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Change Management as Determinants of Employees' Productivity of Listed Consumer Goods Companies in Nigeria

Ohwovoriole, Oviebemre
PhD Student, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka.

Professor H.O. Osazevbaru
Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka.
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Abstract
The study investigated the relationship between change management and employees' productivity of listed consumer goods companies in Delta State, Nigeria using the survey design. Two (2) dimensions of change management were employed such as change in organizational culture and human capital development programmes. Questionnaire was the main instrument of data collection which was administered to three(3) listed consumer goods companies. Data obtained were analyzed using descriptive statistics (frequency counts, percentages, mean, standard deviation and Pearson correlation); post-estimation statistics (variance inflation factor) and inferential statistics(multiple regression). Findings indicated that change in organizational culture (t-value = 4.03; Prob. = 0.0000 < 0.05) and change in human capital development (t-value = 2.09; Prob. = 0.0001 < 0.05) positively and significantly affect employee productivity. The study recommended that management should constant monitor and respond swiftly to change in human capital development programmes so as to enable employees understand how they can cope with new change. In addition, there is the need for management to effectively communicate changes in culture as well as effectively implementing organizational change; this would enable them cope with the change. This study contributes to knowledge by showing that when change managers are able to efficiently implement a change, it would result to increased employees' productivity.

Keywords: *Change management; Employees' productivity; Human capital development consumer goods companies*

1. INTRODUCTION

Broadly, organizations need to change so as to survive; hence it is widely construed that change is inevitable. According to Phillips and Klein (2023), there are varied approaches to influence change; these require the change manager to consider varied approaches that will raise acceptance and decrease barriers. Cheruto (2023) asserted that change managers are saddled with the task of planning, organizing, developing, evaluating, supporting, and sustaining change implementation. Thus, change management comprises of strategies and models aiding employees' acceptance of a new organizational development as it surface (Mukhebi, 2019).

In recent times, change and its management has incessantly taken the frontier in academic research and industrial debate (Nwabali, 2023); the rationale is that organizational change has increased in magnitudes and pace due to the need to advance novel ways of doing things so that organizations can become sustainable and remain competitive (Mohammed, Mariam & Khlood, 2022). Organizations seek to manage change in varied facets such as changes in organizational culture, human capital development, technologies, government policies, structure, etc. (Dagogo & Akpan, 2021). Change managers have thus attempt to identify the dynamics necessitating these changes, their attributes and how these changes can be managed and implemented in a most efficient way in order to enhance employees' productivity (Furxhi, 2021; and Rehman, Mahmood, Ibtasam, Murtaza, Iqbal & Molnár, 2021).

According to Cheruto (2023); and Phillips and Klein (2023), the forces initiating change usually creates worries for employees, which in turn makes employees exhibit positive behavior (readiness to change) or negative behavior (resistance to change) towards the change management programme of the organization. Change management researches are common literature but whether change management determines employees' productivity has been a subject of utmost debate. Employees' productivity is recurring actions aimed at actualizing organizational goals in the most efficient way (Harry, 2020). Sabino, Neto, Morais and dos-Santos (2021) see employees' productivity as how well employees are able to execute assigned tasks, their attitude and behavior in the workplace and how the yield or outputs are realized.

Okenda, Thuo and Kithinji (2017) asserted that one of the prime goals of organizations' management is how they can improve employees' productivity in such a way that can make organizations sustain significant number of market shares, retain a talent workforce, increase profitability and in gaining competitive advantage. According to Ahmad and Cheng (2018), realizing this has been significantly influenced by change management in the organization. Employees' role in change management is essential because they form a major facet of the change management process and implementation (Akubuiro, 2019).

Extant literature showed that change initiatives do not succeed because of the incapability of change managers to possess comprehensive knowledge of change implementation and process, Furthermore, the literature suggests abundant studies on organizational change and organizational and employees' performance (Dagogo & Akpan, 2021; Furxhi, 2021; Karaxha, 2019). None of these studies had focused on change management (specifically, change in culture and human capital development) and employees' productivity nexus of consumer goods companies in Nigeria. Thus, the goal of this research is to see how change manages can appropriately deal with change in organizational culture and human capital development towards enhancing employees' productivity of consumer goods companies in Nigeria.

1.1 Research Hypotheses

H_o1: Change in organizational culture has no significant relationship with employees' productivity of listed consumer goods companies.

H_o2: Change in human capital development has no significant link with employees' productivity of listed consumer goods companies.

2. REVIEW OF RELATED LITERATURE

2.1 Change Management

Change management is a set of processes that is used to ensure that significant changes are implemented in orderly and systematic way to affect work-related outcomes (Rehman, Mahmood, Ibtasam, Murtaza, Iqbal & Molnár, 2021). One of the goals of change management is with regards to the human aspects of overcoming resistance to change in order for organizational members to buy into change and achieve the organization's goal of an orderly and effective transformation (Staw & Epstein, 2017). The introduction of change brings in a lot of resistance and conflict with the employees. This is because any change in 'status quo' brings in apprehension as no one knows what the outcome maybe.

Carlo (2019) in his research on change management came up with the following practices that if followed will ensure that change is successful. First, align goals of a change effort with organizational strategy: If goals of change effort do not support the organizational strategy then change effort will not yield significant value to the organization. Therefore, by aligning the goals of a change effort with the business strategy of an organization, the change effort will have a greater chance of succeeding because the change effort will receive greater executive commitment than if the goals were not aligned.

Second, acquire and maintain executive commitment; for instance, leadership is required for change to occur, especially if the change requires significant cultural changes (Coch & French, 2018). Thus, leaders must provide this leadership by committing to change, communicating the corporate vision to others, and empowering people to act consistently with the behaviors of the change. To accomplish this, the organization must clearly define its structures, management systems, and guiding principles, policies, and procedures.

Third, create and maintain a superior change team; for instance, to create superior change team, an organization must first define a charter that identifies a task that is narrower in scope than organization's strategy statement and states the expectations of management in terms of goals and metrics (Rasool, Wang, Zhang & Samma, 2020). Change team must control the goals, which must be measurable and meaningful. The change team must also define its purpose, the methods and procedures it will use, what is acceptable team behavior, and how it will resolve conflict and define team roles.

Fourth, evaluate the willingness of the organization to change: The readiness of an organization to change is dependent on several variables, including the strength of the corporate culture and the number of prior change efforts. According to Philips and Klein (2023), to achieve successful change, change plan must rigorously identify the objectives and milestones of the change, the impact of change on the workforce, the cultural climate, the barriers to change, methods for overcoming them, the probability of overcoming them, the communications approach, and the required training needs.

Fifth, change team must be the instruments of change; process owners should be sponsors of change teams to insure their full commitment to change efforts. Senior line managers, such as division heads, should be sponsors of change efforts and the main points of continuity (Bick, Blandin & Mertens, 2020). In addition, highly respected members from various business functions of an organization should be members of change teams to encourage cross-functional changes, which have the greatest payoff, and help establish buy-in among the workforce.

Sixth, plan for continuous improvement; continual process improvement will cause an organization to produce better products more reliably and efficiently and enhance customer satisfaction and value. To achieve continuous improvement, an organization must use good performance measures and management must monitor them and respond to them, as necessary (Mahmood, 2019). Seventh, top-level executives should stay actively involved; being actively involved may include chairing executive steering committees, presiding over reward ceremonies, continuing to communicate in large and small forums, and visibly adopting required behaviors of the change effort (Putri & Setianan, 2019).
Eight, listen to customers; an organization must capture the needs and desires of its customers since their perceptions of its strengths and weaknesses are vital to its success. That is, an organization should ask its customers what it must do today to satisfy them two, three, and five years in the future (Cheruto, 2023). Ninth, align infrastructure; for instance, successful change requires an organization align its human resource, financial, organizational culture and other support systems around core business processes(Cheruto, 2023).

In the recent years especially, the nature of change has increased in degree and pace. In this regard, an organization has first to identify the factors that have created this necessity for change, identify their characteristics and then determine how the changes will be done. The factors that contribute to change range from cost reduction, redundancies, technological, cultural change and performance improvement. There is much research reporting on implementation of change programmes where the resulting picture is far from a replica of discrete set of economic, structural and technological contingencies (Mukhebi, 2019).

Furthermore, to succeed with a change effort, an organization must successfully perform several critical practices. Failing to successfully perform any of the critical practices will mean that the change effort will fail (Nwabali, 2023). The most vital process is obtaining executive-level commitment for a change effort. To obtain executive-level commitment, a change team must successfully accomplish several tasks. Change team should emphasize the personal benefits of the change, and emphasize tedious operations they currently have to perform manually that will be automated in the future state.

2.2 Employees’ Productivity

A widespread assumption underlying much of employees’ productivity studies are that increasing employees’ productivity will lead to improved activities and output within the organization. Productivity refers to the output of efficiency of products/services. On the other hand, employees’ productivity as observed by Akubuiro (2019), entails recurring activities targeted at realizing organizational goals in the most efficient way. Okenda, *et al*, (2017) opined that one of the vital aims of management is to increase operational productivity so as to sustain competitive advantage, market share and profitability.

Operational efficiency captures service quality, timeliness and flexibility in productivity. There is yet another aspect of employees' productivity which is considered vital in the organization – quality of employee service. Quality of employee service is the process of developing products/services in the most efficient way and thus reducing costs throughout the organization. According to Staw and Epstein (2017), employees' productivity creates more value for organizations, particularly during era of change.

Employee productivity is basic to organizational efficiency. Philip and Klein (2023) see employees' productivity as a measure of how efficiently the employees are able to put into use, resources of the organization for production of goods/services. This implies that employees' productivity is a combination of performance and economic use of resources.
High employee productivity signifies that resources are efficiently used and it offers more profit to the stakeholders.

Nwabali (2023) argued that during change era, it is expected that employee productivity will decrease because of fear of job security, inability to perform assigned task (perhaps due to poor human capital development & change in organizational culture), since change will result to novel ways of doing things. Rasool, et al, (2020) posed a contrary argument that change motivates employees and do not necessary decrease employees' productivity. Thus, given the mixed views, it is imperative to assess the relationship between change management and employees' productivity.

2.3 Relationship between Change Management and Employees' Productivity

A widespread view has been shared in the literature on the relationship between change management and organizational performance; however, few empirical studies on change management (organizational culture and human capital development) and employees' productivity of consumer goods companies do not abound in the literature. Notably, the study by Nwabali (2023) showed that change management leads to increased employees' productivity. Contrarily, Rasool, et al, (2020) found that change management leads to decreased employees' productivity.

Philips and Klein (2023) believed that the mixed findings could be linked with the ability of change managers to manage the change; when change managers are able to implement the change in the most efficient way, it would contribute to increased productivity vice-versa. Change management studies suggest that organizations cannot improve employees' productivity if they were constantly changing (Dagogo & Akpan, 2021; and Furxhi, 2021).

Remarkably, the relationship between change management and employees' productivity; though few, is established in the literature with mixed findings. In this study, two (2) change management dimensions were identified – change in organizational culture and change in human capital development and arising from the conceptual review, a model conceptualizing the association between change management dimensions and employees' productivity is shown below:

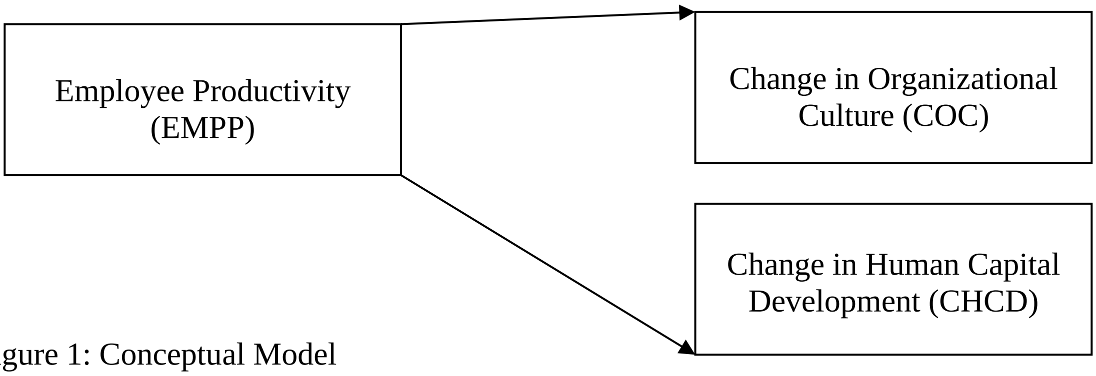

Figure 1: Conceptual Model
Source: Researcher's Conceptualization (2024)

2.4 Theoretical Framework

In the literature, several theories have been advanced to explain corporate resistance to change and employee performance, such as the Lewin's three-step model, Kotter's model, Ross and Norbert cybernetics model of organizational change; however, this study will be hinged on the Kotter's models of organizational change because the model explains change management process and how change managers can effectively manage each phase of the change process.

The study is hinged on Kotter's (1996, 1998) models of change management. Kotter developed eight (8) phases of change management. Studies (Kotter & Schlensinger, 2008; and Kotter & Cohen, 2012) that used this model indicated that change processes goes through a set of phases; however, four (4) phases are relevant in the context of this study. The first phase is how employees prefer *status quo*. In the view of Kotter(1996, 1998), because change brings uncertainty, uncertainty makes employees uncomfortable (one of the reasons employees resists change).

Phase two (2) is characterized by creating counteract resistance; one way of creating a counteract resistance is to form a powerful coalition. In phase three(3), ones employees are able to form a powerful coalition they strive to revert to the most comfortable *status quo*, by going back to the former ways of doing things. The fact is employees prefer the *status quo* and are nervous about new methods and experiences. Thus, if management must get them to flow with the change, the employees must be empowered by way of teaching them how they can cope with change; it is about positive reinforcement towards supporting the new change process.

Kotter (1996, 1998) believed that when the employees perceive positive reinforcements on the part of management, they tend to progressively support the change process, leading to a phase (phase four) where resistance to change is likely to diminish. The study by Furxhi (2021) have used Kotter's model in describing change management. Consequent upon this, to make change more enduring or permanent and to improve the productivity of employees, management must explicitly communicate change process to employees. The relevance of this theory to the current study is that when employees perceive positive reinforcement from management, they adequately support change process; in this way, employees do not see change as negatively affecting them.

2.5 Empirical Review

Furxhi (2021) assessed the relationship between employee's resistance and organizational change factors in Switzerland. The survey method involving primary data (questionnaire) and simple regression statistical tool were employed. The study indicated that internal (organizational structure and process) and external (economic, technology, social changes and consumers) dynamics affecting organizational change.

Dagogo and Akpan (2021) examined the dynamics that create employee resistance to change and the diverse organizational strategies for managing employee resistance to change in Nigeria. The survey research design involving questionnaire and simple regression statistical tool were employed. The study showed that a significant challenge for management is that most organizations are afraid of employee resistance to change and do not use resistance as an avenue to engage and learn.

Rehman, *et al,* (2021) investigated the use of organizational justice in managing resistance to change via the intervening role of perceived organizational support, readiness for change, and leader-member exchange in Malaysia. The survey method involving primary data (questionnaire) and simple regression statistical tool were employed. The study finds evidence that distributive, procedural, and interactional justices play vital roles in reducing resistance to change.

Sabino, Neto, Morais and dos-Santos (2021) studied the relationship between leadership, communication and corporate resistance to change influence on organizational performance in Brazil. The descriptive survey design was used and the data obtained from questionnaire was analyzed using multiple regression statistical technique. Findings revealed that leadership style, communication and resistance to change significantly affect organizational performance.

Carlo (2019) assessed the relationship between game play and game mechanism designs in Italy. The survey research method involving primary data (questionnaire) and Karl Pearson correlation tool were employed. The results indicated that game play provides insights and guidelines to enhance game design so as to enhance employee motivation towards not resisting corporate change.

Ahmad and Cheng (2018) assessed the role of change content, context, process and leadership in employees' commitment to change in China. The survey research design involving primary data (questionnaire) and Karl Pearson correlation tool were employed. The study found that change content, context, process and style of leadership significantly affects the commitment of employees to corporate change..

Coch and French (2018) studied how organizations can overcome corporate resistance to change in Finland using questionnaire. The survey research method involving primary data was employed. The regression result revealed that corporate resistance to change can be overcome when management are able to communicate, train and orient the employees on the change programme initiatives.

Okenda, *et al* (2017) studied the effects of corporate change on organizational performance in Nigeria using the survey method involving primary data (questionnaire). The simple regression statistical technique was employed and the findings showed that corporate change significantly and positively affects the performance of the organization.

Okenda, Thuo and Kithinji (2017) studied the effects of change on the performance of organization using the Ministry of Environment, Water and Natural Resources in Nigeria. The descriptive survey design was employed. Data obtained from questionnaire was analyzed using simple regression. Findings indicated that corporate resistance to change significantly affects organizational performance.

3. RESEARCH METHODS

Research design according to Majid (2018) is the use of evidence-based procedures, protocols and guidelines that provide the tools and framework for conducting a research. In this study, the descriptive survey design was employed. Apuke, (2017) sees descriptive survey design as those concerned with recording, describing, analyzing and interpreting issues relating to perceptions of a given phenomenon. The justification for survey design is centered on the fact that it allowed the researcher to describe the relationship between change management and employees' productivity.

The population of study consist the entire workforce of three consumer goods companies namely Beta Glass Plc., Life Flour Mills and Guinness Nigeria Plc. As at 31st December 2022, the entire workforce of Beta Glass Plc. Ughelli is fifty-five (55); Life Flour Mills, Sapele is forty-seven (47) while Guinness Nigeria Plc., Warri office is thirty-nine (39), totaling one hundred and forty-one (141) (Human Human Resources Departments of the Consumer Goods Companies, 2023).
The study sample was obtained using the Taro-Yamane (1964) sample size determination formula, resulting to a sample size of one hundred and four(104). The sample of the study was allocated to the three consumer goods companies on the basis of their number of employees

Table 3.1: Sample Size Distribution

Companies	% Representation	Sample Size
Beta Glass Plc.	55/141 x 104	40
Life Flour Mills	47/141 x 104	35
Guinness Nigeria Plc.	39/141 x 104	29
Total		104

Source: Compiled by the Researcher, 2024

The major instrument of data collection is the questionnaire. The instrument was chosen because it is a firsthand source of information and gives the researcher the chance of accessing a wide-range of participants with diverse view on change management and employees' productivity. The questionnaire contained questions on change management (change in organizational culture and human capital development).

The questionnaire was designed on a 4-point scale like strongly agree (4), agree (3), disagree (2) and strongly disagree (1). Items on change management were adapted from Cheruto (2023); and Phillips and Klein (2023) while employee productivity from Furxhi (2021); and Karaxha (2019). The questionnaire was administered on a face-to-face basis by the researcher to ensure that the questionnaires are fully completed and retrieved.

In this study, the researcher depended on scales and items that were previously developed by prior researchers with similar interest. A draft copy of the questionnaire was reviewed by the research supervisor who has adequate knowledge and expertise in the research area. The research supervisor approved the questionnaire after some modifications. The Cronbach Alpha reliability test was carried out to determine the internal consistency of the research instrument.

The instrument yielded a Cronbach Alpha above the recommended threshold of 0.5 in all sections; this being within the range recommended by Cronbach as a reliable instrument. The Cronbach Alpha reliability results for each of the instrument are presented below:

Table 3.2: Cronbach Alpha Reliability Results

Questions	Cronbach Alpha Index
Employees' Productivity	0.82
Change in Organizational Culture	0.74
Change in Human Capital Development	0.81

Source: Compiled by the Researcher, 2024

This study builds on the existing models of change management Philips and Klein (2023); Furxhi (2021); Sabino, *et al*, (2021) in its analytical framework. Given the above, the following multiple regression models was specified to determine the relationship between change management (change in organizational culture and human capital development) and employees' productivity:

$$EMPP = f(COC, CHCD) \qquad - \qquad eq.\ 1$$

Equation 1 is the implicit form of the multiple regression models; however, equation 2 is expressed in its explicit form as follows:

$$EMPP_i = \beta_0 + \beta_1 COC_i + \beta_3 CHCD_i + u_i \qquad - \qquad eq.\ 2$$

Where: EMPP = Employee productivity; COC = Change in organizational culture; CHCD = Change in human capital development; U_i = Error term; B= Intercept; $\beta 1$-$\beta 2$ = Coefficient of the independent variables.

The study used descriptive statistics (simple percentage, frequency count, mean, standard deviation and Pearson correlation); post-estimation statistics(variance inflation factor) and inferential statistics(multiple regression models). The hypotheses of the study wee validated using the results obtained from the multiple regression models.

4. RESULTS

Table 4.1: Bio-Data Variables of the Respondents

Items	Variables	Parameter	Frequency = 104	Percent (%)
1	Gender	Male	67	64.4%
		Female	37	35.6%
		Total	104	100%
2	Age Brackets	20-25years	22	21.2%
		26-30years	26	25.0%
		31-35years	27	25.9%
		> 36years	29	27.9%
		Total	104	100%
3	Marital Status	Single	32	30.8%
		Married	72	69.2%
		Total	104	100%
4	Educational Qualification	OND/NCE	28	26.9%
		B.Sc./HND	52	50.0%
		M.Sc./MBA	17	16.3%
		Others	7	6.8%
		Total	104	100%

Source: Compiled by the Researcher, 2024

The bio-data of respondents in Table 4.1 revealed that 67(64.4%) and 37(35.6%) were males and females respectively, indicating that there were more males in the selected consumer goods companies. The age bracket showed that 22("1.2%) and 26(25%) were within age brackets 20-25years and 26-30years respectively; 27(25.9%) and 29(27.9%) were 31-35years and greater than 36years of age.

The marital status revealed that majority of the respondents 72(69.2%) were married and finally, the educational qualifications of the respondents showed that majority of the respondents had obtained a Bachelor of Science or Higher National Diploma (B.Sc/HND) degree; thus they may be well informed on the questionnaire items.

Table 4.2: Summary of Descriptive Statistics

S/N	Items	Mean	Std. Dev	Obs.
1	Employee Productivity	2.230	0.303	104
2	Change in Organizational Culture	2.214	0.412	104
3	Change in Human Capital Development	2.104	0.594	104

Grand Mean	2.182	0.436

Source: Compiled by the Researcher, 2024

Table 4.2 revealed that the dimensions of change management (change in organizational culture and human capital development) and employee productivity scored above 2.0 cut-off point; also, the grand mean of 2.182 and standard deviation of 0.436 suggest that the respondents agreed that when change is efficiently managed, it would tend to influence the level of employees' productivity.

Table 4.3: Pearson Correlation

	Employee Productivity	Organizational Culture	Human Capital Development
Employee Productivity	1.0000		
Organizational Culture	0.3031	1.0000	
Human Capital Development	0.0208	0.0342	1.0000

Source: Compiled by the Researcher, 2024

Table 4.3 showed that change management variables (change in organizational culture & human capital development) were positively correlated to employees' productivity; thus, there is positive relationship between change management and employees' productivity of the listed consumer goods companies.

Table 4.4: Variance Inflation Factor

	VIF	1/VIF
Organizational Culture	1.42	0.7042
Human Capital Development	1.35	0.7407
Mean VIF	1.39	

Source: Compiled by the Researcher, 2024

Table 4.4 showed that the mean VIF is 1.39 which is less than the accepted mean VIF of 10.0, indicating the nonexistence of multicollinearity in the model of change management and employees' productivity of the listed consumer goods companies.

Table 4.5: Multiple Regression Results

Estimator(s)	Predictor(s)	T-Values	Prob.T
R-Squared	0.8900	COC = 4.03	0.0000
Adjusted R-Squared	0.8800	CHCD = 2.09	0.0001
F-Ratio	19.44	COC Coefficient	0.4271
Probability F	0.0000	CHCD Coefficient	0.5093

Source: Compiled by the Researcher, 2024

Table 4.5 showed the multiple regression models for change management variables and employees' productivity. R-squared of 0.89 suggests that change management variables jointly explained about 89% of the systematic variation in employees' productivity of the listed consumer goods companies and that the unexplained variation is just 11%

The F-ration (19.44; Prob. F = 0.0000) indicates that change management variables joint have significant influence on employees' productivity. The t-values for change in human capital development (CHCD) is 2.09 (Prob. = 0.0001) while change in organizational culture (COC is 4.03 (Prob. = 0.000). The results indicated that the change management variables significantly and positively influence the level of employees' productivity. On the basis of the above results, the null hypotheses (hypothesis 1 & 2) were rejected while the alternative hypotheses were accepted.

5. DISCUSSION

This section dealt with the discussion of findings based on the descriptive and inferential statistics. First, the study showed that most of the questionnaire items are good metrics for assessing the relationship between change management and employees' productivity of the listed consumer goods companies in Delta State. Second, the Pearson correlation results revealed that the change management variables (change in organizational culture and human capital development) were positively correlated with employees' productivity.

Third, the variance inflation factor result showed that there is absence of multicollinearity in the models of change management and employees' productivity. Fourth, the multiple regression model results indicated that all the independent variables (change in human capital development and organizational culture) significantly affect the productivity of employees.

Consequent upon the above, the null hypotheses were rejected and alternative hypotheses were accepted, suggesting that change management variables has significant effect on the productivity of employees of the listed consumer goods companies. These findings corroborate in part with the result of Phillips and Klein (2023), Cheruto (2023); Nwabali (2023); and Furxhi (2021) who showed that change management affects employees' productivity.

6. CONCLUSION AND RECOMMENDATIONS

The study examined the relationship between change management and employees' productivity of selected consumer goods companies in Delta State, Nigeria using survey research design. In this study, two (2) change management variables were used, namely change in organizational culture and change in human capital development. Towards achieving the specific objectives of the study, one hundred and four (104) questionnaires were administered to three (3) consumer goods companies in Delta State.

Data obtained were analyzed using descriptive statistics (frequency counts, percentages, mean, standard deviation and Pearson correlation), post-estimation statistics (variance inflation factor); and inferential statistics (multiple regressions). From the data analyses, the study showed the following major findings:

1. That change in organizational culture has significant relationship with employees' productivity of listed consumer goods companies.
2. That change in human capital development has significant link with employees' productivity of listed consumer goods companies.

One of the most debatable themes in the management literature is if change management has the tendency to influence employees' productivity. Notably, prior studies indicated that change cannot be achieved without employees support together with how the change managers are able to effective implement the change process. The fact is change is an issue that cannot be avoided given the dynamic nature of the business environment and the need for organizations to constantly meet with current trends in their industries.

In this study, we examined the relationship between change management and employees' productivity of selected listed consumer goods companies using two change management variables - change in organizational culture and human capital development. Specifically, the study showed that variables of change management were positively correlated with employees' productivity. Based on the findings, the researcher made the following recommendations:

1. Management should constant monitor and respond swiftly to changes in human capital development programme so as to enable employees understand how they can cope with the new change
2. There is the need for management to effectively communicate changes in culture as well as effectively implementing organizational change; this would enable them cope with the change.

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