
CHANGE MANAGEMENT AND HUMAN RESOURCE PRODUCTIVITY OUTCOME OF TELECOMMUNICATION COMPANIES IN SOUTH-SOUTH OF NIGERIA

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ABSTRACT

The study examined the relationship between change management and the human resource productivity outcomes of telecommunication companies in the South-South of Nigeria. The study adopted a cross-sectional research design, and the population of the study consisted of 147 respondents, consisting of managers and supervisors in four telecommunications companies in the South-South of Nigeria. The sample size was 107, which was determined using Yamene's sampling technique. The primary data were collected through a questionnaire. 104 copies of the questionnaire were retrieved and found useful for data analysis. The data were analyzed using Spearman's Rank-order Correlation Coefficient statistic through the Statistical Package for Social Science (SPSS Version 23.0). The study found a significant relationship between change management and human resource productivity outcomes. Hence, the study concluded that when employees perceived that the organization was well-prepared for the change, they exhibited higher levels of affective commitment, indicating their dedication and loyalty to the organization. When organizations effectively prepare and manage change or goals, it enhances employee perceptions of support, stability, and trust, which, in turn, foster stronger affective commitment. When employees have a positive evaluation of the change, it tends to enhance their emotional commitment to the organization. Thus, the study recommended that management develop a clear and compelling vision for the desired changes and communicate it effectively to employees. Management should implement a structured continuous improvement initiative and encourage employees to identify areas for improvement and participate in improvement projects to enhance their commitment to the organization's success.

Keywords: Change management, Human resource productivity outcome, Organizational readiness, Change evaluation, Continuous improvement, Organizational affective commitment

Introduction

Human resource productivity is a crucial aspect of organizational success. It refers to the efficiency and effectiveness with which human resources are utilized to achieve the goals and objectives of an organization. In today's competitive business environment, organizations recognize the significance of optimizing human resource productivity to gain a competitive edge (Cascio, 2018; Gomez-Mejia et al., 2020). By maximizing the potential of their workforce, companies can improve their performance, innovation, and profitability (Wright & McMahan, 2011; Becker & Gerhart, 1996; Delery & Doty, 1996; Huselid, 1995; Wright & Snell, 1998; Pfeffer, 1998).

Organizational leaders who foresee change and respond swiftly and responsibly are effective in today's evolving business environment (Pryor et al., 2008). In truth, many businesses have little choice but to evolve or perish due to the quick rate of change and the severe degree of obsolescence that results from resistance to change. Organizations must thus develop the skills necessary to change, adapt, and lead change for the better. Change is sometimes a lengthy and challenging process, but it is also unavoidable. No organization today is immune to change, no matter how big or little, local or international (Kotter, 1998).

This is especially true because of the quick pace of technological innovation, improvements in information technologies, internal and external pressures, e-business and globalization, deregulation, a growing knowledge workforce, and shifting social and demographic trends, all of which foster a fiercely competitive environment. The viability of an organization is based on how it responds, functions, and adapts in response to any changes. The ability of these organizations to manage change in the context of a world of new technology, muddled organizational boundaries, and a more globalized workforce is commonly seen as the distinguishing element (Burnes & Jackson, 2011). Survival in today's dynamic business environment necessitates organizations to embrace innovation, creativity, and competitiveness, as research demonstrates that effectively managing organizational change is crucial for success. However, studies indicate that the management of change often takes a reactive, discontinuous, and ad hoc approach, resulting in a high failure rate of approximately 70% for initiated change programs (Burnes & Jackson, 2011). Therefore, organizations recognize the need to proactively address change in order to thrive and ensure their long-term viability.

While there is extensive research available on change management and human resource productivity individually, there appears to be a literature gap regarding the specific relationship between change management practices and their impact on human resource productivity. While some studies have explored the broader effects of change management on organizational performance, Armenakis & Bedeian, 1999; Burnes & Jackson, 2011; Choi, 2011; Huang & Riggio, 2008; Jiménez-Jiménez & Sanz-Valle, 2011; Oreg et al., 2011; Saks & Gruman, 2014), there is a need for more focused research that directly examines the link between change management initiatives and Human Resource Productivity Outcome.

Statement of the Problem

Effective change management is crucial for organizations to adapt to evolving market dynamics, technological advancements, and competitive pressures. However, implementing

changes within an organization often presents challenges that can impact Human Resource Productivity Outcome. The problem statement revolves around understanding the relationship between change management initiatives and the productivity of the workforce. Resistance to Change: One of the primary challenges in change management is the resistance from employees.

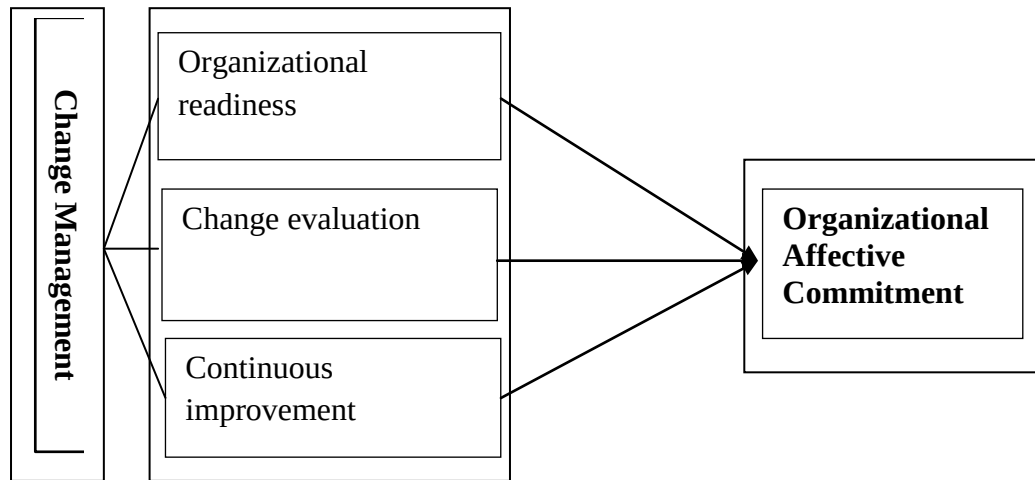
According to research by Armenakis and Harris (2002), resistance to change is a common phenomenon that can arise due to fear of the unknown, job insecurity, or a lack of understanding of the benefits. This resistance can lead to decreased employee productivity, as individuals may become disengaged or spend excessive time and energy on resisting the changes rather than focusing on their work. Unclear Communication and Direction: Poor communication and a lack of clear direction during change initiatives can hinder productivity outcomes.

According to a study by Balogun and Hailey (2008), unclear communication and direction can create ambiguity and confusion among employees. This ambiguity can result in reduced productivity, as employees may struggle to align their work with the changing goals and objectives of the organization. Skill Gaps and Training Needs: Change often necessitates the acquisition of new skills or knowledge. If employees do not receive adequate training or support to develop these skills, it can negatively impact their productivity. According to research by Piderit (2000), skill gaps can arise when employees are expected to adapt to new technologies, processes, or job roles without proper training, leading to inefficiencies and decreased productivity.

Frequent or poorly managed changes can lead to change fatigue among employees. According to a study by Oreg et al. (2013), continuous change initiatives without sufficient time for adjustment and recovery can result in increased stress levels, burnout, and reduced employee well-being. Fatigued employees may experience decreased productivity, lower motivation, and higher turnover rates, which can further impact overall organizational productivity. Inadequate Employee Engagement: Effective change management requires active participation and engagement from employees. According to research by Kotter (1995), when employees feel disengaged or disconnected from the change process, it can hinder productivity outcomes.

Lack of employee involvement in decision-making, insufficient opportunities for feedback, or a failure to recognize and appreciate employee contributions can lead to decreased motivation and productivity. Addressing these challenges and understanding the relationship between change management and Human Resource Productivity Outcome is essential for organizations seeking successful change implementation. By recognizing and mitigating these problems, organizations can foster a positive change environment that enhances employee productivity and supports the achievement of organizational goals.

Conceptual Framework



Researcher Conceptualized Framework (2023).

Aim and Objectives of the Study

The aim of the study is to examine the relationship between change management and human resource productivity. However, the objectives of the study are to:

1. Evaluate the relationship between organizational readiness and organizational affective commitment
2. Determine the relationship between change evaluation and organizational affective commitment
3. To investigate the relationship between continuous improvement and organizational affective commitment

Research Questions

1. How does organizational readiness relate to organizational affective commitment
2. What is the relationship between change evaluation and organizational affective commitment
3. How does continuous improvement relate to organizational affective commitment

Hypotheses

The following null statements of hypotheses were tested in this study.

H₀₁: There is no significant relationship between organizational readiness and employee organizational affective commitment

H₀₂: There is no significant relationship between change evaluation and employee affective commitment

H₀₃: There is no significant relationship between continuous improvement and employee organizational affective commitment.

Scope of the Study

The content scope of the study focused on the concept of change management three dimensions in relation to human resource productivity outcome such as organizational affective commitment.

The geographical scope is the telecommunication companies in South-South of Nigeria.

The unit of analysis is the organizational level which consisted of all levels of management in the telecommunications companies in the South-South of Nigeria.

Significance of the Study

The significance of studying change management and Human Resource Productivity Outcome of telecommunication companies in South-South of Nigeria is multifold. Telecommunication companies are crucial to the economic development and social connectivity of a region. Understanding the impact of change management and human resource productivity on these companies can help identify strategies to enhance their overall performance.

Improving Human Resource Management: Human resources are a critical asset for telecommunication companies. Understanding the relationship between HR practices and productivity outcomes can help organizations optimize their workforce management strategies. The study can provide valuable insights into areas such as talent acquisition, training and development, performance management, employee engagement, and reward systems.

Making: The findings of this research can inform policymakers, industry leaders, and managers in the telecommunication sector about effective change management and HR practices. It can help them make informed decisions regarding organizational strategies, resource allocation, and policy formulation. Ultimately, this can contribute to the growth and competitiveness of telecommunication companies in the South-South of Nigeria.

This study can add to the existing body of knowledge on change management and HR productivity outcomes in the telecommunication sector. It can serve as a reference for future researchers and scholars interested in understanding the dynamics of organizational change and human resource management in similar contexts. The findings can contribute to theory-building and the development of practical frameworks and models.

REVIEW OF RELATED LITERATURE

Conceptual Review

The conceptual framework of study covers the concept of change management with three dimensions such as the leadership, stakeholder engagement, organizational readiness and change evaluation and continuous improvement. The study also examine the concept of Human Resource Productivity Outcome such include; Employee Engagement, job satisfaction and employee retention. Employee engagement refers to the emotional commitment and involvement of employees in their work. Engaged employees are more productive, committed, and motivated, leading to improved organizational performance (Saks, 2006).

Job Satisfaction: Job satisfaction is the level of contentment and fulfillment an employee derives from their job. Satisfied employees are more likely to be productive, perform well, and stay with the organization (Judge et al., 2001).

Concept of Change Management

Change management encompasses various dimensions that organizations need to consider when implementing and managing change initiatives. These dimensions provide a comprehensive framework for understanding and addressing the complexities of change. The following dimensions are examined in this study among others.

Stakeholder Engagement: Engaging stakeholders throughout the change process is crucial for successful implementation. Stakeholders can include employees, managers, customers, suppliers, and other relevant parties. By involving stakeholders and addressing their concerns, organizations can increase acceptance and commitment to the change (Beer & Nohria, 2000). Stakeholder engagement involves communication and transparency: Open and transparent communication is vital during change initiatives. Effective communication helps employees understand the reasons for change, the desired outcomes, and their role in the process. According to Aladwan and Yassien (2015), clear and timely communication fosters trust, reduces resistance, and enhances employee engagement.

Organizational Readiness: Organizational culture and readiness significantly influence the success of change initiatives. The existing culture and readiness of the organization to embrace change can facilitate or hinder the implementation process. As discussed by Cameron and Quinn (2011), aligning the change effort with the organizational culture and building readiness through assessment and preparation are critical. Organizational readiness will require adequate resources and support which are essential for successful change implementation. This includes providing the necessary financial, technological, and human resources required for the change. Support mechanisms such as training, coaching, and mentoring can also enhance employee capabilities and facilitate the transition (Cummings & Worley, 2014).

Change Evaluation and Continuous Improvement: Monitoring and evaluating the change process and outcomes is crucial to identify areas for improvement and ensure long-term success. Evaluation helps organizations learn from the change experience, refine their strategies, and continuously adapt to the evolving needs of the business environment (Hiatt & Creasey, 2012). By considering these dimensions and integrating them into change management practices, organizations can enhance their ability to navigate and succeed in a changing business landscape.

Concept of Human Resource Productivity Outcome

Human Resource Productivity Outcome are crucial for organizations as they directly impact the overall performance and success of the company. Human resource productivity is a crucial factor in the success of any organization. It refers to the efficiency and effectiveness with which the human resources of an organization are utilized to achieve organizational goals.

Employee Engagement

It is a measure of an employee's emotional commitment to their work and the organization. Engaged employees are more likely to be productive and go the extra mile to contribute to the organization's success. A study by Harter et al. (2002) found that organizations with higher levels of employee engagement experienced higher productivity levels. Employee engagement improves workforce diversity. Diversity in the workforce brings together individuals with different backgrounds, experiences, and perspectives. Several studies have shown that diverse teams can enhance problem-solving abilities and creativity, leading to higher productivity levels. A study by Herring, C. (2009), found that companies with more diverse workforces had higher levels of innovation and productivity.

It ensures quality work-life balance. Maintaining a healthy work-life balance is essential for employees to remain engaged and productive. Research has shown that excessive work demands and long working hours can lead to burnout and reduced productivity. A study by ten Brummelhuis and Bakker (2012) demonstrated that employees who experience better work-life balance exhibit higher levels of productivity. In all, employee engagement, training and development, workforce diversity, work-life balance, and effective performance management are crucial factors that impact human resource productivity. Organizations that prioritize these factors can achieve higher levels of productivity, leading to improved performance and success.

Theoretical Review

This study adopted the ADKAR Model of change management because it directly explains how change management improves organizational performance. The ADKAR model, developed by Prosci, is a goal-oriented change management model that focuses on individual change. It identifies five key stages that individuals go through during a change process: Awareness, Desire, Knowledge, Ability, and Reinforcement (Prosci, 2005). The model highlights the importance of addressing the individual's needs and building their capability to adapt to change. The ADKAR model is a change management framework that provides a structured approach to effectively managing and navigating individual transitions during organizational change. Developed by Jeff Hiatt, the model emphasizes the importance of addressing the specific needs and challenges of individuals in order to drive successful change initiatives.

ADKAR is an acronym that represents five key elements involved in successful change management: Awareness, Desire, Knowledge, Ability, and Reinforcement. These elements form a sequential process that individuals must go through to fully adopt and embrace change.

Awareness: This stage involves creating an understanding among individuals about the need for change. It is important to communicate the reasons, benefits, and implications of the change to gain their attention and make them aware of the current situation. Awareness helps individuals recognize the need for change and understand its impact on them personally and within the organization.

Desire: Once individuals are aware of the need for change, it is crucial to create a desire or motivation to support and participate in the change. This stage involves addressing concerns, providing incentives, and fostering a sense of ownership and commitment among individuals.

By helping individuals see the benefits and positive outcomes of the change, organizations can increase their desire to embrace it.

Knowledge: The knowledge stage focuses on equipping individuals with the necessary information and skills to navigate the change successfully. It involves providing training, resources, and clear instructions to help individuals understand the change process, their roles, and the new skills required. Knowledge empowers individuals to confidently handle change and contribute effectively to its implementation.

Ability: The ability stage emphasizes the development of individuals' capability to demonstrate the desired behaviors and perform their new roles effectively. This stage involves coaching, mentoring, and providing ongoing support to individuals as they apply their knowledge in real-world situations. Building competence and confidence among individuals is essential for sustained change.

Reinforcement: The final stage of the ADKAR model focuses on reinforcing the change to ensure its long-term sustainability. Reinforcement involves recognizing and celebrating successes, reinforcing positive behaviors, and embedding the change into the organization's culture and systems. Continuous monitoring, feedback, and adjustments are necessary to reinforce the change and prevent individuals from reverting to old habits.

The ADKAR Model of Change Management can significantly improve human resource outcomes by providing a structured framework that focuses on addressing individual needs and facilitating successful transitions during organizational change. Some ways in which the ADKAR Model can enhance human resource outcomes are as follows:

Increased Employee Engagement: The ADKAR Model emphasizes the importance of creating awareness and desire among employees regarding the change. By effectively communicating the purpose and benefits of the change, organizations can increase employee engagement and commitment to the change initiative (Hiatt, 2006).

Enhanced Change Competence: Through the ADKAR Model, HR professionals can identify knowledge gaps and provide targeted training and support to employees. By equipping employees with the necessary knowledge and skills, HR can enhance their change competence, enabling them to navigate future changes more effectively (Hiatt, 2006).

Change Management and Human Resource Productivity Outcome

Change management and human resource productivity outcomes are closely intertwined, as effective change management practices can significantly impact the productivity and performance of human resources within an organization. Change management practices that involve employees, provide clear communication, and address their concerns can foster higher levels of employee engagement. Engaged employees are more likely to be motivated, committed, and productive, leading to improved overall productivity outcomes (Alfes et al., 2013).

Change management ensures that employees are adequately prepared and supported during transitions. By addressing employees' readiness for change and providing the necessary resources and training, organizations can facilitate smoother change adoption, reducing productivity disruptions and enhancing outcomes (Armenakis & Harris, 2002).

Change often requires employees to acquire new skills or adapt existing ones. Effective change management involves identifying skill gaps, providing targeted training, and supporting employees in developing the required competencies. This skill development contributes to increased productivity as employees become better equipped to perform their roles in the changed environment (Appelbaum et al., 2012).

Clear and timely communication is vital during change initiatives. Change management practices emphasize the importance of transparent communication to alleviate uncertainty and ensure employees have a clear understanding of the change. When employees have a clear vision and understanding of the change, they can align their efforts and focus on productivity-related tasks (Oreg et al., 2013). Change management efforts can help shape and reinforce a supportive organizational culture that values adaptability, learning, and productivity. A positive culture that supports change and fosters employee well-being contributes to higher productivity outcomes (Tims et al., 2011).

Literature Gap

The literature gap regarding the change management and human resource productivity outcomes of telecommunication companies in South-South of Nigeria is not specified in your query. Numerous studies have focused on change management within the telecommunication industry. They examine factors such as organizational culture, leadership, employee engagement, and resistance to change. However, there may be a literature gap in terms of specific research conducted on change management practices within telecommunication companies in the South-South region of Nigeria. To address this gap, a study could investigate the unique challenges and strategies for change management in telecommunications companies operating in this particular region.

Human resource productivity is a crucial aspect of organizational success in the telecommunications industry. Existing literature often examines the factors influencing employee productivity, such as training and development, motivation, job satisfaction, and performance management. However, there might be a literature gap regarding the specific productivity outcomes of human resources in telecommunication companies in the South-South region of Nigeria. Future research could explore the factors influencing human resource productivity in this context and identify strategies for enhancing productivity in these companies.

Telecommunications industry is continuously evolving due to technological advancements such as the implementation of 5G networks, the Internet of Things (IoT), and artificial intelligence (AI). However, there is a literature gap in understanding the specific impact of these technological advancements on change management practices and human resource productivity outcomes in telecommunication companies within the South-South region of Nigeria. Exploring the relationship between technology, change management, and HR productivity could provide valuable insights for both researchers and practitioners in this context.

These potential literature gaps present opportunities for further research to enhance our understanding of change management and human resource productivity outcomes in telecommunication companies within the South-South region of Nigeria. Conducting empirical studies in this specific context would contribute to the existing knowledge and

provide valuable insights for organizations operating in the telecommunications sector in this region.

Methodology

The cross-sectional research design was applied because the study collected data and analyzed it at that particular time. Also, the cross-sectional research design assisted in providing a deep analysis of a selected number of variables involving the analysis of interrelationships among several variables.

The target population of the study comprises of managers and supervisors for decision making in telecommunications companies in South-South of Nigeria. However, the accessible population include only telecommunications companies that operate within South-South of Nigeria. However, based on the vast population and dispersed geographical location of telecommunications firms in South-South of Nigeria, the study examined one hundred and forty seven (147) respondents consisted of managers and supervisors who are eligible for decision making. This number of population of respondents was determined from the human resource department of each firm using purposive or convenient sampling technique. Table 1 shows the telecommunications companies for the study and the individual population size of each firm.

Table 3.1 Population for the Study

S/N	<i>Names of Telecommunications Companies</i>	Unit Population size
1	MTN Telecommunications.	38
2	9mobile Telecommunications	35
3	Glo Nig. Telecommunications	38
4	Airtel Telecommunications	36
	Total	147

Source: Industry Report (2023).

The sampling frame involves the collection of criteria that a researcher may use to choose a sample of the target population. Since the accessible population of the study is large, hence, Yamene's sampling technique was adopted to determine sample size. The formula is given as.

$$n = \frac{N}{1 + N(e)^2}$$

N = Population size
e = Level of significance (0.05)
2 = Power of level of significance

Computing the sample size for the study by applying the formula becomes;

$$n = \frac{147}{1 + 147(0.05)^2}$$

n = 107

Sources of Data: The nature of data was considered because the study is in need of the actual data that address the problem of firm innovativeness in telecommunications companies in South-South of Nigeria. The primary data were obtained directly from the respondents. It was strongly convinced that data gathering from these sources helped in making reasonable findings and drawing valid conclusion on the subject matter

Validity of Instrument

The study adopted face and content validity. Hence, the instrument was subjected to scrutiny by supervisors and other research experts and was found that the item statements properly represented the variables measured (face validity).

Content Validity: Content validity was ascertained using multiple items that cover all aspect of the variables (Spector, 2008). This shows that the domain of all variables was covered with items necessary for the measurement.

Reliability of Instrument

Scientifically, the study applied Cronbach Alpha reliability test to ascertain the reliability of the instruments in order to achieve reliability scores of 0.7 or above which is the benchmark for reliability acceptance (Cronbach, 1951). The reliability test computation was performed through the application of SPSS version 23.0.

Data Analysis

The hypotheses were tested using non-parametric statistical test and making inferential decisions. This was achieved by applying Spearman's Rank Order Correlation Coefficient statistic which is a non-parametric test statistic.

Hypotheses Tested (Bivariate Analyses)

Test of Hypothesis (1)

H₀₁: There is no significant relationship between organizational readiness and organizational affective commitment

Table 1: Correlation relationship between organizational readiness and organizational affective commitment.

Correlations			
		Organizational readiness	Organizational affective commitment
Spearman's rho	Correlation Coefficient	1.000	.875**
	Sig. (2-tailed)	.	.000
	Organizational readiness N	104	104
Organizational affective commitment	Correlation Coefficient	.875**	1.000
	Sig. (2-tailed)	.000	.
	N	104	104

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

Source: SPSS Analysis Output (2021)

As indicated on table 1, the result revealed that organizational readiness correlated with organizational affective commitment at 0.875 on two tailed test. The p-value is less than 0.01 level of significance; $p(0.000) < 0.05$. Thus, the study rejected the null hypothesis.

Test of Hypotheses (2)

H₀₂: There is no significant relationship between change evaluation and organizational affective commitment.

Table 2: Correlation relationship between change evaluation and organizational affective commitment

Correlations			Change evaluation	Organizational affective commitment.
Spearman's rho	Change evaluation	Correlation Coefficient	1.000	.921**
		Sig. (2-tailed)	.	.000
		N	104	104
	Organizational affective commitment	Correlation Coefficient	.921**	1.000
		Sig. (2-tailed)	.000	.
		N	104	104

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

Source: SPSS Analysis Output (2021)

The result on table 2 revealed that change evaluation and organizational affective commitment correlated at 0.921 on two tailed test. The p-value is less than 0.01 level of significance; $p(0.000) < 0.05$. Thus, the study rejected the null hypothesis.

Test of Hypotheses (3)

H₀₃: There is no significant relationship between continuous improvement and organizational affective commitment

Table 3: Correlation relationship between continuous improvement and organizational affective commitment

Correlations			Continuous improvement	Organizational affective commitment
Spearman's rho	Continuous improvement	Correlation Coefficient	1.000	.812**
		Sig. (2-tailed)	.	.000
		N	104	104
	Organizational affective commitment	Correlation Coefficient	.812**	1.000
		Sig. (2-tailed)	.000	.
		N	104	104

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

Source: SPSS Analysis Output (2021)

In the analysis on continuous improvement and organizational affective commitment, the result on table 3 shows that continuous improvement correlate with organizational affective

commitment at 0.812 on two tailed test. The p-value is less than 0.01 level of significance: $p(0.000) < 0.05$. Thus, the null hypothesis was rejected.

Discussion of Findings

There is a significant relationship between organizational readiness and organizational affective commitment. Organizational readiness and organizational affective commitment are two interconnected concepts that play a crucial role in the success of an organization. The relationship between organizational readiness and organizational affective commitment is symbiotic in nature. When an organization demonstrates high readiness, such as clear communication, adequate resources, and effective change management strategies, it positively influences employee affective commitment. One study by Choi et al. (2017) investigated the relationship between organizational readiness and affective commitment in the context of a hospital undergoing a major restructuring. The findings revealed a positive association between organizational readiness and affective commitment. The employees perceive that the organization is well-prepared, competent, and invested in their success, leading to increased loyalty and commitment.

Another study by Eisenbeiss et al. (2008) explored the relationship between organizational readiness for change and affective commitment in a manufacturing context. The results indicated that higher levels of organizational readiness were associated with increased affective commitment among employees. The authors concluded that an organization's readiness for change positively impacts employee affective commitment, as employees feel supported and valued during times of transition. Thus, these studies highlight the significance of organizational readiness in shaping employee affective commitment.

There is a significant relationship between change evaluation and employee affective commitment. The relationship between change evaluation and employee affective commitment is an important aspect to consider when implementing organizational change. Research indicates that the way employees evaluate organizational change can significantly influence their affective commitment. A study by Armenakis et al. (2007) investigated the relationship between employees' perceptions of change and affective commitment during a merger. The results revealed that employees' positive evaluations of the change were positively related to their affective commitment to the organization.

There is a significant relationship between continuous improvement and organizational affective commitment. Bessant and Caffyn (1997) explore the relationship between continuous improvement and employee involvement in innovation. It suggests that continuous improvement practices create a culture of involvement and empowerment, leading to increased employee commitment and motivation.

These studies highlight that when employees perceive organizational change positively, it can foster a sense of trust, support, and identification with the organization, leading to increased affective commitment. Conversely, negative evaluations of change, such as perceptions of poor communication, lack of involvement, or negative consequences, can undermine affective commitment.

Conclusion

When employees perceived that the organization was well-prepared for the change, they exhibited higher levels of affective commitment, indicating their dedication and loyalty to the

organization. When organizations effectively prepare and manage change or goals, it enhances employee perceptions of support, stability, and trust, which, in turn, foster stronger affective commitment.

When employees have a positive evaluation of the change, it tends to enhance their affective commitment to the organization. Conversely, negative or unfavorable evaluations of change can lead to decreased affective commitment. Employees who viewed the change favorably were more likely to exhibit higher levels of affective commitment.

Employees who perceived the change as well-managed and beneficial to the organization were more likely to display stronger affective commitment.

Recommendations

- i. Management should develop a clear and compelling vision for the desired changes and communicate it effectively to employees. When employees understand the purpose and direction of the change, they are more likely to develop a sense of commitment to the organization.
- ii. Management should be ready and develop the capacity to implement and support change initiatives effectively in order to achieve organizational commitment.
- iii. Management should implement structured continuous improvement initiatives and encourage employees to identify areas for improvement, suggest solutions, and participate in improvement projects. This involvement in the continuous improvement process enhances their commitment to the organization's success.

Contribution to Knowledge

The contribution to knowledge regarding change management and human resource productivity outcomes of telecommunication companies in South-South of Nigeria can be explored through research and analysis. Investigate the change management strategies employed by telecommunication companies in the South-South region of Nigeria. Examine the approaches used to manage organizational change, such as mergers and acquisitions, technological advancements, or shifts in business strategies.

Identify the best practices and challenges faced by these companies in implementing successful change management initiatives. Explore the impact of employee engagement and resistance to change on human resource productivity outcomes in telecommunications companies. Examine factors that influence employees' attitudes and behaviors during organizational change, such as communication effectiveness, employee involvement, leadership support, and training programs. Analyze the relationship between employee engagement, resistance to change, and productivity outcomes.

By conducting empirical research in these areas, you can contribute to knowledge by providing a deeper understanding of the relationship between change management, human resource productivity outcomes, and the specific context of telecommunication companies in the South-South region of Nigeria. The findings can help inform strategies, policies, and practices that can improve organizational effectiveness and drive positive outcomes during periods of change.

Area for further Research

While research on change management and human resource productivity outcomes of telecommunication companies in South-South of Nigeria is an important area to explore, there are several potential areas for further research within this domain. Here are a few suggestions:

Investigate the specific impact of technological change, such as the adoption of 5G technology, digital transformation, or the implementation of artificial intelligence, on change management and human resource productivity outcomes in telecommunication companies. Analyze how these technological advancements affect employee roles, skills requirements, and overall productivity, as well as the strategies employed by companies to manage such changes effectively.

Investigate the role of employee resilience in managing change and its impact on productivity outcomes. Examine factors that contribute to employee resilience, such as self-efficacy, coping mechanisms, and social support systems. Analyze how resilient employees are better able to adapt to change, maintain productivity, and contribute positively to organizational outcomes.

Investigate the influence of cultural factors on change management and human resource productivity outcomes in telecommunication companies. Examine how cultural values, beliefs, and practices shape employees' reactions to change, their attitudes towards organizational initiatives, and their willingness to adapt. Analyze strategies to effectively manage cultural diversity and foster a culture of change acceptance.

Explore sustainable change management practices in telecommunication companies, focusing on long-term outcomes and the ability to adapt to future changes. Investigate the strategies used to embed change within the organizational culture, build change capability, and sustain high levels of productivity even after the initial change initiative is complete.

Conducting in-depth studies in these areas will provide valuable insights and recommendations for both academia and practitioners seeking to enhance change management practices and drive sustainable productivity outcomes in the telecommunications industry.

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