EFFECT OF ORGANIZATIONAL CHANGE MANAGEMENT ON EMPLOYEES PERFORMANCE OF GLOBAL SYSTEM MOBILE (GSM) COMPANIES IN NIGERIA

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ABSTRACT

This study investigated the effects of change management factors on the performance of employees of GSM companies in Nigeria. The study adopted a cross sectional survey research design. The target population was 235 employees. A sample size of 148 employees was determined using Yamane (1967) sample size formula. Stratified random sampling technique was used to select the respondents. The data were collected using personal self administration of questionnaire with the help of research assistants. The data were processed using Statistical Package for Social Sciences (SPSS) version 23 to perform regression analysis that was used to test the hypotheses formulated and to determine the effect of change management predictor variables on employees' performance. The study found a positive and significant effect between communication, leadership and motivation on employees' performance. Communication and motivation were found to be the best predictors of employees' performance of GSM companies in Nigeria. The variables jointly explained 57% of the variance of employees' performance in the organizations. The study recommended that management should encourage employees' performance by employing communication and motivation factors that allow employees feedback and ensure effective training and praise for outstanding innovation and creativity towards enhancing performance.

Keywords: GSM, Communication, Leadership, Motivation, Employee Performance.

1.0 INTRODUCTION

One of the key actions to survive as an entity in this complex and dynamic business environment of the 21st century is through change. Change is seen as a process in which an organization optimizes its employees' performance as it works toward becoming its ideal state (Burnes, 2004). For organizations to survive and remain competitive in the face of increased rapid changes due to policy, technology and globalization, they must continuously seek to reposition their operations and strategies through effective organizational change management. Organizational change management has been observed to be a factor for increased employees' performance.

Employees' performance is vital for the success of every organization and profitability in this dynamic environment. Accordingly, service firms like telecoms/GSM sector invests a lot on their work force in order to maintain long term relationship with them and to increase their performance through effective management of change. Change management is seen as the coordination of a structured period of transition from one situation to another in order to achieve lasting change within an organization and improve performance.

The importance of organizational change management and employees' performance cannot be over emphasized. Both theories and empirical studies suggest that, change management factors such as communication, leadership, motivation, etc and employees performance are interrelated

across all industries including telecommunications where the GSM companies belong (Azar & Ali, 2013; Kubler, 1973; Lewin, 1951; Prosci, 1989).

In Nigeria, the recent changes introduced by the Nigerian Communications Commission (NCC) on the GSM companies have brought about the need for effective management of these changes. Changes such as the subscriber identification module (Sim) registration requirement to be complied by all companies, Sim swap (mobile portability) policy and stoppage of unsolicited text messages. The need for change success is paramount as the GSM companies which are MTN, ETISALAT, GLO and Airtel contribute substantially to Nigeria's Gross Domestic Product (GDP), employ million of Nigerians, and is also a source of livelihood to a lot of people in the rural and urban areas. This is in line with the position of the Central Bank of Nigeria (CBN) (2015) for diversification to non oil.

1.2 Statement of the Problem.

Slamming of the different fines on the GSM companies by the Federal Government is a serious problem and is taking a toll on the organizations. For instance, MTN alone has been fined 1.034trillion. This is a lot of money and will definitely have a lot of repercussion on its operations and competitiveness (MTN Newsletter, 2016). Similarly, ETISALAT, GLO and AIRTEL have all been charged for the offence of Sim registration violation. As part of the ongoing changes in GLO, many employees have been sacked (Punch, 2016). ETISALAT and AIRTEL are cutting down on some benefits of their employees as part of the organizational change in order to be in business.

There are also controversies of claim between management and employees on issues bothering on the effective management of the change. Recently, at an NCC organized telecommunication forum at Kaduna Wondernet hotel held on 30 /10/ 2016 between subscribers, operators, regulator and other stakeholders on implementation of the changes, the companies claim that, they are involving all stakeholders including employees on the way forward through communication, effective leadership and motivational measures. Employees countered and claim that vital information to do with the changes have been withheld and some of their benefits have been cut by the leadership and there is seemingly lack of motivation in handling the issues of change thereby hampering performance. This clearly shows a lack of an effective change management tool or procedure in place in order to ensure smooth transition from the old to the new era which will affect employees' performance.

Coupled with this, there is dearth of research in this area which should have served as a blueprint. The few ones in Nigeria such as Nicholas, Ralph, Nwokedi and Sergius (2014) and the study by Olubayo (2014) were on the manufacturing sector and only on Airtel respectively. All these constitute gaps that call for an empirical investigation in order to examine the effect of the extent to which change management factors (communication, leadership and motivation) affect employees' performance of GSM companies in Nigeria.

1.3 Objectives of the Study.

In line with the above research questions, the main objective of this study is to determine the extent to which change management factors can affect employees' performance of GSM companies in Nigeria. The specific objectives are:

I. To determine the extent to which communication affect employees' performance of GSM companies in Nigeria.
II. To determine the extent to which leadership affect employees' performance of GSM companies in Nigeria.
III. To determine the extent to which motivation affect employees' performance of GSM companies in Nigeria.

Consequently, the following hypotheses in null form have been formulated to guide and direct the study.

1.4 Hypotheses

I. There is no significant relationship between communication and employees' performance of GSM companies in Nigeria.

II. There is no significant relationship between leadership and employees' performance of GSM companies in Nigeria.

III. There is no significant relationship between motivation and employees' performance of GSM companies in Nigeria.

1.5 Significance of the Study

This study will aid management of the GSM companies in focusing on managing change on their workforce that will lead to the attainment of the desired performance levels in line with NCC requirements. It has also extended the frontier of knowledge on change management and performance academically. While to the industry, the study will be helpful to policy makers on their approach to policy guidelines of Sim registration, mobile portability and unsolicited text messages towards the GSM companies for effective change management.

2.0 LITERATURE REVIEW

2.1 Concept of Performance

Performance as a multidimensional construct has been defined differently by various scholars. Armstrong (2011) defines performance as the outcome or contribution of employees to make them attain goals. Uzonna (2013) also opines that employee's performance should be defined in terms of behaviour rather than results. Result-based measures are not always functional to the organization, as the employees may try to maximize results at the expense of other things (Mullins, 2010). Also, employee's performance has been defined as those actions or behaviours under the control of the individual that contribute to organization's goals and that can be measured according to the individual's level of proficiency (Abdikarin, Hussein & Ali, 2013; Mullins, 2010).

2.2 Measurement of Performance.

Researchers and scholars are of the opinion that performance can be measured both financially and non financially. Financial measures of performance include profitability, return on equity (REO), return on assets (ROA) return on investment (ROI), etc. Non financial measures are usually classified in to task and contextual measures. The task measures are specific to the job and involve all the knitty gritty of a particular task. The contextual measures are not specific to the task proficiency such as: written and oral communication; demonstrating effort; maintaining personal discipline; supervision and leadership (Aamir & Wisal, 2012; Abdikarin, et al, 2013; Charles & Kusi, 2014; Edith et al., 2015; Sadia, 2015). Different scales are utilized by researchers to measure employees' performance. They include the traditional scale such as graphic, critical incidence and behaviour anchored; management by objectives (MBO) which measures actual performance against management set standard and 360 degrees which encompasses a composite measurement based on inputs from the employee, the supervisor and a third party. This study adapted the non task or contextual measures of performance as enumerated by Aamir & Wisal, (2012) and Abdikarin, et al. (2013) and the behaviour anchored likert scale to measure performance of the employees.

2.3 Factors Affecting Employee Performance

Armstrong (2011) argues that performance in any organization is determined by three major factors namely: declarative knowledge which is information about facts and things including information regarding a given task's requirement, labels, principles; etc. Procedural knowledge which is a combination of knowing what to do and how to do it and includes cognitive, physical, perceptual, motor and interpersonal skills; and Motivation which also involves three types of choice behaviours: Choice to expend effort, Choice of level of effort and Choice to persist in the expenditure of that level of effort. Employee motivation in organizations is a function of leadership skill. Campbell (1990) in Charles and Kusi (2014) proposed an eight factor model of performance based on factor analytic research dimension that cuts across all job and these factors are: job-specific task proficiency; non-task specific proficiency; written and oral communication proficiency; demonstrating effort; maintaining personal discipline; supervision and leadership; management and administration.

2.4 Concept of Change Management

Change management has been defined as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to successfully implement the needed process, technology or organizational changes (Green, 2007). Armstrong (2011) defined change management as the process of continually renewing an organization direction, structure and capabilities to serve the ever changing needs of external and internal customers. Burnes (2004) like many others scholars asserted that change is an ever present feature of organizational life, both at the operational and strategic level. Change is what presses us out of our comfort zone and it is inevitable (Sidikova, 2011). Change management can be defined as a style of management that aims at encouraging organizations and individuals to deal effectively with the changes taking place in their work (Beer, 1980). Kitur (2015) is of the view that change comes in an organization in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or regulatory compliance. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment.

2.5 Types of organizational change

Kitur (2015) is of the view that change comes in an organization in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or regulatory compliance. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment. A change could be radical or incremental. Radical change according to Vakery and Antonio (2010) is a change that have an impact on the whole system of the organization including strategy, structure, people, processes and (in some cases) core values and is used to address more fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment. Incremental change refers to changes that happens all the time in organizations such as changes in organization structure, the introduction of new technology and significant modifications of personnel practices are all large and significant changes (Adair, 2006; Cameroon & Green, 2004).

2.6 Strategies of Change Management

Change management strategies are referred to as the techniques or factors adopted to effectively manage change in an environment experiencing change dynamics so as to embrace change and direct it towards positive contribution in a given organization (Ann, Jerry and Heather, 2009).

2.6.1 Communication

According to Mullins (2010) communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. Indeed, one of the way managers can stimulate motivation is to give relevant information on the consequences of their action on others (Aamir & Wisal, 2012). Organizations function better when there is a good and clear channel of communication. By sharing relevant information in a two there is cooperation and collaboration of the various units for enhanced performance (Abdikarin, Hussein & Ali, 2013; Zahareen, 2013).

2.6.2 Leadership

Effective leadership is a key enabler as it provides the vision and rationale for change. Different styles of leadership have been identified for example, coercive consultative and collaborative. These different styles may each be appropriate depending on the type and scale of change being undertaken, for example, when there is a larger scale organization wide change, a directive style has been identified as most effective (Dimitrios & Athanasios, 2014; Kamugisha, 2013).

2.6.3 Motivation

One key factor in managing organizational change is motivation. Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Armstrong, 2011). Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees if the desired change is to be achieved (Sidikova, 2011).

2.7 Empirical Studies

Change management as a phenomenon is not a new concept. Every organization is affected by change. Still, organizational change initiatives fail at an alarming rate (MTN, 2016).This is because most initiatives fail to consider how changes affect the people in an organization.

Communication

Ahmed et al (2013) in a study in banking sector of Pakistan sought to determine the impact of communication on employees' performance using a sample of 252. Descriptive statistics and correlation analysis techniques were used for the analysis of data in SPSS software. The results show that organizational change has a positive significant impact on employees' performance in banking sector of Pakistan. However, the study did not mention the total population and the determination was the sample size was not explained.

A study by Elijah and Muathe (2013) on critical review of literature on change management on employees' performance on chief executives of some selected organizations in Kenya reviewed different literatures to support the relationship between communication and employees performance. Even though conceptual in nature, the study's plan to use tables, bar, graphs, linear graphs, pie charts to analyze data will be a limitation and the type of statistical technique to use was not mention to know its robustness or otherwise. Other studies that have supported the assertion that communication has effect on employees' performance in change management include (Aamir & kevin, 2012; Zeeshan, 2015; Kibe, 2014; Asamu, 2014).

Leadership

Abdilkarin et al. (2013) investigated the relationship between leadership behavior and employee performance of telecommunication companies in Mogadishu using a sample size of one hundred respondents. Questionnaire instrument was used to generate data with a reliability coefficient alpha of 0.869. The spearman correlation statistical tool was used to establish the relationship between above variables. The findings revealed the existence statistically significant has a positive relationship between leadership behaviour and employee performance, The study is limited to be generalized because the population was not ascertained and the determination of sample size was not statistically explored nor was the allocation of the questionnaire to respondents based on any scientific sampling method.

Wanza and Nkuraru, (2016) examined the influence of change management on employee performance in the University of Eldoret Kenya using a target population of 403 employees out which a sample size of 121 employees was selected. Data was analyzed using descriptive statistics that involved the use of frequencies and percentages. The study found that change management factor (leadership) influenced employees' performance at all levels in the university. However, the study did not explain how the sample size was determined. Other studies that supports the dimension of leadership for effective organizational change management are Dimitrios and Athanasios (2014), Kitur (2015) and Selvadurai (2013).

Motivation

Azar & Ali (2013) in their study on the effect of work motivation on employees' job performance in Isfahan Islamic Revolution Housing Foundation in Iran, sought to find out how to successfully execute anticipated employees motivational programmes on a sample size of seventy respondents that were randomly selected from Morgan table. Chi-square and Regression were used to test the hypotheses. The study concluded that motivation and its factors have considerable effects on job performance of employees. However, the use of only content validity on the questionnaire may cast some doubt as to the appropriateness of the measuring constructs since content validity is based only on the views of few experts.

Keji (2011) in a study on how to manage and motivate staff during a strategic change project in a Chinese manufacturing operation utilized a sample size of 464 employees. Findings from the study show a significant relationship between employees motivation and performance in the change process. However, the study's hypotheses were not clearly stated and the population of the study was also not specified. Other studies that support this assertion include Ann, Jerry andHeather (2009) and Sidikova (2011).

2.8 Theories of Change Management

There are many models and theories, and each one has potential benefits or weaknesses for each organization. This is a review of the key ones captured in this study as elucidated by Olubayo (2013).

2.8.1 Kurt Lewin Model

The change process according to Lewin's model of change includes three steps: unfreezing the status quo by creating the big picture and sharing the message of change, then changing to the desired future state, and refreezing by evaluating the process as well as summarizing the lessons and applying them to improve the process of change in the new state

While this model is one of the best available models of change, it lacks clear identification of strategies to deal with employees' resistance and organizational readiness aspects (Cameron & Green, 2004).

2.8.2 Kubler-Ross Model

The model describes five discrete stages, a process by which people allegedly deal with grief and tragedy and is known as Kubler-Ross Model. These stages are known as the Five Stages of Grief: denial, anger, bargaining, depression and acceptance. The theory is however criticized for as there is no right or wrong sequence. Several people going through the same change at the same time are likely to react differently (Burnes, 2004).

2.8.3 Prosci Model.

This model is widely described as ADKAR model. It is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. It stands for awareness of employees, their desire to change, their knowledge about change, ability to change, and reinforcement to keep change in place. The model was initially used as a tool for determining if change management activities like communications and training to employees were having the desired results during organizational change for employees' performance. The model discusses: awareness of the need for change, what is the nature of the change, why is the change happening? What is the risk of not changing? However, it only deals with leveraging employees capabilities to support the change, and it does not cover organizational aspects in the change process (Burnes, 2004).

2.8.4 Kotter Model

This model which was developed in (1996) has also presented a change management model as a result of studying change management practices in more than hundred organizations. Kotter's model concentrates on making change occur; highlighting the importance of the feeling about the necessity of the change in the organization, and highlighting the need of effective communication through change process (Cameron & Green, 2004). However, the model does not cover fast changing business environments such as the telecommunication sector environment.

The theory that underpins this study is the Prosci (1989) change management model. The theory clearly identifies with the variables of this study. This model details stages of managing an organizational change process towards employees adaptation and increased performance such as awareness which is about communication, knowledge and desire for change which is influenced by the style and skills of the organization's leadership and ability and reinforcement which are motivational in nature.

3.0 RESEARCH METHODOLOGY

3.1 Research design.

The study adopted a cross sectional survey research design in order to enable the researcher to obtain relevant information at once from the population.

3.2 Population of the Study

The population of the study is the total staff strength of the GSM companies in Kaduna state. The total number of the employees is two hundred and thirty- five as ascertained from the records of the companies as shown in Table 3.1.

Table 3.1: Population of the Study

S/N	Operator	Number
i.	MTN	74
ii.	GLOBACOM	54
iii.	AIRTEL	60
iv.	ETISALAT	45
Total population		**235**

Source: Field work, 2016

3.3 Sampling Method, Technique and Determination of Sample Size

Probability sampling method was adopted and the study employed stratified simple random sampling technique to select the samples. In this study, the Yamane (1967) formula was used to calculate the sample size.

The formula is stated as follows:

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

Hence,

$$n = \frac{235}{1 + 235\ (0.05)^2} = \frac{235}{1.58} + 148.04$$

$$n \cong 148$$

From this sample size figure, the researcher added a 10% margin as suggested by (Uhegbu, 2010; Israel, 1992) on the number of the questionnaire that were issued to respondents so as to be able to have the minimum number required for the study which is 148. Therefore, the total number of questionnaire administered to respondents was163.

The population was stratified into four different stratums, that is, MTN, GLOBACOM, AIRTEL and ETISALAT strata for effective and maximum representation. Simple random sampling is a good sampling design if the population is homogeneous. But where the population is heterogeneous, stratified random sampling is used to improve the precision over simple random sampling (Olayiwola, 2010; Sekeran, 2003).

The stratified sample formula by StatTrek (2012) was used to calculate the size for each stratum.

The formula is as follows:

$$nh = \left(\frac{Nh}{N}\right) \times n$$

Where:

nh is the sample size for stratum h.

Nh is a the population size for stratum h

N is the total population size

n is the total sample size

Therefore, for each category of staff, the proportionate sample size will be drawn as follows.

i. MTN staff

$$nh = \left(\frac{74}{235}\right) \times 148 = 46.6 \cong 47$$

ii. GLOBACOM staff

$$nh = \left(\frac{54}{235}\right) \times 148 = 34.0 \cong 34$$

iii. AIRTEL staff

$$nh = \left(\frac{60}{235}\right) \times 148 = 37.7 \cong 38$$

iv. ETISALAT staff

$$nh = \left(\frac{45}{235}\right) \times 148 = 28.3 \cong 29$$

The additional 15 questionnaire representing the 10% was distributed proportionately as below:
MTN staff = 47/148 = 0.318*15 = 4.77 Approximately 5. Hence, 47+ 5 = 52
GLOBACOM staff = 34/148 = 0.230*15 = 3.45 Approximately 3. Hence, 34+3 = 37
AIRTEL staff = 38/148 = 0.256*15 = 3.84 Approximately 4. Hence, 38 + 4 = 42
ETISALAT staff = 29/148 = 0.195*15 = 2.93 Approximately 3 Hence, 29 + 3 = 31
The questionnaire was distributed using research assistants.

3.4 Measurement of Variables

The independent variables (communication, leadership and motivation) and dependent variable of performance were measured using items adapted from Ann, Jerry and Heather (2009), Ahmed, et al. (2013), Abdikarin, et al. (2013) and Charbonnier, (2012). The Likert- five point scale format which has been found and generally used more often in social science research was also used in this survey on the respondents to indicate the extent to which they agreed or disagreed with the various statements formulated in the questionnaire (Sekeran, 2003).

Instrument reliability is very important for ascertaining the internal consistency of the items of the construct. The questionnaire had a reliability coefficient of 0.765 for the independent variables and .789 for the dependent variable which were higher than 0.7. Sekaran (2003) state that, a Cronbach co-efficient alpha value of 0.7 or higher is generally required to attain the reliability levels of acceptability of variables or constructs in a survey research. Therefore, the questionnaire items were considered valid for this research (Sekeran, 2003).

Validity is important in determining whether the statements in the questionnaire instrument are relevant to the study. Content and construct validity were obtained by the help of the experts input and three experienced lecturers. The questionnaire was structured and coded and was based on the five point Likert scale format.

3.7 Method of Data Analysis:

In testing the hypotheses that were formulated in this study, regression statistical tool was used, through the statistical packages for social sciences (SPSS). The hypotheses were tested at 5% (0.05) level of significance which is mostly considered appropriate in social science research (Olayiwola, 2010).

3.8 Model Specification

The model is expressed as:

$$PFM_i = a_o + \beta CMTi + \beta LDPi + \beta MTVi + \varepsilon_i$$

Where:

PFM_i is perceptional score for performance by respondent i

a_o is the intercept or constant of regression equation.

β is the coefficient of the independent variable

$CMTi$ is the perceptional score of communication by respondent i

LDP_i is the perceptional score for leadership by respondent i.

MTV_I is the perceptional score for motivation by respondent i.

ε_i is the random error associated with the perception score of respondent i

4.0 DATA PRESENTATION AND ANALYSIS

Table 4.1: Multiple Regression Result between Communication, Leadership and Motivation on Employees' Performance of GSM companies in Nigeria.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
.608	.570	.548	2.64346	1.823

Source: SPSS Output, 2016

From the table above (4.1), the regression result shows the model jointly explained 57% of the variance of employees' performance of GSM companies in Nigeria. The R value of 60.8% shows a strong relationship of the variables in the model and the absence of multicollinearity as indicated by the Durbin Watson result of 1.823.

Table 4.2: Multiple Regression Result between Communication, Leadership and Motivation on Employees' Performance of GSM companies in Nigeria.

Model	UnStandardized Coefficients	Std Error	Standardized	T	Sig.	Collinearity statistics	
	B		Beta			Tolerance	VIF
(Constant)	11.222	3.984		3.784	.000		
Communication	.460	.142	.401	3.234	.006	.597	1.775
Leadership	.349	.159	.305	.2664	.008	.783	1.468
Motivation	.495	.135	.436	3.416	.000	.544	1.838

Source: SPSS Output, 2016

Table (4.2) shows that the three predictor variables were found to have statistically significant effect with employees' performance. The three variables were communication (beta = .460, p = .006) leadership (beta = .349, p = .008) and motivation (beta = .495, p = .000). Communication, leadership and motivation change management factors explained 57% of the variance in employees' performance of GSM companies in Nigeria.

4.1 Hypothesis Testing:

4.1.1 Hypothesis one:

Ho_1: There is no significant effect between communication change management factor and employees' performance of GSM companies in Nigeria

Table 4.2 shows that, the multiple regression analysis between communication and employees' performance is significant, i.e. Beta = .460, p = .006 at .05 level. Therefore, the research hypothesis (Ho_1) is rejected. This means that, there is a significant and positive relationship between communication and performance, the since the p-value is less than .05.

4.1.2 Hypothesis two:

Ho_2: There is no significant effect between leadership and employees performance in GSM companies in Nigeria

Table 4.2 shows that multiple regression analysis between leadership and employees' performance is significant, i.e. Beta = .349, p = .008. at .05 level. Therefore, the research hypothesis (Ho_2) is rejected. This means that, there is a significant and positive relationship between leadership and performance since the p-value is less than .05.

4.1.3 Hypothesis three:

Ho_3: There is no significant effect between motivation and employees' performance in GSM companies in Nigeria.

Table 4.2 shows multiple regression analysis between motivation and employees' performance is significant, i.e. Beta = .495, p = .000. at .05 level. Therefore, the research hypothesis (Ho_3) is rejected. This means that, there is a significant and positive relationship between motivation and performance, since the p-value is less than .05.

4.2 Discussion of Results

The study sought to empirically establish the effect of communication, leadership and motivation on employees' performance in GSM companies in Nigeria. The results on Table 4.2 obtained from the testing of the hypotheses of the study revealed significant and positive effect (beta = .460, p = .006 at .05 level) between communication and employees' performance of GSM companies in Nigeria. The implication to management and policy makers is that, in as much as they are desirous of implementing the needed changes, vital information should be disseminated and allow employees feedback freely in bringing innovative ideas that will lead to increased employees performance in GSM companies in Nigeria. This is consistent with the findings of (Edith, et al. 2015; Do & Nguyen, 2015).

On leadership, there is also a significant and positive effect (beta = .349, p = .008 at .05 level) on performance of employees' in GSM companies in Nigeria, as shown in Table 4.2 The implication is that, in as much as management and policy makers are desirous of implementing the needed changes, then, employees should be carried along and ensure that changes are not enforced on staff. This outcome is consistent with the findings of (Abdilkarin, et al, 2013; Sadia, et al., 2015).

Motivation has been found to also have a significant and positive effect with employees' performance in GSM companies in Nigeria, as shown in Table 4.2 (beta = .495, p = .000 at .05 level). The implication is that, employees' urge for responsibility and recognition should be

adequately put in place. This is consistent with the findings of (Aamir, & Wisal, 2012; Vasudevan, 2013).

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

It is evident from the discussion of the findings of this study that communication is a very important tool of managing change in GSM companies in Nigeria as it makes employees' to have clear view and understanding of what needs to be done to achieve required performance levels. Leadership also influences performance through the use of appropriate style for effective change management and leads to employees' higher performance in GSM companies in Nigeria which may be due to the fact that employees are involved or carried along in the change process. Motivation which rewards and recognizes employees' needs and efforts in implementing organizational change is a veritable instrument that leads to employees' higher performance in GSM companies in Nigeria.

5.2 Recommendations

Based on the analysis of the findings and the conclusions of this study, the following recommendations if implemented will greatly improve the performance of staff of GSM companies in Nigeria.

i. Management should put more emphasis on two-way communication of change programme which allows for vital information dissemination and allows employees feedback freely which will bring innovative ideas that will lead to increased employees performance in GSM companies in Nigeria.
ii. Also, since leadership is aimed at improving both employee and organizational performance through change, management should ensure that, employees are carried along and changes are not enforced on Staff as this will lead to negative job performances.
iii. Management should ensure motivation is anchored on adequate reward system through benefits compensation and praise that satisfy employees' needs and hence influence increased job performances.

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