

EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE PRODUCTIVITY IN DANGOTE CEMENT PLC, GBOKO, BENUE STATE NIGERIA

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Abstract: *This study examined the effect of change management on employee productivity in Dangote Cement Plc Gboko Benue State Nigeria. The specific objectives were to assess the effect of creating environment for change, employee involvement and effective communication; on employee productivity in Dangote Cement Plc Gboko Benue State Nigeria. The study adopted a case study design research approach, using questionnaire administration for data generation from 91 respondents of the company. The data were analyzed using descriptive and inferential statistics. The t-test and p-values from regression analysis (statistical package for social science, version 25.0) was used for test of hypothesis. Findings showed that creating environment for change, employee involvement and effective communication; had significant/positive effect on employee productivity in Dangote Cement Plc Gboko Benue State Nigeria. The study concludes that change management strategy (creating environment for change, employee involvement and effective communication) can be considered an effective and potent tool for provoking employee productivity. The study recommends amongst others that management of Dangote Cement Plc Gboko should adopt creating the environment for change in the company through capacity building. Furthermore, creating the environment for change is a means of establishing a sense of urgency. The idea here is to take everyone out of their comfort zones and make your employees understand the need. Employees of your company must get a feeling that the upcoming transformation is essential and it's beneficial to them as well as the organization at large and hence the need to support the change.*

1.0 INTRODUCTION

1.1 Background to the Study

Increasing global competition, accelerating technological change and expanding customer expectations are creating a turbulent business environment. Organizations, particularly manufacturing firms in Nigeria, are working extremely hard to grow and maintain a competitive edge as a result of the turbulent and rapid changes in the environment. Due to this, the majority of manufacturing businesses are turning to staff layoffs as a way to survive. However, the result has not been good, as this has consequently led to poor structure, information decay, and poor performance in many organizations (Nwagbala *et al.*, 2023) In order to keep pace with this rapid and uncertain

change, organizations combine different aspects of change to improve performance and adopt flexible workplace practices in order to be successful.

As Nwagbala *et al.* (2023) posited that change within an organization is usually adopted by the organization itself in a bid to improve performance as well create a conducive work environment. According to Omogbiya and Addah (2024), change management challenges firms to place employees at the heart of their strategy. Typically, the concept of organizational change does not emphasize adding new staff or modifying programs; but emphasizes change in mission, restructuring operations, new technologies advancement, mergers and acquisitions, major collaborations, rightsizing, new programs, re-engineering, new communication strategy etc (Abubakar *et al.*, 2024).

Manufacturing organizations particularly are operating in a very dynamic marketplace today and this requires the ability to choose the right change opportunities while demonstrating the necessary degree of flexibility to meet the fluid requirements of the organization over time (Falola *et al.*, 2014). This is because of employees' reactions or feelings to these organization changes. Although, it is a fact that change is a process and it is essential to go in its direction, yet employees are reluctant to accept it willingly (Ndahiro *et al.*, 2015). Thus the ability to select change management initiatives that are aligned with the organizations strategic direction is fundamental for success. This indicates that meeting customers' expectation requires continuous improvement of business processes that affects employee's productivity and overall profit to the organization.

Nevertheless, since human beings are naturally averse to change on one hand, and change itself brings about alterations in the way things are done on the other, maintaining or increasing employee productivity in a change regime depends largely on how well the change is managed (Wambugu, 2014). According to Omar *et al.* (2022), managing organizational change is one of the most difficult challenging issues in today's ever changing organization. A successful organization is one that continually and consistently rises and meets the challenge. Faloye *et al.* (2020) posited that these changes in an organization can help employees to improve their job performance if the organization implements its changes effectively. Osei-Bonsu (2014) stated that preserving employee productivity during change implementation requires constant understanding and manipulation of their (employees) psychology in order to make them take the front seat in the change train. It is against this background that the researcher deems it imperative to empirically examine the effect of change management on employee productivity in Dangote Cement Plc, Gboko, Benue State.

1.2 Statement of the Problem

Manufacturing firms are faced by challenges of continuous change ranging from technological change, changes in regulatory policies, change in operations, change in management and presently, changes in relating with customers tastes and preferences; which keeps leading to high rate of competition thus necessitating constant changes. These continuous changes creates the need for managers to create an environment for change, empower the employees and communicate the change effectively.

Observations are that these scenarios play out often in Dangote Cement Gboko, but the expected employees productivity is below the threshold anticipated. In spite of the

benefits therein, the company yet battles with managing with the change process because the company is constantly engaging in the change process as they also operate in a dynamic and competitive environment. However many studies carried out on the topic focus more on other sectors of the economy with little reference to the manufacturing industry. It is also observed that even the available studies seem to have varied objectives. For instance, Oden (2016) and Nwinyokpugi (2018) all sought to determine the effect of change management on employee productivity in the Nigerian banking sector. Therefore this study examines the effect of change management on employee productivity of Dangote Cement Plc, Gboko.

1.3 Objective of the Study

The main objective of the study is to examine the effect of change management on employee productivity in Dangote Cement Plc, Gboko. The specific objectives are; to,

- i. examine the effect of creating the environment for change on employee productivity in Dangote Cement Plc, Gboko;
- ii. assess the effect of employee empowerment on employee productivity in Dangote Cement Plc, Gboko; and
- iii. investigate the effect of effective communication on employee productivity in Dangote Cement Plc, Gboko.

1.4 Research Questions

In order to find solution to the research problem, this study will provide answers to the following questions:

- i. what is the effect of creating the environment for change on employee productivity in Dangote Cement Plc, Gboko?
- ii. what is the effect of employee empowerment on employee productivity in Dangote Cement Plc, Gboko?
- iii. what is the effect of effective communication on employee productivity in Dangote Cement Plc, Gboko?

1.5 Research Hypotheses

In line with the objectives of the study, the following hypotheses are formulated:

H₀₁: creating the environment for change has no significant effect on employee productivity in Dangote Cement Plc, Gboko.

H₀₂: employee empowerment has no significant effect on employee productivity in Dangote Cement Plc, Gboko.

H₀₃: effective communication has no significant effect on employee productivity in Dangote Cement Plc, Gboko.

2.0

LITERATURE REVIEW

2.1.1 Change Management

Change management can be referred to as a process for restructuring and redesigning the organizational activities in order to keep abreast of challenges and for meeting the needs of customers (Al-Jaradat *et al.*, 2013). Nwosu *et al.* (2023) defined change management as any approach to transforming of individuals, teams, and organizations using methods intended to redirect the use of resources, business process, budget allocations or other modes of operation that significantly reshaped a company or organization.

Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes (Omogbiya and Addah, 2024).

Change management can be referred 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 (Ojenike, 2023). 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.

There are three basic stages for a company making a strategic change. These stages as stated by Omollo (2015) are: realizing that the current strategy is no longer suitable for the company's situation, establishing a vision for the company's future direction and implementing the change and setting up new systems to support it. Technological changes are often introduced as components of larger strategic changes, although they sometimes take place on their own (Abbas *et al.*, 2014). An important aspect of changing technology is determining who in the organization will be threatened by the change. To be successful, a technology change must be incorporated into the company's overall systems and a management structure must be created to support it. Structural changes can also occur due to strategic changes as in the case where a company decides to acquire another business and must integrate it as well as due to operational changes or changes in managerial style. For example, a company that wished to implement more participative decision making might need to change its hierarchical structure (Hunjra *et al.*, 2010).

2.1.2 Dimensions of Change Management

Change management in organization happens in different dimensions. This study makes use of three change management dimensions adapted from the 8-steps of Kotter's (1995) classification. This is justified on the ground that the dimensions chosen are most appropriate within the cement manufacturing companies particularly Dangote Cement Company. These dimensions are explained below:

i. Creating the Environment for Change

Creating the environment for change is a change management strategy that prepares the ground for effective implementation of a change process. At this stage management presents the change vision to the employees and makes the proposed change appear as the only option for success at the disposal of the organization (Olajide, 2014).

The first step in creating the environment for change is establishing a sense of urgency. The idea is to take everyone out of their comfort zones and make your employees understand the need. The foremost objective in this step generally is to motivate and develop interest among employees to support this change. For transformation to happen, you need at least 75% of your people to support the initiative (Olubayo, 2014).

The second step in creating environment for change is forming a guiding coalition. This coalition will help to manage and encourage your employees to "buy-in" and aid the transformation process (Callahan, 2014). Udeze (2017) further stated that, the last step in creating the environment for change is developing a strategic vision and initiatives.

ii. Employee Empowerment

Empowerment is the degree of autonomy and self-determination in people and in communities. This enables them to represent their interests in a responsible and self-determined way, acting on their own authority. It is the process of becoming stronger and

more confident, especially in controlling one's life and claiming one's rights. Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and use their resources (Adeyeye, 2009; Obalum and Onuoha, 2018).

Oden (2016) opined that, in social work, empowerment forms a practical approach of resource-oriented intervention. In the field of citizenship education and democratic education, empowerment is seen as a tool to increase the responsibility of the citizen. Empowerment is a key concept in the discourse on promoting civic engagement. Empowerment as a concept, which is characterized by a move away from a deficit-oriented towards a more strength-oriented perception, can increasingly be found in management concepts, as well as in the areas of continuing education and self-help.

iii. Effective Communication

Effective Communication is defined as the ability to convey information to another effectively and efficiently. Business managers with good verbal, nonverbal and written communication skills help facilitate the sharing of information between people within a company for its commercial benefit (Swalhah *et al.*, 2013).

Meanwhile, Wanza and Nkararu (2016) opined that when communication is effective, it leaves all parties involved satisfied and feeling accomplished. By delivering messages clearly, there is no room for misunderstanding or alteration of messages, which decreases the potential for conflict. Effective communication can usually be achieved by sticking to a few important guidelines (Kotter, 1995):

- i. Establish and maintain eye contact. Eye contact plays a crucial role in communication
- ii. Try to send a clear message
- iii. Be receptive to what others say
- iv. Wait for the other person to finish

Furthermore, Callahan (2014) outlined the benefits of effective communication in the workplace to include:

- i. Boosts morale among employees and encourages the exchange of new ideas
- ii. Creates cohesion within the team
- iii. Increases productivity
- iv. Forms trust
- v. Ceases confusion
- vi. Increased employee dedication and commitment to the company. ...
- vii. More engagement.

2.1.3 Employee Productivity

Productivity is about the effective and efficient use of all resources. Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input Olubayo (2014). Oden (2016) asserted that productivity is a measure of how efficiently and effectively a business or an economy uses inputs such as labor and capital to produce outputs such as goods and services. An increase in productivity means that more goods and services are produced with the same amount of labor and capital. It is not about cutting costs but “doing things right” and “doing

the right things” to achieve maximum efficiency and value. Productivity is the ratio of what is produced to what is required to produce it. It measures the relationship between output and inputs. Also, productivity means how much and how well we produce from the resources used (Calabrese, 2012).

Productivity is commonly defined as a ratio between the output volume and the volume inputs (Jagero and Komba, 2012). In other words, it measures how efficiently production inputs, such as labor and capital, are being used in an economy to produce a given level of output (Jani and Raval, 2012). Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labor market regulations on economic performance (Jani and Raval, 2012). Productivity growth constitutes an important element for modeling the productive capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures (Calabrese, 2012).

Calabrese (2012) stated that, productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, and machines) into goods and services. Oden (2016) stated that manufacturing is commonly known to deal with the production of goods for use or sale, using labor and machines, tools, chemical and biological processing, or formulation. It may also include a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale. Falola *et al.* (2014) posit that manufacturing sector deserves research attention particularly in developing economies like Nigeria. It should be noted that, manufacturing activity can only flourish in a good investment climate. Features of the investment climate such as physical infrastructure, financial markets, and governance conditions create the enabling environment for investment and determine the opportunities and incentives for firms to invest productively create jobs and expand. Hiatt and Creasey (2014) argued that productivity is a more suitable measure to monitor manufacturing excellence in the long run rather than profitability, since profits are influenced by many factors in a short-term perspective. Productivity is therefore, closely connected to the use and availability of resources.

Productivity is a performance measure encompassing both efficiency and effectiveness (Robbins and Judge, 2011). It is the state of achieving institutional goals and objectives by transforming inputs (human, financial and material resources) into outputs (services or service delivery tangibles) at the lowest cost (Robbins and Judge, 2011). The definition of productivity contains key elements which include continuous improvement of performance, measurability of improvement, efficiency and effectiveness. These key elements of productivity provide a broader picture of the actual meaning of the concept. Productivity comes about as a result of continuous improvement of performance while effectiveness is the ability to achieve set goals and objectives and it explains the commitment that is premised on a work ethos and the will to achieve, as well as a sense of self-efficacy, motivation and initiative (Hiatt and Creasey, 2014).

2.2 Theoretical Framework

This study is anchored on Kurt Lewin's Three-Stage Theory, which is explained below:

2.1.1 Three-Stage Theory

Kurt Lewin (1951), a social scientist and a physicist, during early 1950s propounded a simple framework for understanding the process of organizational change known as the Three-Stage Theory which he referred to as Unfreeze, Change (Transition) and Freeze (Refreeze) (Oden, 2016; Wanza and Nkararu, 2016; and Udeze, 2017). Let's look at how Lewin's three-step model describes the nature of change, its implementation, and common challenges:

i. Stage One – Unfreeze

This first stage of change involves preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating. Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike. These show that things have to change in a way that everyone can understand (Callahan, 2014 and Adedayo, 2017).

Callahan, (2014) and Adedayo, (2017) argued that to prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storeys. They further stated that unless this is done, the whole building may risk collapse. Olajide (2014) opined that this first part of the change process is usually the most difficult and stressful. When you start cutting down the "way things are done," you put everyone and everything off balance. You may evoke strong reactions in people, and that's exactly what needs to be done.

By forcing the organization to re-examine its core, you effectively create a (controlled) crisis, which in turn can build a strong motivation to seek out a new equilibrium. Without this motivation, you won't get the buy-in and participation necessary to effect any meaningful change.

Though not formally part of Lewin's theory, actions within this Unfreeze stage may include (Oden, 2016; Wanza and Nkararu, 2016; and Udeze, 2017):

- a. Determining what needs to change.
 - i. Survey your company.
 - ii. Understand why change is necessary.
- b. Ensuring support from management and the C-suite.
 - i. Talk with stakeholders to obtain support.
 - ii. Frame your issue as one that positively impacts the entire company.
- c. Creating the need for change.
 - i. Market a compelling message about why change is best.
 - ii. Communicate the change using your long-term vision.

ii. Stage Two - Change

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction. The transition from unfreeze to change does not happen overnight: people take time to embrace the new direction and

participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this aspect in more detail (Udeze, 2017; Wanza and Nkararu, 2016; and Oden, 2016).

In order to accept the change and contribute to making it successful, people need to understand how it will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and a pitfall that should be avoided. Time and communication are the two keys to the changes occurring successfully. People need time to understand the changes, and they also need to feel highly connected to the organization throughout the transition period. When you are managing change, this can require a great deal of time and effort, and hands-on management is usually the best approach (Olubayo, 2014).

During this evaluation process, there are two important drivers of successful and long-term effectiveness of the change implementation process: information flow and leadership. Information flow refers to sharing information across multiple levels of the organizational hierarchy, making available a variety of skills and expertise, and coordinating problem solving across the company (Callahan, 2014). Leadership is defined as the influence of certain individuals in the group to achieve common goals. A well-planned change process requires defining a vision and motivation. The iterative approach is also necessary to sustain a change. Lewins' opined that, a change left without adequate reinforcement may be short-lived and therefore fail to meet the objectives of a change process (Oden, 2016).

According to Wanza and Nkararu (2016), during the Change phase, companies should;

- a. Communicate widely and clearly about the planned implementation, benefits, and who is affected. Answer questions, clarify misunderstandings, and dispel rumors.
- b. Promote and empower action. Encourage employees to get involved proactively with the change, and support managers in providing daily and weekly direction to staff.
- c. Involve others as much as possible. These easy wins can accumulate into larger wins, and working with more people can help you navigate various stakeholders.

iii. Stage Three - Refreeze

When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze (Olajide, 2014). The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time, and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working (Udeze, 2017).

In the Refreeze phase, companies should do the following (Olajide, 2014; and Olubayo, 2014):

- a. Anchor the changes into the culture.
 - i. Identify what supports the change.
 - ii. Identify barriers to sustaining change.
- b. Develop ways to sustain the change.
 - i. Ensure leadership support.
 - ii. Create a reward system.

- iii. Establish feedback systems.
- iv. Adapt the organizational structure as necessary.
- c. Provide support and training.
 - i. Keep everyone informed and supported.
- d. Celebrate success.

The Lewin's Three - Stage Theory of change management is relevant to this study in that it provides an intuitive and fundamental understanding of how changes occur, in context of the social behaviors observed at an individual and collective level within a group. Since the theory was first introduced in 1951, change management has taken both supportive and opposing directions. This is a vital reminder: when modern-day change management frameworks are not working for specific use cases and business needs, consider these fundamentals of understanding social behavior in light of change.

2.3 Review of Related Empirical Studies

Ojenike (2023) 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.

Okeke *et al.* (2019) conducted a study on change management and organizational performance in selected manufacturing companies in Anambra State, Nigeria. Descriptive survey design was adopted, and primary data was employed. The population for the study was 286 employees working at the selected manufacturing companies in Anambra State. The entire population was used as the sample size for this study. The major instrument used for data collection was the questionnaire. The result showed that change management strategies have a positive significant effect on organizational performance in manufacturing companies in Anambra State.

Obalum and Onuoha (2018) conducted a study on organizational change and productivity of manufacturing firms in Rivers State. The research examined the influence of organizational change on productivity of manufacturing firms in Rivers State. A causal research overview of the semi test configuration was decided for this study with the guide of helpful inspecting procedures. All components that constituted the sample measure were 132 administration staff from the 10 chosen manufacturing firms in Port Harcourt, Rivers State. Questionnaire was directed to respondents and after recovery and information cleaning one hundred and twelve (112) copies were utilized for examination. The Spearman rank order coefficient relationship was utilized for the investigation. The

discoveries uncovered that a noteworthy relationship exists between change in technology and sales growth; total quality management and sales growth.

Udeze (2017) carried out a study titled, change management and its effect on employee performance in the Nigerian manufacturing firms. It has its focus on two prominent manufacturing organizations in Enugu State: Innoson Nigeria Ltd. and Emenite Ltd. The objective of the study was to examine the effect of change management and on employee performance in the Nigerian manufacturing firms. Pearson product moment correlation was used for the test of the hypotheses and target population of 3070 obtained and a sample size of 678 was obtained using the modified Krejcie and Morgan power analysis method for known population. Findings revealed that there is a significant relationship between effective change management and employees' performance.

Adedayo (2017) conducted a study on change management and employee productivity of selected manufacturing companies in Lagos State, Nigeria. The study's objectives were to determine the effect of change management dimensions including performance appraisal, feedback, training and compensation on employee productivity of selected manufacturing firms in Lagos State Nigeria. Descriptive survey research design was adopted for the study. The population was 6026 comprising of the entire staff of five selected manufacturing companies in Lagos State. Taro Yamane formula was used to derive the sample size of 490. A structured questionnaire was administered resulting in a response rate of 97.5%. The instrument was validated and the Cronbach's Alpha used for the Pre-test Reliability Analysis of the major constructs ranged between 0.778 and 0.879. The data gathered was analyzed with the aid of Statistical Package for Social Sciences (SPSS) version 21.0 software involving frequency distributions, linear and multiple regressions. Findings showed that indeed the four context of performance management had a significant effect on employee productivity.

Osei-Bonsu (2014) carried out a study on change management and employee job satisfaction. The main objectives of the study were to assess the extent of employee involvement in the change management processes, assess the impact of change management on employee job satisfaction and thirdly, attitude of employees after organizational change in manufacturing firms in Kumasi, Ghana. A descriptive survey research design was employed to administer a self-designed questionnaire consisting of open and closed- ended items to one hundred and forty respondents using simple random sampling. Descriptive statistics was used to analyze the data. The main findings indicated that employees' involvement in the process was limited to provision of adequate information. It was also revealed that generally, the change had a positive impact on employees' job satisfaction. Finally, employee attitudes after the change were found to be positive.

3.0 METHODOLOGY

The study adopted a survey research design method which follows a quantitative methodology.

The population of the study is ninety one (91) Senior/management staff of Dangote Cement company, Gboko Plant hence all were used as sample size (census).

The main instrument used to collect data for this study was the questionnaire, while validity and reliability was done.

The multiple regression model was adopted in this study and follows thus as follows:

$$EP = f(CEC, EE, EC) \quad (1)$$

Thus the regression model is as follows:

$$EPR = b_0 + b_1CEC + b_2EE + b_3EC + \mu \quad (2)$$

Where

- EP = Employee Productivity
- CEC = Creating environment for change
- EE = Employee Empowerment
- EC = Effective Communication
- μ = error term

A priori expectation: $b_1 > 0$, $b_2 > 0$, $b_3 > 0$. This means that the three change management dimensions under study are expected to positively influence employee productivity.

The data was analyzed with the use of both descriptive and inferential statistical. Regression analysis was used to analyze the effect the independent variables on the dependent variable (i.e. the relationships between change management and employee productivity).

4.0 RESULTS AND DISCUSSION

A total of ninety one (91) copies of questionnaire were distributed to respondents in the manufacturing organization chosen for this study, out of which ninety one (91) were successfully filled and returned representing a hundred percent.

Regression Analysis

Table 1: Model Summary

R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.575 ^a	.731	.608	1.01455	2.556

a. Predictors (Constant), Creating the Environment for Change, Employee Empowerment and Effective Communication

b. Dependent Variable: Productivity

Source: Researcher's Computation, 2024.

The result from Table 1 shows that coefficient of determination (R square) explains the variation in the dependent variable due to changes in the independent variable. The R square value of .731 is an indication that there was variation of 73.1% in the employee productivity of Dangote Cement Plc, Gboko Benue State due to variations in creating the environment for change, employee empowerment, and effective communication at 95% confidence interval. Also, the value of R (.575) from Table 6 shows that there was a strong relationship between the study variables.

Table 2: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	174.587	3	58.196	14.339	.000 ^b
Residual	353.083	88	4.058		
Total	527.670	91			

a. Dependent Variable: Productivity

b. Predictors (Constant), Creating the Environment for Change, Employee Empowerment and Effective Communication

Source: Researcher’s Computation, 2024

The result from the ANOVA statistics in Table 2 indicates that the processed data, which is the population parameters, had a significance level of .000 which shows that the data is ideal for making a conclusion on the population’s parameter as the value of significance (p-value) is less than 5%. This implies that creating the environment for change, employee empowerment and effective communication significantly affect the employee productivity of Dangote Cement Plc Gboko, Benue State. The significance value was less than 0.05 which indicates that the model was statistically significant (F =14.339, P = .000 < 0.05).

Table3: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	22.334	4.907		4.552	.000
Creating the Environment for Change	.346	.145	.270	2.386	.019
Employee Empowerment	.349	.154	.256	2.268	.026
Effective Communication	.134	.167	.546	6.203	.000

a. Dependent Variable: Employee Productivity

Source: Researcher’s Computation, 2024.

The result in Table 3 shows that employee productivity = 22.334+ .346(Creating the Environment for Change) + .349(Employee Empowerment) + .134(Effective Communication). The regression equation above revealed that, creating the environment

for change, employee empowerment and effective communication to a constant zero, the employee productivity of Dangote Cement Plc Gboko, Benue State to be 22.3%, a unit increase in creating the environment for change would affect employee productivity of Dangote Cement Plc Gboko, Benue State by 34.6%, a unit increase in employee empowerment would affect employee productivity of Dangote Cement Plc Gboko, Benue State by 34.9%, and a unit increase in effective communication would affect employee productivity of Dangote Cement Plc Gboko, Benue State by 13.4%. The result also found that the p-values for creating the environment for change, employee empowerment and effective communication (.019, .026, .000) respectively were less than 0.05 which is an indication each variable has a positive effect on the employee productivity. The result implies that employee empowerment have more significant effect on the employee productivity of Dangote Cement Plc Gboko, Benue State.

4.2 Test of Hypotheses and Discussion of Findings

H₀₁: Creating the environment for change has no significant effect on employee productivity in Dangote Cement Plc, Gboko.

To test this hypothesis, the strength of the effect of creating the environment for change has no significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State was measured by the calculated p-value = .019 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .019 < α 0.05), the null hypothesis was rejected. It is therefore concluded that creating the environment for change has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State.

H₀₂: Employee empowerment has no significant effect on employee productivity in Dangote Cement Plc, Gboko

To test this hypothesis, the strength of the effect of employee empowerment has no significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State was measured by the calculated p-value = .026 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .026 < α 0.05), the null hypothesis was rejected. It is therefore concluded that employee empowerment has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State.

H₀₃: Effective communication has no significant effect on employee productivity in Dangote Cement Plc, Gboko

To test this hypothesis, the strength of the effect of effective communication has no significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State was measured by the calculated p-value = .000 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .000 < α 0.05), the null hypothesis was rejected. It is therefore concluded that effective communication has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State.

Discussion of Findings

Effect of Creating the Environment for Change on Employee Productivity

The result collected from the respondents show that creating the environment for change has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State. Regression was used to test the hypothesis at 5% level of significance and the p-

value = .019 was lower than the significant level. This can be statistically given as p-value $0.019 < \alpha 0.05$. The result of this study is in line with Ojenike (2023), Okeke *et al.* (2019) and Udeze (2017) who asserted that creating the environment for change prepares the ground for effective implementation of a change process and aid coalition on the flow of the change process.

Effect of Employee Empowerment on Employee Productivity

The result collected from the respondents show that employee empowerment has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State. Regression was used to test the hypothesis at 5% level of significance and the p-value = .026 was lower than the significant level. This can be statistically given as p-value $0.026 < \alpha 0.05$. The result of this study is in conformity with Osei-Bonsu (2014); Adedayo (2017) and Obalum and Onuoha (2018) who asserted that when employees are empowered, it enables them to represent their interests in a responsible and self-determined way, acting on their own authority.

Effect of Effective Communication on Employee Productivity

The result collected from the respondents show that effective communication has significant effect on employee productivity in Dangote Cement Plc, Gboko, Benue State. Regression was used to test the hypothesis at 5% level of significance and the p-value = .000 was lower than the significant level. This can be statistically given as p-value $0.000 < \alpha 0.05$. The result of this study is consistent with that of Ojenike (2023) as well as Okeke *et al.*(2019) who averred that when communication is effective, it leaves all parties involved satisfied and feeling accomplished. By delivering messages clearly, there is no room for misunderstanding or alteration of messages.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the findings of this study, it was concluded that independent variables of change management (creating the environment for change, employee empowerment, and effective communication) are predictors of employee productivity of Dangote Cement Plc Gboko Benue State. The study therefore concludes that all the dimensions of change management studied including creating the environment for change, employee empowerment, and effective communication have significant effect on employee productivity of Dangote Cement Plc Gboko Benue State

5.2 Recommendations

Based on the findings and conclusion drawn above, the following recommendations are made.

1. Dangote Cement Plc Gboko should adopt creating the environment for change in the company through capacity building. Furthermore, creating the environment for change is a means of establishing a sense of urgency. The idea here is to take everyone out of their comfort zones and make your employees understand the need. Employees of your company must get a feeling that the upcoming transformation is essential and it's beneficial to them as well as the organization at large and hence the need to support the change.
2. Furthermore, Dangote Cement Plc Gboko should adopt employee empowerment in the company through training, workshops, programming, engaging the union among others as means of improving the degree of autonomy and self-

determination in staff. This will also enables the employees to represent their interests in a responsible and self-determined way, acting on their own authority. It will equally enables the employees to become stronger and more confident, especially in controlling one's life and claiming one's [rights](#). Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and use their resources

3. Finally, Dangote Cement Plc Gboko should also adopt effective communication in the company through feedback as a means of communication for effecting a change in the organization. Effective Communication is the ability to convey information to another effectively and efficiently. Business managers with good verbal, nonverbal and written communication skills help facilitate the sharing of information between people within a company. Meanwhile, where communication is effective, it leaves all parties involved satisfied and feeling accomplished. By delivering messages clearly, there is no room for misunderstanding or alteration of messages, which decreases the potential for conflict.

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