EFFECTS OF CHANGE MANAGEMENT ON THE PERFORMANCE OF LIBRARY STAFF IN KOGI STATE COLLEGE OF EDUCATION (COE) ANKPA KOGI STATE, NIGERIA.

Dinah Innocent Adahnu Cln
07062076001 dinahadahnu@gmail.com
Mike Okwechime Library
NACEST Makurdi Benue State

Ibrahim Ogbole Cln
07038175932 ogboleibrahim20@gmail.com
Apin Public Health Initiative, Makurdi Benue State

Abstract
The purpose of this study is to examine the effect change management on the Performance of Library Staff in Kogi State College of Education (COE) Ankpa, Kogi state. The population of the study was made up of 109 staff The study consists of three research questions, three hypotheses which were tested at a significant level of 5%. A survey design was adopted for the study and questionnaire was used for data collection. The findings revealed that there is a positive relationship between Leadership Change, Communication and Technological Change on Staff Performance. The study concluded that change management had significant and positive effect on the Staff performance of library personnel. The study examined the influence of technological change on employee performance and concluded that technological change has significant positive effects on the performance of staff.

Keywords: Change Management, Staff, Performance, Technology

I. Introduction
The business land scape of the 21st century is characterised by rapid change brought about due to technological, economic,

political and social changes (Juneja,2021). According to Ayandele (2024), organisations function in a dynamic environment; new products keep emerging; new production materials are discovered day-in-day-out; new markets and competitors constantly get developed and the cultural, political, economic and legal frameworks within which the library operates are subjected to rapid change and for teaching alternations. In this context, Juneja (2021) asserts that, it becomes critical that organisations like the library should develop the capabilities to adapt and steer change in their advantage. This constant change is what makes it necessary to have an active policy of change management within the library. Change management has been understood as the transition from an original state, in which the organisation is before the change to a definitive state, in which the company finds itself after change. Also, technological change may result from new inventions, discoveries or the accessibility of resource not previously available. Scotto & Morellato (2013) discovered that management of technological change has affected employee performance because it's Simplifies the work to be done and also makes the work more efficient. To this end, change in organisation is constant and inevitable and when poorly managed, has the potential to cause organisational stress as well as unnecessary and costly rework.

Moreover, successful and sustainable organisational improvements depend on effective changed leaders who know how to create and disseminate a vision, overcome resistance to change and manage conflict. Leadership and employee performance go hand-in-hand, tactics that begin with recruitment and extend to training and day-to-day management will have the greatest impact on performance, productivity and business growth.

Statement of the Problem
As the global landscape is changing, businesses are moving to take advantage of new markets; organisation are restructuring to operate better, current market is becoming very dynamic

and competition is causing companies to radically change the way they do business. change is often said to be the only thing that remains constant in an organisation, and this change in some way harness employee performance and productivity. Thus, variables such as leadership, communication and technological changes are important to deliberate their effect on employee's performance at workplace. To contribute to an improvement and enhancement of our understanding of this subject matter, it is therefore necessary to study the change management effect on Library's Personnel Performance in Kogi State College of Education Ankpa to fill existing gap.

Objectives of the Study
The main objective of the study is to examine the effect of change in state of management on the Performance of Library Staff in Kogi State College of Education Ankpa. The specific objectives are to:
1. Investigate the effect of leadership change on the performance of Library Staff in Kogi State College of Education Ankpa.
2. Determine the effect of communication on the performance of Library Staff in Kogi State College of Education Ankpa.
3. Examine the effect of technological change on the Performance of Library Staff in Kogi State College of Education Ankpa.

Research Questions
The following research questions guided this study.
1. What is the effect of leadership change on Performance of Library Staff in Kogi State College of Education Ankpa.
2. What is effect of communication on the performance of Library Staff in Kogi State College of Education Ankpa.
3. What is the effect of technological change on the Performance of Library Staff in Kogi State College of Education Ankpa.

Research Hypotheses

The following hypotheses were formulated to guide this study.

H01: Leadership change has no significant effect on Library's Personnel Performance in Kogi State College of Education ANKPA.

H02: Communication has no significant impact on Library's Personnel Performance in Kogi State College of Education ANKPA.

H03: Technological change has no significant influence on Library's Personnel Performance in Kogi State College of Education ANKPA.

II. Conceptual Review

Concept of Change Management

Connelly (2021), indicates that, there are so many definitions of change management is that 'change management' is at mused to describe change at both the individual and organisational level. For example, the term Change Management is used to describe the task of managing change; an area of professional practice; a body of knowledge (consisting of models, methods, techniques, and other tools); and a control mechanism (consisting of requirements, standards, processes and procedures).

Armstrong (2009) define change management as the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted. Lori (2020) defined organisational change management as any systematic approach with the sole purpose of successfully enhancing your organisation's goals, procedures, and strategies from an undesirable present state to a better-performing future state. In the words of Pratt (2019), change management is a systematic approach to dealing with the transition or transformation of an organisation's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Wagner (2019) asserted, that change management for organisations that are

constantly changing requires the ability to react and adapt to change with ease and without friction. Change management, also known as organisational change management, is the practice of effectively engaging stakeholders, minimising risk to efficient adoption and maximising benefits through a focus on the organisational, cultural and people aspects of business transformations (Lewis, 2020).

Effect of leadership change on Performance of Library
Change in leadership is the ability to influence and enthuse others through personal advocacy, vision and drive, and to access resources to build a solid platform for change (Higgs & Rowland, 2000). Leadership is often viewed as key to successful change (American Management Association, 1994). Change leadership is usually associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organisation. The change leadership model motivates the members of the organisation to be and lead the change, using collaborative, creative and motivational change approaches. Trainer (2021) pointed out that, Change leadership is strategic in nature. It sets the direction for change management. The first focus of a change leadership team is effective and purposeful communication disseminated much like any outreach initiative. Instead of a top-down approach, it is more effective for the team to focus on informing and educating the workforce, if it expects to diminish negative reactions.

Effect of Communication on the Performance of Library Staff
According to Grossman (2020), change communication is the informational component of the change management strategy that helps stakeholders understand what is changing and why and how it will specifically affect them. It delivers timely messages and materials aligned with key milestones, ensures stakeholders receive consistent information about what is important to them, and provides a mechanism to share feedback and ask questions. The author said, whether they are changing

technology, business practices, leadership or a combination of things, change management communication is essential to helping people move from where they are today to the desired "future state."

Technological Change Effect of Communication on the Performance of Library Staff

Ayandele (2019) posit that technological change may result from new inventions, discoveries or the accessibility of resources not previously available. It can alter the shape of the firm and its industry and can have far reaching impact on everyday life. Technological advancement changes the organisational policies and strategies (Hampel & Martinsons, 2009). In any organisation, most challenges are generated by competition, advancing technology, enhancing employee efficiency and rapid growth, new leadership and management (Madsen, Miller & John, 2005).

Leadership Change and Employee Performance

Muia (2015) opined that, the long run relationship between leadership change and employee performance, Co-integration results show that leaders who want the best result should not only rely on a single leadership style. In other words, no leadership styles are preferred in any situation in an organisation. Hence, a combination of mixed leadership style can improve and maintain an organisation's process and increases employee's commitment and increases in the job performance. Different leadership style and behaviour may affect the employee performance towards the task accomplishment and job performance (Vigoda-Gadot, 2007). Therefore, leadership style adopted by a leader is strongly related to Personnel' job performance. The relationship between leadership change and employee performance state that personnel with high quality relationship with their leader will practice a better job performance and satisfaction than those with low quality relationship (Davis & Holland 2002).

Communication Change and Employee Performance

Researchers found that effective communication improves job satisfaction (Holtzhausen, 2002) and which in-turn improves productivity (Litterst & Eyo, 1982). Research has also shown that communication improves employee job performance (Goris, 2007), while poor communication results to low employee commitment to the organisation (Kramer, 1999). Modern management techniques are considering that employee performance can be increased by using the power of communication. Communication is the human activity that connects people to get her and establishes relationships (Duncan & Moriaty, 1998). Managers with good communication skills can convey their ideas clearly so that subordinates understand what is required from them and can positively contribute to the organisation. In contrast, lack of communication can lead to employee frustration and lower productivity, absenteeism and increased employee turnover rate. In order to ensure that the right message reaches the right personnel at the right time, it is critical that employers understand their internal communication and making important messages and documentation easy for personnel to access is a vital part of every change communications strategy (Obialor, 2020).

Technological Change and Employee Performance

The right technology can vastly improve a company's overall efficiency and performance in the market, as well as improve employee productivity, communication, collaboration, morale and engagement company-wide. Implementing new strategies to improve your company's overall performance must be a strategic decision (Obialor, 2020). In other words, you simply cannot decide on what technology to deploy based on a whim. Instead, take the time to determine your company's needs, as well as the needs of your personnel to choose the right technology that will meet those needs. (Coppersmith, 2019). Technological change is an increase in the efficiency of a product or process that results in an increase in output, without an increase in input (Bauer and Bender, 2004). Technologies can

only lead to increased productivity or improve performance when combined with other resources effectively by human resources and use technology productively and ethically (Dauda & Akingbade, 2011). Therefore, technological advancement makes personnel effective and firm more efficient (Obialor, 2020).

Employee Performance

According to Ashley (2024) employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Your company typically sets performance targets for individual personnel and the company as a whole in hopes that your business offers good value to customers, minimises waste and operates efficiently. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. Ciner (2019), employee performance is defined as how an employee fulfils their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

Theoretical Review
Contingency Management Theory

Fiedler's Contingency Theory says there is no one best way to manage an organisation. Fiedler's Contingency Theory of leadership says that a leader must be able to identify which management style will help achieve the organisation's goals in a particular situation. The main component of Fiedler's Contingency Theory is the least preferred co-worker (LPC) scale which measures a manager's leadership orientation. The contingency theory definition depends upon both the internal as well as external factors of an organisation. For example, the size of the organisation, the leadership approaches of different managers of an organisation, the number of personnel versus the number of managers in the organisation, the customer's perspective and the competition in the market. Fiedler's theory suggests three general variables that determine business management and structure which are: the size of the

organisation, the technology employed and the leadership at all levels of the business. What that means for the individual manager who subscribes to Contingency Management Theory is that they must be able to identify the particular management style suitable for every given situation. They must also be willing and able to apply that management style quickly and effectively whenever necessary.

Lewin's Change Management Model
According to Harper (2001) the three steps of Lewin's change model are unfreezing, initiating the change (moving) and refreezing. The unfreezing stages address existing behaviours and why they need to be changed. This will involve moving people from the status quo to the desired future state. This stage can be the most difficult because it will involve changing things people are doing, and they may not want to change or understand why it's necessary (Ogbe, 2021). Initiating the change (moving), personnel accept and adjust to the new working atmosphere. The organisation needs to provide sufficient training and support for the personnel to embrace the changes. Some personnel may spread misleading information due to having insufficient information about organizational change. So, the organisation needs to practice an effective communication process within the organisation to avoid those types of unwanted issues (Kobiruzzaman, 2021). Refreezing, this stage involves the positive reinforcement of desired outcomes to promote the internalisation of new attitudes and behaviours. Burnes (2004) adds that "refreezing seeks to stabilise the group at a new quasi-stationary equilibrium in order to ensure that the new behaviour is relatively safe from regression"

Empirical Review
Okeke, Oboreh, Nebolisa, Esione & Chukwuemeka (2019), examined change management and organisational performance in manufacturing companies in Anambra State, Nigeria. Descriptive surveyed design was adopted, and primary data

was employed. Population of the study was 286 personnel, and the test–retest method was used to test reliability of the research instrument. The study found that technological changes have a positive significant effect on organisational performance in manufacturing companies. Change management strategies have a positive significant effect on organisational performance in manufacturing companies in Anambra State. Leadership changes have a positive significant influence on organisational performance in manufacturing companies in Anambra State. The study concluded that change management has a positive significant effect on organisational performance in manufacturing companies in Anambra State.

Mukhebi (2019), investigate the effects of change management on employee performance in commercial banks in Trans Nzoia County, Kenya. The study adopted a descriptive survey research design. Target population of the study consisted of 470 personnel drawn from 14 commercial banks in Trans Nzoia County. A sample size of 216 of employee was arrived at and stratified simple random sampling used to categorise managers, supervisors/administrators and clerical/tellers. Data was collected using the questionnaires. Quantitative data was analyzed using descriptive and inferential statistics. The results indicated that downsising, technological change, structural change, organizing culture had statistically significant effect on employee's performance in commercial banks. Therefore, the study concluded that change management had significant effect on the employee performance in commercial banks in Trans Nzoia County. The study recommended that management of commercial banks undertaking organisational change should focus on participatory leadership and communication strategies to enhance personnel' readiness for change.

I. Methodology
The study adopts the survey research design and used the instrument of questionnaire and interview for data collection. The population of the study is made up of 109 staff on the

performance of Library Staff in Kogi State College of Education Ankpa, 8 were interviewed, 101 were served with questionnaire and returned it that very day.And a sample size of 86 staff determined using the Taro Yamane's formula. Data analysis was committed to descriptive statistics of mean and standard deviation. Correlation analytical technique was used to test the hypotheses with the aid of Statistical Package for Social Sciences (SPSS) version25.

$$r = \frac{n\Sigma xy - \Sigma x \Sigma y}{\sqrt{(n\Sigma x2 - \Sigma(x)2)(n\Sigma y2 - \Sigma(y)2)}}$$

Decision rule: Reject null hypothesis if P-value is less than 0.05 level of significant (P-value<0.05) otherwise accept.

II.   Discussion of Findings

Table 1: Descriptive Results for Leadership Change

No	Leadership Change	SA	A	U	D	SD	MEAN
1.	Change leadership is associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization	22 (29.3)	25 (33.3)	12 (16.0)	11 (14.7)	5 (6.7)	3.64
2.	Change leadership is not the ability to influence and enthuse others through personal advocacy	9 (12.0)	15 (20.0)	22 (29.3)	18 (24.0)	11 (14.7)	2.98
3.	Change leadership is not a proactive approach to change management	11 (14.7)	15 (20.0)	19 (25.3)	18 (24.0)	12 (16.0)	2.93
4.	Change leadership is proactive and strategic in nature	14 (18.7	24 (32.0)	19 (25.3)	15 (20.0)	3 (4.0)	3.41
	Overall mean						**3.24**

Source: Fieldwork 2025

The respondents were asked to indicate the extent of agreement with each of the leadership change statements. The result of their responses is presented in Table 1. From Table 1, majority of the respondents 22(29.3%) strongly agreed that change leadership is associated with a bigger vision and with the creation of a broader agency and urgency for change

throughout the entire organisation and 25(33.3%) agreed on the same with a mean of 3.64 and standard deviation of 1.23 implying that there is great deviation from the mean. Similarly, 9(12.0%) and 15(20.0%) of the respondents agreed and strongly agreed respectively that change leadership is not the ability to influence and enthuse others through personal advocacy. A mean of 2.98 and standard deviation of 1.20 suggested that there is great deviation from the mean. Change leadership is not a proactive approach to change management as indicated by 11(14.7%) of the respondents who strongly agreed and 15(20.0%) who agreed with a mean of 2.93 and standard deviation of 1.29 implying there is great deviation from the mean. The results also revealed that 14(18.7%) and 24(32.0%) of the sampled respondents agreed and strongly agreed respectively that change leadership is proactive and strategic in nature. A mean of 3.41 and standard deviation of 1.12 suggested that there is a great deviation from the mean.

Table 2: Descriptive Results for Communication Change

No	Communication Change	SA	A	U	D	SD	MEAN	SDV
1.	There are opportunities available to me to express my ideas to top management	21 (28.0)	25 (33.3)	16 (21.3)	8 (10.7)	5 (6.7)	3.65	1.19
2.	Staff are often not satisfied with the amount of quality of communication in the company	16 (21.3)	21 (28.0)	15 (20.0)	5 (6.7)	18 (24.0)	3.29	1.70
3.	Change Management initiated good communication channels between people in different levels of the organization	15 (20.0)	18 (24.0)	19 (25.3)	11 (14.7)	12 (16.0)	3.17	1.34
4.	Staff are well communicated about work design and structure	22 (29.3)	25 (33.3)	11 (14.7)	5 (6.7)	12 (16.0)	3.53	1.39
	Overall Mean						**3.41**	**1.40**

Source: Fieldwork 2025

The respondents were asked to indicate the extent of agreement with each of the communication change statements. The

pertinent results are presented in Table 2. From Table 2, majority of the respondents 21(28.0%) strongly agreed that there are opportunities available to me to express my ideas to top management and 25(33.3%) agreed on the same with a mean of 3.65 and standard deviation of 1.19 implying that there is great deviation from the mean. Similarly, 16(21.3%) and 21(28.0%) of the respondents agreed and strongly agreed respectively that staff are often not satisfied with the amount of quality of communication in the company. A mean of 3.29 and standard deviation of 1.70 suggested that, there is great deviation from the mean. Change Management initiated good communication channels between people in different levels of the organisation is indicated by 15(20.0%) of the respondents who strongly agreed and 18(24.0%) who agreed with a mean of 3.17 and standard deviation of 1.34 implying there is great deviation from the mean. The result revealed that 22(29.3%) and 25(33.3%) of the sampled respondents agreed and strongly agreed respectively that personnel are well communicated about work design and structure. A mean 3.53 and standard deviation of 1.39 suggested that there is a great deviation from the mean.

Table 3: Descriptive Results for Technological Change

No	Technological Change	SA	A	U	D	SD	MEAN	SDV
1.	Information technology change affects organization performance	19 (25.3)	24 (32.0)	15 (20.0)	14 (18.7)	3 (4.0)	3.56	1.17
2.	ICT made work easier especially with dealing with external and internal clients	23 (30.7)	29 (38.7)	13 (29.3)	7 (9.3)	3 (4.0)	3.82	1.09
3.	There has been increase in the job performance after adopting new technologies	18 (24.0)	15 (20.0)	19 (25.3)	12 (16.0)	11 (14.7)	3.22	1.37
4.	Technological advancement Change the organizational policies and strategies and led to work quality improvements	18 (24.0)	27 (36.0)	12 (16.0)	7 (9.3)	11 (14.7)	3.45	1.34
	Over all Mean						**3.51**	**1.24**

Source: Fieldwork 2025

The respondents were asked to indicate the extent of agreement with each of the technological change statements. The result was presented in Table 3. From Table 3, majority of the respondents 19(25.3%) strongly agreed that information technology change affects organisation performance and 24(32.0%) agreed on the same with a mean of 3.56 and standard deviation of 1.17 implying that there is great deviation from the mean. Similarly, 23(30.7%) and 29(38.7%) of the respondents agreed and strongly agreed respectively that ICT made work easier especially with dealing with external and internal clients. A mean of 3.82 and standard deviation of 1.09 suggested that there is great deviation from the mean. There has been increase in the job performance after adopting new technologies is indicated by 18(24.0%) of the respondents who strongly agreed and 15(20.0%) who agreed with a mean of 3.22 and standard deviation of 1.37 implying there is great deviation from the mean. The results also revealed that 18(24.0%) and 27(36.0%) of the sampled respondents agreed and strongly agreed respectively that Technological advancement change the organisational policies and strategies and led to work quality improvements. A mean 3.45 and standard deviation of 1.34 suggested that there is a great deviation from the mean.

Table 4: Descriptive Result for Employee Performance

No	Employee Performance	SA	A	U	D	SD	MEAN	SDV
1.	Effective change management minimizes waste and improves operations efficiently	19 (25.3)	27 (36.0)	11 (14.7)	12 (16.0)	6 (8.0)	3.54	1.25
2.	Staff are able to solve problem at work independently because of improved technological change	21 (28.0)	37 (49.3)	9 (12.0)	5 (6.7)	3 (4.0)	3.90	1.01
3.	Having physical working conditions that are safe, not injurious to health, not stressful promotes performance in organization	19 (25.3)	35 (46.7)	11 (14.7)	3 (4.0)	7 (9.3)	3.74	1.16
4.	Staff workload reduced because of advancement in technology	27 (36.0)	29 (38.7)	9 (12.0)	2 (2.6)	8 (10.7)	3.86	1.24
5.	Continuous communication process between employers and staff has significant impact on employee performance	29 (38.7)	23 (30.7)	3 (4.0)	13 (17.3)	7 (9.3)	3.72	1.38
6.	Staff proactively identify future challenges and opportunities considering the impact of change management by way of technology, communication and leadership	19 (25.3)	18 (24.0)	15 (20.0)	12 (16.0)	11 (14.7)	3.29	1.39
	Overall Mean						**3.67**	**1.23**

Source: Fieldwork 2025

The respondents were asked to indicate the extent of agreement with each of the employee performance statements. The result was presented in Table 4. Majority of the respondents 19(25.3%) strongly agreed that effective change management minimises waste and improves operations efficiently and 27(36.0%) agreed on the same with a mean of 3.54 and standard deviation of 1.25 implying that there is great deviation from the mean. Similarly, 21(28.0%) and 37(49.3%) of the respondents agreed and strongly agreed respectively that personnel are able to solve problem at work independently because of improved technological change. A mean of 3.90 and standard deviation of 1.01 suggested that there is great deviation from the mean. Having physical working conditions that are safe, not injurious to health, not stressful promotes performance in organisation is indicated by 19(25.3%) of the respondents who strongly agreed and 35(46.7%) who agreed with a mean of 3.74 and

standard deviation of 1.16 implying there is great deviation from the mean. The result also revealed that 27(36.0%) and 29(38.7%) of the sampled respondents agreed and strongly agreed respectively that personnel workload reduced because of advancement in technology. A mean 3.86 and standard deviation of 1.24 suggested that there is a great deviation from the mean. Similarly, 29(38.7%) and 23(30.7%) of the respondents agreed and strongly agreed respectively that continuous communication process between employers and personnel has significant impact on employee performance. A mean of 3.72 and standard deviation of 1.38 suggested that there is a great deviation from the mean. Lastly, the result also revealed that 19(25.3%) and 18(24.0%) of the sampled respondents agreed and strongly agreed respectively that personnel proactively identify future challenges and opportunities considering the impact of change management by way of technology, communication and leadership. A mean 3.29 and standard deviation of 1.39 suggested that there is a great deviation from the mean.

Conclusions
The general objective of the study was to examine the effects of change management on the Performance of Library Staff in Kogi State College of Education Ankpa. The study observed that change management has significant positive on Performance of Library Staff in Kogi State College of Education Ankpa Kogi state

The Study observed that leadership change has a significant positive effect on employee performance. Change in leadership influenced employee performance, as they revealed change in leadership brought about change in policies, procedures, organisation structure, workflows and operational activities, which consequently affected employee performance

The study also expored the impact of communication on employee performance and concluded that communication has a positive impact on employee performance and that effective communication creates mutual understanding between

customers, management and personnel which helps in building genuine relationship at workplace and also, poor communication can affect employee performance. Therefore, organisations should regularly articulate its policies, goals and objectives to its personnel in other to improve performance. That is, communication is a means through which the task and their sources needed to carry-out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance.

Furthermore, the study examined the influence of technological change on employee performance and concluded that technological change has significant positive effects on the performance of personnel. The study revealed that technology improves the way personnel do their jobs, making them more effective, efficient and free from the burden of tedious, repetitive tasks and fasten the delivery of job activities. Therefore, the change in technology apparently many job functions, which in turn strengthens performance and improves job satisfaction.

Recommendations

1. The study recommended that leadership is the ability to direct a group of people in realising a common goal, therefore the change process of organisation design as a result of organisation's orientation should motivate the staff that want to participate, to choose, to contribute, and enhance performance.
2. Managers should communicate with staff regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments to improve performance and organisational productivity.
3. Organisations which implement new technologies should provide proper training to their staff to increase their performance.

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