option among businesses for a variety of reasons, including a reduced footprint with associated cost savings and the conviction that openness promotes collaboration and productivity. However, today, new health and safety protocols are job one, with new products and systems needed to ensure the well-being of staff.

In the context of this study “Change Management” is defined as a systematic approach to dealing with the transition or transformation of an organization’s goals, processes or technologies in the new normal while “Employee Performance” is put simply, as how a member of staff fulfils the duties of their roles, completes required tasks and behaves in a workplace.

1.2] Statement of the Problem

In the recent time, COVID-19 has impacted businesses across all sectors and as such import-export of product has reduced significantly, (Hasana, 2020). The implication is that there is no import-export and business means which indicates that difficulty for manufacturing or work that requires direct contact is at great risk. This new normal has significance effect on production of manufacturing companies. Countries then adopted various forms of lockdown to reduce the spread of the killer virus hence organization only opens for production with new rules. While this has drastically affected production, it is pertinent that people will still have to live with the pandemic of COVID-19 (Wang , 2020; Karin, 2020). The new normal impacts adversely on the performance of employees within organizations thereby forcing employees to either stay away from work totally or work from home. This has rendered most organizations to be ineffective due to digital inequalities, family-work conflict and stress.

As the impact of COVID -19 has begun to settle and organizations are now operating “normally”. The new challenges emerging now are; how do they then work in the new normal? How do they carry on with business as usual within the paradigm of new normal? Organizations have seen that these changes impact different organizations differently. These impacts are often driven by the size and type of business and the industries in which they operate. These organizations have been compelled to ask themselves some important issues, such as: How will the profitability be maintained? How will they still accomplish their goals? What should be altered? How will

transition of staff be maintained through the changes? What technical prerequisites must exist for all of this to succeed? What kind of investment is necessary?

Many organizations have realized that the “wellness”, resilience and mental well-being of their staff is increasingly paramount going forward. For changes to succeed in the new normal, staff are often required to do more new and different things when working from home, often alone, even when collaborating as part of a virtual team. Organizations have realized that there are two critical changes associated with COVID-19. The first is working remotely and the second is returning to the office.

1. Objectives of the Study

The broad objective of this study is to examine the effect of change management on employee performance in the new normal, using Nigerian Brewery PLC in Sango Ota Ogun State, Nigeria as a case study. The specific objectives of the study are:

- (i). To investigate the effect of change implementation on employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria.
- (ii). To determine the influence of change adoption on employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria.
- (iii). To examine the relationship between communication method and employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria.

1.4] Research Questions

The following research questions are used as a guide in achieving the goals of the study.

- (i) To what extent do change implementation affect employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria?
- (ii) What is the influence of change adoption on employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria?
- (iii) Is there any relationship between communication method and employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria?

1.5] Research Hypotheses

The following hypotheses are formulated to guide the study

- H₀₁: Change implementation has no significant effect on employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria.
- H₀₂: Change adoption has no significant influence on employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria
- H₀₃: Communication method has no significant relationship with employees’ performance in Nigeria Brewery PLC Sango Ota Ogun State in Nigeria.

2] Literature Review

2.1] Change Management

The word "change management" is wide and includes any strategy that helps an organization manage change in either a gradual or transformational way. In today's world, where competition and globalization are always rising, change management has grown in importance. The demands of the marketplace and the current corporate climate were seen by managers as chaotic, uncertain, disruptive, ever-changing, and complex. When compared to 20 or 30 years ago, complexity,

connectedness, interdependence, and speed have increased dramatically, creating a completely new environment that calls for novel change management strategies. Change management is an ongoing process that takes time, expertise, dedication and efforts to implement and run. It requires the involvement of people or staff of the company and may also result in these people being affected by the changes too. Before adopting one of the many effective and popular change management approaches and models, an organization must first figure out why it needs the changes and how the changes benefit all stakeholders.

Change Management Model is one of the most popular and effective models that make it possible for us to understand organizational and structured change. This model was designed and created by Kurt Lewin in the 1950s, and it still holds valid today. Lewin was a physicist and social scientist who explained the structured or organizational change through the changing states of a block of ice. His model consists of three main stages which are: unfreeze, change and refreeze.

Unfreeze: The first stage of the process of change according to Lewin's method involves the preparation for the change. This means that at this step, the organization must get prepared for the change and also for the fact that change is crucial and needed. This phase is important because most people around the world try to resist change, and it is important to break this status quo. The key here is to explain to people why the existing way needs to be changed and how change can bring about profit. This step also involves an organization looking into its core and re-examining it.

Change: This is the stage where the real transition or change takes place. The process may take time to happen as people usually spend time to embrace new happenings, developments, and changes. At this stage, good leadership and reassurance is important because these aspects not only lead to steer forward in the right direction but also make the process easier for staff or individuals who are involved in the process. Communication and time thus are the keys for this stage to take place successfully.

Refreeze: Now that the change has been accepted, embraced and implemented by people, the company or organization begins to become stable again. This is why the stage is referred to as refreeze. This is the time when the staff and processes begin to refreeze, and things start going back to their normal pace and routine. This step requires the help of the people to make sure changes are used all the time and implemented even after the objective has been achieved. Now with a sense of stability, employees get comfortable and confident of the acquired changes.

Change Management in the New Normal

One of the most unheard-of medical emergencies of the twenty-first century is the COVID-19 (or Coronavirus Disease 2019) pandemic. The disease, which started in the Chinese city of Wuhan in December 2019 (WHO, 2021), ended up becoming a VUCA ((volatility, uncertainty, complexity, and ambiguity) event that astonished and upset every sphere of human civilization (Murugan, Rajavel, Aggarwal & Singh, 2020). A lot of workers had to adapt to remote work structures and adopt digital solutions to ensure service continuity (Kniffin, Narayanan, Anseel et al., 2021; Bin-Nashwan & Al-Daihani, 2020), while others in industries like manufacturing were compelled to continue working on the job (Rai, Rai, & Singh, 2021). During the crisis, many workers saw pay reductions, and some even lost their jobs. Throughout the pandemic's lifespan, which has since become the new normal, organizations and employees changed how they responded to the catastrophe.

The new normal can be characterized from the context of this paper as a condition where organizations'/employees' nature/behavior has changed in response to the changing health, social, and economic realities in a post-COVID-19 environment. The prolonged nature of the COVID-19 pandemic, which has lasted for more than a year, also denotes major changes in the operations and behavior of companies and employees, respectively. These changes are also referred to as the "new normal." The transition to the new normal is also a time when changes will be executed and interpreted differently across businesses, industries, and nations. It denotes a major change but does not place a cap on how much change is possible. This means that the transition to the new normal is a great chance to implement and promote ground-breaking innovations at the operational, structural, and behavioral levels. Even if they are difficult, these changes can help companies become more resilient and foster flexible attitudes and adaptive behavior at the meso- and micro-levels. This study considers three dimension of change management in the new normal namely; change implementation, change adoption and communication and their effect of employees' performance.

Change implementation

By implementing change within a company, you are changing how you conduct business in some way, whether it be through the adoption of a new business strategy, new employee policies, or modernized tools or software. There are five stages; create a vision and a plan for change; prepare the organization for change; bring about the change; include modifications in the company's culture and policies; analyze results and review progress.

Change adoption

The final stage of the change management process, change adoption enables the digital acceptance of new technologies, digital workflows, changes to organizational structure, improved customer experiences, or any other change implementation project. There are four stages involved in this: shock, rage, acceptance, and commitment.

Communication

In order to ensure that a change initiative is implemented successfully, communication is crucial in change management. In order to help employees transition from the current state to the future state that the change project is intended to offer, it is vital to help provide the information necessary.

2.2] Concept of Employee Performance

Performance is a multifaceted notion, and on a fundamental level, it can be distinguished from an expected outcome by the process component of performance, which refers to behavioral engagements (Jeda & Pradhan, 2014). When completing a task, performance consists of explicit job behaviors, including those that are allocated as part of the job description. Task knowledge, task competence, and task habits are the main factors that facilitate task performance, which calls for more cognitive ability (Jeda & Pradhan, 2014). The word "performance" is derived from "job performance" or "actual performance," which refers to someone's actual work performance or accomplishment. According to Siahaan, Gultom, and Lumbanraja (2016), the definition of performance is the work quality and quantity that an employee achieves while doing his role in accordance with the obligations assigned to him.

Performance, according to Al Mehrzi and Singh (2016), is the outcome or degree of success of an individual throughout the course of a given period in carrying out duties in comparison to numerous alternatives, such as work standards, targets, or mutually agreed-upon established criteria. Furthermore, performance is essentially what workers do or do not do, according to Yang, Lee, and Cheng (2016). Performance management refers to any actions taken to raise a company's or organization's overall performance, as well as the performance of each employee and each work unit. Employee performance, according to Shmailan (2016), is an activity that employees take in carrying out the work performed by the organization. Performance in carrying out its duties is not autonomous; rather, it is always influenced by a person's unique skills, abilities, and attributes as well as by their level of job satisfaction and the amount of compensation they receive.

Employees are the key assets to any organization but if they are not given the right space and time to make a perfect blend of work and fun at workplace, they tend to drop in performance level. Therefore, employee performance should not be a one-time exercise but it should be integrated in the culture of the company. Employee performance should be a continuous process of learning, improvement and action. Thus, organizations today should actively look forward to fulfil employee`s expectations and thus, create an impact on the performance of employee, which directly affects the organization`s performance.

2.3] Theoretical Review

2.3.1] Affective Event Theory

According to Thompson & Phua (2012) the affective event theory was developed by Psychologist Howard M. Weiss and Russell Cropanzano to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employees' internal influences - cognitions, emotions, mental states etc. and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006).

The theory further proposes that affective work behaviours are explained by employee mood and emotions, while cognitive-based behaviours are the best predictors of job satisfaction. In addition, the affective events theory emphasized that positive-inducing and negative-inducing emotional incidents at work are distinguishable and have a significant psychological impact upon workers' job satisfaction. This resulted in lasting internal and external affective reactions exhibited through job performance, job satisfaction and organizational commitment. Rolland & De Fruyt (2003) research findings on personality in support of affective events theory shows that there are a number of factors that influence the theory. These are: consciousness, agreeableness, neuroticism, openness to experience, and extraversion. Finally, performance feedback has an important influence on employee affect. Regular reviews should be done on regular basis in both medium and large organizations. The type of feedback on performance provided by managers can affect employee performance and job satisfaction (Fisher & Ashkanasy, 2000).

2.3.2] Equity Theory

Equity theory, as reviewed by Walster, Berscheid & Walster (1973), shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (1965) theory, Huseman, Hatfield & Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and

the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills.

The major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. On any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and therefore becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and low performance. Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it.

2.4] Empirical Review

Hendrik, Moch, Madhakomala and Adji Suratman (2018) examine the effect of change management, organizational culture and transformational leadership on employee performance. The research sampled 233 employees of PT. Adhya TirtaBatam, using path analysis qualitativemethod. The result of this studyindicates that there is a direct effect of management change on employee performance; there is a direct effect of organizational culture on employee performance; there is a direct effect of transformational leadership on employee performance; there is an indirect effect of change management on employee performance through transformational leadership; there is indirect effect of organizational culture on employee performance through transformational leadership.

Akunne and Ibrahim (2021) worked on an evaluation of the impact of change management on employee performance in the Nigerian electricity regulatory commission. This research is aimed at evaluating the extent to which change management impacts on employee's performance in the Nigerian Electricity Regulatory Commission Sector. The study was based on data collected through questionnaire survey distributed to electronically to 80 employees the Commission out of which 60 completed questionnaires were returned making a response rate of 75%. Non-probability sampling techniques were used. Using descriptive and inferential statistics methods, the found that a positive relationship existed between various changes in the Commission, the attitude of employees to work and their general performance.

Nwinyokpugi (2018) worked on organizational change management and employee productivity in the Nigeria Banking Sector. The essence of this study effort is to investigate the consequence of change on organization and how best the consequences could be addressed to ensure that employees "productivity is enhanced. The study covers major banks and their branches in Rivers State and a randomized population sample of 152 respondents which comprise employees and management staff of these banks were drawn using Taro Yamen sampling formula. The findings indicates that all tested dimensions of organizational change management (Change Communication, Change Identification, Employees" Engagement, Change Implementation and incentives) were significantly associated with the measures of Employees Productivity.

Figure 1:Proposed Conceptual Model

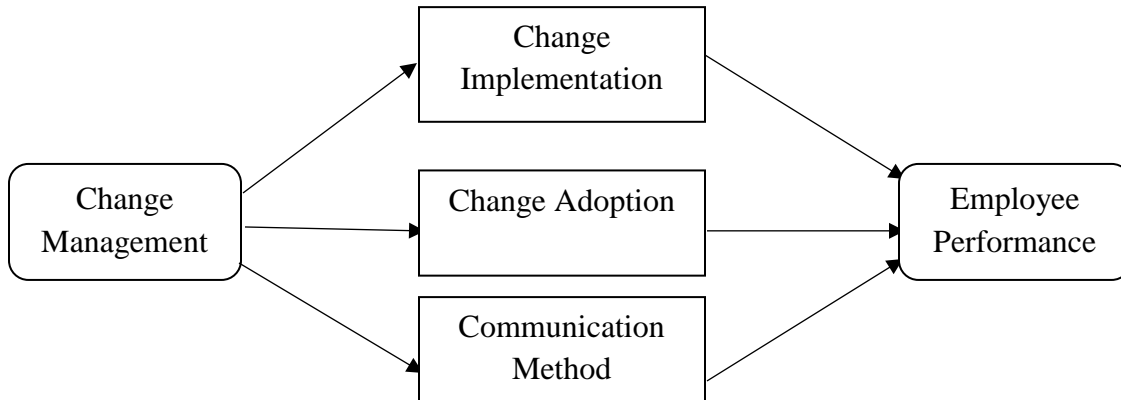


Figure 1: Conceptual Framework

3] Methodology/Design

The data used for this study is Primary data collected from a field survey by questionnaire. The population of the study was 150 employees of Nigeria Brewery PLC Sango Otta Ogun State and spread across all department in the company. The study used Taro Yamane sample size determination in selecting the appropriate sample size for the study. The proportional sample size was used to select 110 employees of Nigeria Brewery PLC Sango Otta, Ogun State. See Table 1.

Table 1: Proportional determination of Sample Size for this Study

Nigeria Brewery PLC	Number of Staff (Sample)	
Marketing unit	25	$\frac{25}{150} * 110 = 18.3$
Finance unit	25	$\frac{25}{150} * 110 = 18.3$
Logistic unit	25	$\frac{25}{150} * 110 = 18.3$
Support and development unit	25	$\frac{25}{150} * 110 = 18.3$
Packaging and Engineering unit	25	$\frac{25}{150} * 110 = 18.3$
production unit	25	$\frac{25}{150} * 110 = 18.3$
TOTAL	150	110

Source: Field Survey, 2022

This study uses questionnaire as the tool for obtaining the necessary information for the research. Questionnaire is the basic instruments used to collect data from respondents. The questionnaire was used in order to get a standard form of answers or responses. The questionnaire is designed by the

researcher in such a way that the first part contains demographic data of the respondents like sex, age, religion and the second part deal with questions which is designed for this research work. Content and face validity was used to determine the validity of the research instrument while Cronbach alpha test was used to determine the reliability of the research instrument. Descriptive statistics, which involved frequency counts and percentages, were used to explain the respondents' demographic characteristics. In contrast, the Pearson correlation, ANOVA, and regression using (SPSS V.20) were used to analyze and answer the research questions.

4] Results and Discussion

Demographic Characteristics of Respondents

Table 1: Demographic Characteristics of Respondents

Gender	Frequency	Percentage
Male	62	62.63
Female	37	37.4
Total	99	100
Age		
19-30 years	43	43.43
31-40 years	34	34.34
41-50 years	10	10.10
Above 50 years	12	12.12
Total	99	100
Marital Status		
Single	36	36.36
Married	52	52.52
Divorced	7	7.07
Widow	4	4.04
Total	99	100
Qualifications		
OND	15	15.15
HND	55	55.55
B.SC	29	29.29
Total	99	100
Occupation		
Public Sector	1	1.01
Private Sector	98	98.98
Total	99	100
Length of Service		
1-5 years	21	21.21
6-10 years	25	25.25
11 years and above	53	53.53
Total	99	100

Source: Field Survey, 2022

Table 1 above shows the gender distribution of respondents; sixty-two of the respondents were male, representing about 62.63% of the total respondents, while thirty-seven were female. The proportion of female was 37.4% of the total respondents. On the age distribution of respondents; no respondent was below 18 years. Forty-three of the respondents are within the range of 19-30 years, representing about 43.43% of the total respondents. Thirty-four of the respondents are within the range of 31-40 years, representing about 34.34% of the total respondents. 10 of the respondents are within the range of 41-50 years, representing about 10.10% of the total respondents. Twelve of the respondents are within the range of 50 years and above, representing about 12.12% of the total respondents. The marital status distribution of respondents in the study shows that thirty-six of the respondents are single, representing about 36.36% of the total respondents; fifty-two of the respondents are married, representing about 52.52% of the total respondents. Seven of the respondents are divorced, representing about 7.07% of the total respondents, while four of the respondents are widow, representing about 4.04% of the total respondents. The qualification distribution of respondents in the study; no respondent has primary and secondary qualification. fifteen of the respondents have OND, representing about 15.15% of the total respondents. Fifty-five of the respondents have HND, representing about 55.55% of the total respondents. Twenty-nine of the respondents have B.SC, representing about 29.29% of the total respondents, while no respondent has postgraduate qualification. The occupation distribution of respondents in the study shows that no respondent is unemployed. One respondent was under the public sector, representing 1.01% of the total respondents while 98 are under the private sector. The proportion of those under private sector is 98.98% of the total respondents. No respondent is self-employed and no respondent is a student. The length of service distribution of respondents in the study shows that no respondent used less than a year. Twenty-one respondents use 1-5 years, representing about 21.21% of the total respondents. Twenty-five respondents use 5-10 years, representing about 25.25% of the total respondents, while fifty-three respondents had use eleven years and above, representing about 53.53% of the total respondent

Table 4.1: Test of Hypotheses One

Variable	Coefficient	Standard Error	T-Statistics	Probability
Constant	2.895	0.570	5.076	0.000
Change Implementation	0.345	0.137	2.354	0.005
R = 0.682 R ² = 0.465 Adjusted R ² = 0.458				

Author computation, 2022

Dependent Variable: Employee Performance

Table 4.1 shows the influence of on employees' performance. Change Implementation has a coefficient of 0.345 which imply that if the variable is increased by a unit, employee performance will rise by 0.345 unit. The estimate is significant at five percent (5%). The R² value of 0.465 implies that about forty-six per cent (46%) of variation in employee performance was explained by Change Implementation.

Table 4.2: Test of Hypotheses Two

Variable	Coefficient	Standard Error	T-Statistics	Probability
Constant	3.825	0.478	3.277	0.000
Change Adoption	0.319	0.129	3.091	0.009
R = 0.722 R ² = 0.521 Adjusted R ² = 0.517				

Author computation, 2022

Dependent Variable: Employee Performance.

Table 4.2 shows the influence of Change Adoption on employees' performance. Change Adoption has a coefficient of 0.319 which implies that if the variable is increased by a unit, employee performance will rise by 0.319 unit. The estimate is significant at five percent (5%). The R² value of 0.521 implies that about fifty-two per cent (52%) of variation in employee performance was explained by Change Adoption.

Table 4.3: Test of Hypotheses Three

Variable	Coefficient	Standard Error	T-Statistics	Probability
Constant	4.414	0.996	4.431	0.000
Communication method	0.310	0.182	3.228	0.002
R = 0.698 R ² = 0.487 Adjusted R ² = 0.480				

Author computation, 2022

Dependent Variable: Employee Performance

Table 4.3 shows the influence of communication method on employees' performance. communication method has a coefficient of 0.310 which implies that if the variable is increased by a unit, employee performance will rise by 0.310 unit. The estimate is significant at five percent (5%). The R² value of 0.487 implies that about forty-nine per cent (49%) of variation in employee performance was explained by communication method.

4.3] Discussion of Findings

The study investigated the effect of change management on employee performance in the new normal, using Nigeria Brewery PLC in Sango Ota Ogun State. The findings from the study show that change management as measured by, change implementation, change adoption and communication method have a significant effect on employees' performance in Nigeria Brewery PLC. Forty-six per cent (46%) of variation in employee performance was explained by Change Implementation. Fifty-two per cent (52%) of variation in employee performance was explained by Change Adoption. Forty-nine per cent (49%) of variation in employee performance was explained by communication method.

5] Conclusion and Recommendations

The study investigated the effect of change management on employee performance in the new normal, using Nigeria Brewery PLC in Sango Otta Ogun State. Based on the findings the study concluded that change management has a significant effect on employee performance in the new normal especially in Nigeria Brewery PLC Sango Otta Ogun State. The study concluded that the measures of change management which are change implementation, change adoption and communication method has a major effect on employee performance. Based on the findings from the statistical analysis, the study recommended that:

- i) The management of Nigeria Brewery PLC should create a vision and a plan for change, prepare the organization for change as well as analysing results and review progress to improve employee's performance
- ii) The management of Nigeria Brewery PLC should assist their employee in change adoption process to alleviate shock and rage that may come with change. This will give employees a sense of acceptance and commitment to the organisational goal
- iii) The management of Nigeria Brewery PLC should adopt and encourage effectiveness communication method among different levels of management within their organisation to foster employees perchanche.

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