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EFFECT OF RESISTANCE TO CHANGE MANAGEMENT ON EMPLOYEES PERFORMANCE IN SELECTED TEXTILE MANUFACTURING FIRMS, LAGOS STATE, NIGERIA

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Abstract

The demand of modern business required that organisations provide their employees with information and support that guarantees the acceptance of change initiatives. Therefore, the failure of management to avail employees with the right to participate and to be informed regarding the change in the organisation has been the main cause of resistance and friction between management and employees. Thus, this study sought to examine the influence of managing resistance to change on employee performance of selected textile manufacturing firms in Lagos state, Nigeria. The specific objectives were to (i) determine the influence of change communication on employee productivity; and (ii) examine the influence of employees' participation on job satisfaction. The study made use of cross sectional survey design and a multi-stage sampling techniques. Data were obtained using questionnaire distributed to 365 staff from the total population of 4,115. The hypotheses drawn were tested with regression analysis. The findings from the test revealed a significant and positive effect of change communication on employees' productivity ($R^2 = 0.748$, $P\text{-value} \leq 0.05$) and that employees participation had a significant and positive effect on Employees' job satisfaction ($R^2 = 0.738$, $P\text{-value} \leq 0.05$). The study therefore, concludes that a well-managed resistance to change positively and significantly affect employees' performance. The study recommends that managers should pay serious attention to the management of employee resistance to change, with effective and efficient communication as well as entrench organisational democracy through employees' participation and involvement.

Keywords: *Resistance, Change management, Change communication, Employee productivity, Job satisfaction, Employees' performance.*

Introduction

It is a global reality that change is continuous and inevitable in any organisation. However, this justifies the need for organisations to continuously strive to adapt to changes that comes their way in order to remain competitive in the

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international business environment. Notably, effective organisational change appears to be difficult to achieve due to the influence of resistance to change by employees. The organisation and the individual employee are prone to the possible damage that can come from resistance to organisational change. (Struijs, 2012). In fact, the failure in the implementation of change in most organisations are caused by the evil effect of resistance to change by employees (Piderit, 2000; Kotter & Schlesinger, 2008). In relation to this, previous studies by Beer and Nohria (2000); Barret (2002); Maurer, (2006); Meaney and Pung (2008) and Anderson and Anderson, (2010) maintained that only one out of every three change efforts made in organisations were considered successful due to the serious influence of resistance by the employees. These evidences alluded to the fact that implementing successful change programmes in organisation is quite challenging as the low success rate of change programme is being attributed to resistance to change on the part of employees (Soumyaja, Kamlanabhan, & Bhattacharyya, 2011).

Therefore, for a firm to survive and remain competitive, it must be able to successfully manage the change which as a matter of fact a necessity (Denning, 2005). Thus, managers should be on the note that not only in the implementation of the change process that the support of the employees is maximally needed but equally their total support in its management process so as to minimise possible resistance and guarantees the survival of the change activities and by implication, the survival of the organisation through employee performance.

Unfortunately, majority of organisations in Nigeria especially the private owned businesses, often ignore their employees and other stakeholders during the conception, implementation and review of the change process. Besides, business managers often give incomplete information about change whenever they choose to carry them along. In fact, the employers' believe that they have all the right and the will to hire and fire is still very visible in the action of many managers forgotten that all stakeholders comes in to the organisation with different interest. By implication, failure to align these possible conflicting interest using all available resistance to change management strategies has being the cause of constant friction and a deliberate resistance to change initiatives by employees and other stakeholders (Jones & Seraphim, 2008). This largely has affected the smooth implementation of the change programmes in many Nigerian organisations.

However, employees of the organisations regardless of the type, sector or environment would resist change when they are being face with the threat of losing their jobs. This happen most in a situation when the motives for change implementation are not clearly communicated to the employees. In addition to the above, the fact remains that change is all about people (Nonas, 2005) and as such, implementation of change must revolve round the people in the organisation to avoid hard resistance that could be detrimental to the smooth achievement of change goals and objectives. Hence, it is important that organisation undergoing change programme must as a matter of necessity educate the employees on the need for change, give them the opportunity to participate in the decision that affect them in the workplace through various means and give consistent feedback as change programme progresses through various media of communication in order to sustain employee performance.

Hence, this study focused on the textile manufacturing sub-sector, where five leading companies who have been in operation for the past two decades were used. The choice of the textile sub-sector was born out of its relevance and strategic importance to the economic development drive of the country. Besides, the Federal Government of Nigeria is doing everything possible to revive the ailing industry, which was once the second largest employer of labour after the Federal Government in the 1980s up to the early 1990s. The government is driving this through many forms of interventions and policy directives. The firms in Lagos State were chosen as the focus area due to the undisputed fact that Lagos is the economic nerve Centre of Nigeria (Nwagwu & Oni, 2015) and as such, housed appreciable number of the headquarters of the few surviving textile companies in Nigeria because of its strategic position in the country.

Therefore, it is with this background that this study sought to examine how resistance to change management influence the performance of employees of the selected textile-manufacturing firms in Lagos State, Nigeria.

Statement of the Problem

One among many challenges to change programme is the resistance to change posed by employees in the organisation, thereby making implementation and management of successful change programmes in organisations ineffective and very problematic. This happens when employees have no clear ideas on the reasons for and the benefit that will accrue to them regarding the change. Similarly, in many instances they do not get the needed feedback on the progress made even when they were informed about the change. Therefore, lack of effective communication on change programs between management and their employees which keeps them in the dark as per happenings in the organisation comes with a lot of dysfunctional outcomes such as low commitment, uncertainty, feeling of insecurity, low productivity and low morale that affects over all employee performance.

Likewise, many organisations do not involve employees when planning and implementing and managing change that directly affect them in the workplace. During organisational change, management usually decides how a change will take place and what method to incorporate the change, without actually involving and entrenching the participation of the employees to elicit their support. This is born out of the primitive belief that as the owner of the business, employee has no option than to agree with the management being the owner of the business who hires and fires. Overtime, this act of business managers have the tendencies of impacting negatively on the level of commitment, dedication, productivity as well as employees' job satisfaction and ultimately their overall job performance (Hellriegel, Slocum & Woodman, 2001).

Research Objectives

The main objective of this study was to examine the impact of resistance to change management on employees' performance of selected textile manufacturing firms in Lagos State, Nigeria. The specific objectives were to:

- i. determine the extent to which change communication influences employees' productivity; and

- ii. examine the extent to which employee participation influences employees' job satisfaction

Research Hypotheses

In line with the objectives set above, the following null hypotheses were formulated:

- Ho1: Change communication has no significance influence on employees' productivity
- Ho2: Employee participation has no significant influence on employees' job satisfaction

Literature Review

Concept of Resistance to Change

Resistance to change have been defined by writers and researchers in different ways, which ushered in many conceptualisations of the concept. Reviewing these, Piderit (2000) presented three dimensions to the understanding of the concept of resistance to change which includes but not limited to behavioural, cognitive, and affective dimension. When employee take actions in a precise manner or have the intent to do something relating to the change falls under the behavioural dimension. The cognitive dimension of resistance to change is concerned with people's faith and thoughts about the change. The last dimension, which is affective in nature, involves how one feels or the general feeling about a situation. In short, the response to change along the behavioural, cognitive and affective manner is an act of resistance to organisation change by employees in organisation. (Piderit, 2000; Oreg, 2006).

Chawla and Kelloway (2004) sees resistance as attitude or behaviour that tends to frustrate the set objectives of organisational change program. It involves those behaviours that drive towards the retention of the status quo against the efforts directed at changing the current state of being in the organisation. Resistance is the outcome of employee's response to change in organisation. In fact, one of the major reason for the failure of most change efforts is the strong effect of resistance by organisational stakeholders. (Egan & Fjermestad, 2005).

Miller and Friesen (2003) exacerbated the argument on resistance to change by stressing that employees tend to show resistance to change even when the business environment threatens extinction. Resistance post a serious threat to the success of the individual employee as well as the organisation. In the implementation of change, resistance is one of the most central causes of failure (Piderit, 2000; Kotter & Schlesinger, 2008).

Types of Resistance

Burke (2008) classified employee resistance in the workplace in to three main types as: Blind resistance:- where a few people in an organisation are afraid and intolerant of change regardless of how robust and beneficial the proposed change looks like. Such category of people will just post a knee-jerk reaction to the change. Political Resistance:-This comes to bear when employees perceived a threat to their power base, status, size of budget, reward systems and other things of value as well as their role in the organisation when change is implemented. Ideological Resistance:- where intellectually honest people can disagree about organisational change.

Appreciable members of the organisation might see the projected change as ill timed, unworkable or will be a quagmire to expected benefits of change.

However, Chawla and Kelloway (2004) made two categorisation of resistance as: attitudinal, which denotes a psychological refutation of the need to change, and behavioural, behaviours That echo an reluctance to agree with the change. In the view of Smollan (2011), resistance can be active or passive in nature. To him active resistance has to do with being critical, finding fault, appealing to fear and selective use of facts. On the other hand, passive resistance encapsulates the exhibition of behaviour such as; agreeing but not following through, procrastination and withholding of information.

Reasons for Resistance to Change

Generally when change is introduced, it comes with changes in working conditions, loss of individual control over work, variation in wages and reward systems, change in employment levels, job security, and ultimately loss of job satisfaction. All these makes employees to feel unsafe which brings fear and anxiety when a change is introduced in any organisation (Mullins, 2005). The fact that change comes with high capacity to guide business through the volatile business environment and guarantees competitive strength, organisation stakeholders repeatedly respond to change efforts negatively and resist change (Boohene & Williams, 2012).

Kanter , (1992) identified what she called the ten most common reasons for resistance to Change across organisations as; Loss of control, Excess uncertainty, Surprises, the difference effect, Loss of face, Concern about future competence, Ripple effects, More work, Past resentments and sometimes the threat is real. She submitted that organisation managers or change agent should strive to educate and involve employees on the change programs to allay these fears and minimise possible resistance to change.

Resistance to Change management Strategies

Singh, Saeed and Bertsch (2012) sees change management as the means to plan, initiate, realise, control, and stabilise the change process on both the corporate and the personal level by handling obstacles (i.e. resistance) carefully through the following among many other strategies:

Change communication

Change communication is an organisational communication system that is specific to change efforts (Zorn, Page & Cheney, 2000). Communication is central to the success or otherwise of change in organisation and at the same time a reliable tool for managing possible employee resistance to the change initiative (Goodman & Truss, 2004; Dolphin, 2005). During change process, an important and effective tool to announce, explain and elicit employee's participation is communication through its various modes. Open communications with others facilitate loyalty and trust which eventually leads to greater job satisfaction, employee engagement, attitudinal change, organisational commitment and subsequently high productivity (Khosa, Rehman, Asad, Bilal, & Hussain, 2015).

Forms of Change Communication in the Workplace

Workshops: Workshops is a participatory and an interactive method of educating employees on the happenings in an organisation. It is conducted by people with experience within or outside the organisation to promote genuine participation with the ultimate goal of bringing ideas together to address identified problems (Koehler, Mishra, & Yahya, 2007; Jaipal & Figg, 2010).

Committees: A committee is a sub-group of employees in an organisation identified and brought together to perform certain duties either on a temporary, permanent or semi-permanent basis assigned to review and update the company performance in relation to existing realities in the business world (Oyebade, Ajayi & Oyeyipo, 2007).

Workgroup: Work group is a structured group of employees working to perform certain tasks driven by a well thought out-group goals built on coordinated interactions and interrelated relationship among employees in the organisation (Forsyth, 2010).

Conferences: Conferences are a multi-disciplinary practice and conducted on a global scale. As expected, business conference are designed and organised to take care of employee working in the same organisation, industry or sector. They assemble to deliberate on the current realities as well as opportunities abound regarding their business line and outline possible scenarios of its development (Rowe, 2018).

Workplace forums: Workplace forums are the vehicle of choice to institutionalise industrial democracy in an organisation. Workplace forum allows for joint consultation and decision making on a range of workplace related issues outside wage and other employee benefits issues. In fact, it build cooperation and understanding between employers and employees in the organisation. The strength of workplace forum lies in its ability to entrench organisation democracy and promote operational efficiency through employee participation. (Okharenia, 2007).

Emails: Email is a computer-mediated communication (CMC) and an information and communication technology that is used extensively by organisations whose effective use can provide individual and corporate benefits. Effective deployment of e-mails have the capacity to create a bond between the organisation and its stakeholders, increase the speed of operation. Besides, it also has the capacity to improves employees' productivity, facilitate exchange of information between management and employees, improve the service and product quality as well as streamline processes and transactions in the organisation (Rui, Silvia & Cristina, 2013).

Bulletin: News bulletin is a short report summarising the achievements, existing programmes, and future plans of an organisation. It is a news concerning some of the on-going happenings in the organisation. Companies do publish a monthly bulletin about coming events and programmes to keep employees abreast of the happenings in the organisation. This however is a widely used medium of communication in all forms of organisations (Miller, 2015).

Employee participation

Participation and involvement is one of the most common strategy that management use to accommodate their employees in to the ongoing change

programmes, processes and procedures in the organisation. It is often the best tool commonly adopted during change process to reduce possible resistance by employees and other stakeholders in the organisation (Whelan-Berry & Somerville, 2010).

Forms of Employee Participation in the work place

Board membership: Board membership or representative participation is a form of employee involvement achieved by selecting or electing employee representatives from the different departments and teams to sit on the organisation board. The process is consultative where employees elect representatives who are mandated to discuss with senior management the issues that concern employees. This forum provides employees with a chance to contribute to proposals before they are presented to senior management for implementation (Apostolou, 2000).

Company Ownership: According to Judge and Gennard (2005), financial participation enables employees to share in the financial achievements and failures of the company through share purchase and ownership. Besides, when employees have a stake in the organisation, their level of commitment is boosted towards the attainment of organisational goals and objectives and thus higher job performance (Alidou, 2011).

Collective bargaining: Collective bargaining is a 'process of negotiation and conclusion of collective agreements on the demands of workers concerning certain improvements in the terms and conditions of employment. It involves a situation whereby employees' representatives meet with employers' representatives to bargain and agree on matters affecting employees at work such as wages and salaries and other conditions including housing, transport, leave allowances, medical care, pension, gratuity etc. (Robinson, Monday & Udeorah, 2018).

Quality Circles: Quality circles is a system where team of workers jointly participate in a deliberation by contributing their views, ideas and critical solution towards solving work related organisational problems. Quality circles provide an opportunity for employees to solve problems together. Through this, they are able to isolate, examine and devise a solutions towards reducing cost of production. Quality circles have been known to reduce costs, enhance productivity, enhance employee career development and increase job satisfaction (Kreitner & Kinicki, 2007).

Employee Productivity

Organisations across sectors commonly set improvement in employee productivity as key objectives towards their growth and survival. This is because organisations and its employees tends to benefit much when employee consistently achieve improvement in productivity. They includes and not limited to, higher productivity, economic growth, large profitability and better social progress, better wages/ salaries, better working conditions, and favourable employment opportunities (Sharma & Sharma, 2014).

Besides, employee productivity is often used by the organisation as a gauge of measuring the efficiency of employees or group of employees in the workplace. In fact, company's profit has a direct link to employees and by implication organisations' level of productivity (Sels, De Winne, Delmotte, Maes, Faems, & Forrier, 2006). Productivity also involved the amount of employees' output in terms of units of a product or service produced or rendered within a given period (Piana,

2001). Employee's productivity is seen as a central objective of all businesses to the extent that it has become a tool for measuring the success level of both organisation and individual employee (Cato & Gordon, 2009; Sharma & Sharma, 2014).

Employee Job satisfaction

Job satisfaction connotes the magnitude to which employees have positive or favourable feelings towards work and the work environment. Job satisfaction consists of several facets. It includes satisfaction with the supervisor, relationship with co-workers, the management, present pay, nature of work, and opportunities for prompt knowledge of the happenings in the system through education, participation and communication. (Muchinsky, 2000; Hoy & Miskel, 2007).

It is a combination of positive feelings about one's job based on one's evaluation of the characteristics of the job and a positive emotional state that results from the evaluation of the experiences given by the job, or a traditional state of mind and views of an employee regarding his or her job (Robbins & Judge, 2007). Job satisfaction has the potential to affect a wide range of behaviours in organisations and contribute to employees' levels of wellbeing and performance (George & Jones, 2008).

Theoretical Review

Stakeholder theory

Edward Freeman (1984) built his stakeholder theory on the premise that a company's stakeholders encompasses individual, group and firms that the company's decisions and actions can affect from time to time. This view, runs contrary to the existing shareholder theory earlier proposed by economist Milton Friedman (1970) who maintained that the business of business is business and thus the concern of business organisation should only be its shareholders and its profitability drive. Friedman (1970) argued that companies are compelled to make a profit, to satisfy their shareholders, and to continue growth. The stakeholder theory describes the composition of organisations as a collection of various individual groups with different interests. These interests, taken together, represent the will of the organisation. Therefore, in order to attain the cooperation of all stakeholders, business decisions and actions should consider the interests of this collective group. Similarly, to Freeman (1984), stakeholders includes those collective groups without whose support the organisation would cease to exist.

Agency theory

Agency theory propounded by Jensen and Meckling (1976) is a frequently used theory in the understanding corporate governance. Agency theory is a contract between the owner (principal) and managers as agents. Going by agency theory, the principal is the shareholder and the managing agent is the manager of the firm. The shareholders hope that the agent will act in the interests of the shareholders so that they can delegate authority to the agent. However, mostly there is a difference of interests between shareholders and agents, as well as the asymmetry of information, resulting in frequent conflicts. In this case, the manager represents the owner and the agent is the employees. Each of the agent comes into an organisation with different interest, which often runs in conflict with each other, brought in to alignment for the organisation to achieve the organisation set of objectives (Arifin, 2010).

However, this study is anchored on stakeholder theory, which reiterate the need to carry all stakeholders along as regards the state of things in the organisation through all possible means as a way of managing resistance and thus boost employees' performance in the workplace. It emphasizes the need to exhibit organisational democracy whereby employees are given the opportunity to be part of the decisions that have serious bearing on their future and survival in the workplace.

Empirical Review

Ahsanullah and Sharif (2020) examined how participation in decision-making influence the job satisfaction of employees of Afghanistan International Bank. The study also looked at the influence of employee commitment, organisational structure, leader behaviour, academic level, and workplace on the job satisfaction of the staff. The study population are the entire staff of Afghanistan International Bank. Formulated hypotheses were tested with use of Regression analysis. The outcome of the test indicated a strong and positive effect of employee participation on their job satisfaction in the workplace.

Hee, Qin, Kowang, Husin and Ping (2019) examined the effect of various types of communication on employee performance in a property development company in Malaysia. Survey questionnaire approach was applied to collect data in this study. A total of 120 respondents participated in this research. The results shows that communication, regardless of the type has positive and strong effects on employee performance.

Kasaya and Munjuri (2018) investigated the influence of employee involvement on job performance in Kenya medical research industry. Descriptive research design was applied for the study. A total of 867 employees of one regional research institute made up the population of the study. The findings from the study showed that supervisors kept employees updated about the future direction of the organisation and that representative participation was found to be an important means to involve employees for efficient job performance.

Udu and Eke (2018) examined communication processes and its effect on employees' performance across five civil service ministries in Bayelsa State. The study made use of a survey design and needed data generated with questionnaire. From the 290 questionnaires administered, only 283 were filled and returned for analysis. Formulated hypotheses were tested through multiple regressions analysis. Findings indicated that messages sent, messages received, message medium, and feedback mechanism were significant predictors employees' performance.

Udjo and Benjamin (2016) examined the effect of obstacles and resistance on change in organisations with reference to Saudi Telecommunication Companies. The study population stands at 750 out of which a sample of 464 respondents were selected with convenience sampling techniques. The outcome from the test revealed that imposition of change without effective communication is responsible the resistance to change by employees across the organisations investigated. This however, have overall negative impact on employees productivity and the organisation at large.

Asamu (2014) investigated the connection between communication and employees' performance with reference to some selected companies in Lagos State.

The results of the study revealed that a relationship exists between effective communication and workers' performance, productivity and commitment. The study recommended that managers would need to communicate to employees regularly to improve their commitment, productivity and overall performance. Azadeh and Sadegh (2012) examined the effect of employees' participation and communication on employees' job satisfaction. The findings from the study revealed that employees' participation have significant and positive effect on employees' job satisfaction. Finally, the study recommends that organisations should consistently dwell to improve employees' job satisfaction by providing enabling environment for employee through participation, involvement and communication.

Methodology

The study examined the effect of managing resistance to change on employees' performance of the selected textile-manufacturing firms in Lagos state, Nigeria. The study adopted a cross sectional survey research design. Needed data was obtained with the use of a structured questionnaire. The research instruments reliability test gave a Cronbach's Alpha coefficient result of 0.88, which was above the threshold of 0.70 suggested by Nunnally (1978). The questionnaire were distributed to 365 respondents, out of the total population of 4115 employees of the five selected firms. The Taro Yamane (1967) sample size determination formula was used to determine the sample size of the study. Out of the 365-questionnaire distributed to the respondents, 294 were filled and returned, representing 80.5% response rate.

A multi stage sampling techniques were adopted for the distribution of the questionnaire. Multistage sampling is appropriate as it makes data collection more practical for large population. Besides, it simplifies researcher's job especially when a comprehensive list of all elements of a population does not exist or is not suitable. It is also useful when costs and implementation time need to be minimised (Agresti & Finlay, 2008). Here, purposive sampling was used in selecting the textile firms operating in Lagos state used for the study, the staff in the selected firms were grouped into strata according to their levels of management. Consequently, respondents were selected from each strata randomly to allow for fair representation of each strata across the selected firms. The questionnaire was administered personally with the help of three research assistants. The hypotheses stated for the study were tested using multiple regression analysis aided by statistical package for social science (SPSS) version 16.0 software.

Data Analysis and Presentation

This section deals with the analysis and presentation of the data gathered from the response of the respondents to the questions relating to the topic under investigation. The study made use of multiple regression analysis to analyse the obtained data as presented below:

Test of Hypothesis Using Multiple Regression

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.745	.66470

Source: SPSS Printout, 2020

As shown in table 1 the model summary of the effect of Change Communication on Employee productivity. The table shows Correlation coefficient (R) and R-square to be 0.865 and 0.748 respectively. This explains that, change communication is highly and positively related to employee productivity. Thus, its variables explained for about 74.8 % of the variations in employees' productivity while the remaining 25.2% was explained by other factors not included in the model.

Table 2: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.010	.531		3.786	.000
	Email/Bulletin	.528	.031	.537	16.998	.000
	Conferences	1.320	.052	.772	25.545	.000
	Workshops/Committee/Working-Group	.242	.082	.097	2.967	.003
	Forum	-.740	.040	-.532	-18.487	.365

a. Dependent Variable: Employee productivity

Source: SPSS Printout, 2020

As shown in table 2 the regression coefficient table where Workshops/Committee/Working-Group, conferences, and email/Bulletin were statistically significant to Employees' productivity with probability value less than 0.05. On the other hand, Forum was statistically insignificant to Employees' productivity as its probability value was greater than 0.05. With this, it is sufficed to say that change Communication variables have significant influence on Employees' productivity. This is in line with the findings of Udjo and Benjamin (2016) as well as that of Asamu (2014) where they submitted that; among many causes of change resistance is the imposition of change by force without any or much needed communication regarding the need for the change which have overall negative impact on employees productivity and the organisation which all organisation manager must guide against.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.735	.66907

a. Predictors: (Constant), Collective bargaining, Board membership, Company ownership, Quality Circles

Source: SPSS Printout, 2020

As shown in table 3 the model summary of the impact of Participation on Employees' job satisfaction. The table shows Correlation coefficient (R) and R-square to be 0.859 and 0.738 respectively. This explains that, employee Participation

is highly and positively related to employees' job satisfaction. Thus, employee participation variables explained for about 73.8% of the variations in employees' job satisfaction while the remaining 26.2% was explained by other factors not included in the model.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.530	.604		2.534	.001
Quality Circles	.704	.052	.013	13.573	.000
1 Company ownership	1.399	.052	.830	27.011	.000
Board membership	-.277	.047	-.206	-5.963	.431
Collective bargaining	.775	.082	.298	9.430	.002

a. Dependent Variable: Employees' job satisfaction

Source: SPSS Printout, 2020

As shown in table 4 the regression coefficient, Company ownership, Collective bargaining and Quality circles were statistically significant to Employees' job satisfaction with probability value less than 0.05. On the other hand, Board membership was statistically insignificant to Employees' job satisfaction as its probability value was greater than 0.05. With this, it is sufficed to say that employee Participation variables have significant influence on Employees' job satisfaction. This outcome is in tandem with the findings of Kasaya and Munjuri (2018) as well as Azadeh and Sadegh (2012) where they agreed that employees' participation have significant and positive effect on employees' job satisfaction.

Discussion of Findings

From the result of objective one, the findings revealed a significant and positive relationship between change communication and employees' productivity. However, it was observed that the relationship between forum as a means of communicating employees on change and employee productivity is a negative one with $P_value \geq 0.05$, which implies that the management of the organisation studied is not exploring the strength of forum as a tools for communicating change. Consequently, the other variables; workshop\committees\workgroup, conferences and email\bulletin are positively significant to the attainment of employee productivity and eventual employee performance. This shows that these variables (as a means of managing employee's resistance to change) has significant effect on employee productivity in the work place. This is in line with the findings of Udjo and Benjamin (2016), Hee et'al (2019), Udu and Eke (2018) as well as that of Asamu (2014).

The result of Objective two indicated that the relationship between resistance to change management strategy of employee participation variables and employee job satisfaction were significant except for Board membership which is not significant to employee job satisfaction with ($P_value \geq 0.05$). This implies that the management of the organisations studied do not have or appoint any staff representative into the board of any of them. This outcome is in tandem with the

findings of Ahsanullah and Sharif (2020), Kasaya and Munjuri (2018), as well as Azadeh and Sadegh (2012).

Conclusion

Based on the findings as discussed above, the need to effectively manage resistance to change to achieve and sustain employee performance is obvious. The impact of change communication on employee productivity is significant and that employee participation on the matters that affect them in the workplace has the capacity to reduce possible resistance to change and thus has strong and significant influence on employees' job satisfaction. With these findings, it is suffice to conclude that resistance to change management has positive and significant influence on employees' job performance.

Recommendations

Based on the conclusion drawn above, the paper made the following recommendations:

- i. Since change is constant in anything progressive, organisational leaders should embrace the use of efficient and effective change communication system whenever a change is desired to allow for buy in and trust between the workers and the management thereby creating a favourable operating environment that propel employees' commitment to higher productivity and sustained performance.
- ii. As much as possible, Owners and Management of business organisation in Nigeria should belief in and consistently encourage the tenet of organisational democracy through employee participation and involvement in decisions that affect them in the workplace. This would reduce possibility for resistance, build commitment, increase organisational engagement and as such guarantees job satisfaction, as they will have the feeling of fulfilment since they are deeply involved in the decisions being taken in the organisation.

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