
CORRELATIONAL ANALYSIS ON THE EFFECT OF CHANGE MANAGEMENT ON ORGANIZATIONAL PRODUCTIVITY (A STUDY OF PZ CUSSON ABA, ABIA STATE)

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Abstract

The need for organizational change is aimed at keeping pace with organizational productivity and growth over time. Thus the study correlates the effect of change management on organizational productivity in PZ Cussons Company Plc. in Aba, Abia State. The aims and objectives of the study were to; Evaluate the effect of technological change on organizational productivity in PZ Cussons Company Plc. in Aba, Abia State, determine the effect of change management on organizational productivity in PZ Cussons Company Plc. in Aba, Abia State, ascertain the effect of organizational restructuring on organizational productivity in PZ Cussons Company Plc. in Aba, Abia State and determine the effect of change management on employee motivation in PZ Cussons Company Plc. in Aba, Abia State. A total of three hundred and six questionnaires were directly distributed by the researcher to the staff of; the auditing unit, human resource management, account unit, budget planning, and production department. The responses were queued into excel and empirical analysis was carried out. The result of the analysis shows that; change management has a significant positive effect on organizational productivity in PZ Cussons Company Plc. Aba. The study recommended accordingly that; PZ Cussons Company Plc. and other organizations should ensure that proper management changes are made as at when due so as to facilitate organizational growth and increased productivity. The study, therefore, concludes that change remains the most reliable variable to beckon for increased organizational productivity, effectiveness, and efficiency in PZ Cussons Company Plc. Aba, Abia State.

Keywords: *Organizational Productivity, Technology, Change Management, Organizational Restructuring*

GENERAL INTRODUCTION

The need for organizational growth and increased steady productivity has given rise to change management, as it has been conceptualized as the process of continually renewing an organization's direction, structure and capabilities to serve the changing needs of external and internal customers. Similarly, Raineri (2020) posited that change management practices relate to a variety of organizational interventions that when executed properly and in consistency with internal and external organizational events, facilitate the enactment of organizational change processes. A change in one aspect impacts another immediately. However, when you do not practice the change management that looks after the future, the future will not look after you.

Although, the tendency for successful organizations to fail to innovate is just that: a tendency when too much of interest is been put on current business, it's hard to look ahead. Change projects fail more often from lack of effective change management. If managers had control over this factors, one would argue that they keep the same and

operate business, but in the case is not so, organizations usually operate in environment over which they had little control. Technology is continuously changing, competitors are trying new things and customers change their preferences and demand different products (Arora, 2019).

Also, workers change attitudes towards work that are not fixed and because of things that happen in people's lives outside the work place. Change is unavoidable and managers all over the world are adjusting to the changing market conditions and at the same time facing the need for generating a proactive rather than a responsive managerial system. They are examining for ways to cope with an increasingly complex technology and more refined labor force or teams. To achieve varied goals, managers need more than fragmentary ad-hoc change programmes dealing only with present challenges. They need change management methods to prepare for upcoming organizational competitive difficulties (Burnes, 2019).

Consequently, McShane and Glinow (2019) maintained that strategic change implies visionary or transformational change, which is concerned with broad long term and organization wide issues. It focuses on moving the organization to a future desired state and also covers the purpose and mission of the organization. It makes a noticeable impact on the organization, or on the part of the organization undergoing the change. According to Armstrong (2009), Change Management (CM) emphasized the need for the Change Management Plans and strategies to be formulated within the context of overall organizational strategies and objectives and to be responsive to the changing nature of the organization's external environment (Claver and Gasco, Llopis, Gonzalez, 2022). It is an approach which requires interpretation and adaptation by practitioners to ensure the most suitable fit between business strategies and plans. Thus, the overall themes of Change management are the integration of all institutional functions, adherence to broad organization goals and responsiveness to the external environment which is sacrosanct to the broad objective of this empirical investigations, domiciled within the confinement of correlating the effect of change management on organizational productivity; A study of PZ cuss on Nigerian Plc. Aba.

Change Management Problems

Ideally, organization productivity has been on the rise as a result of improvement and adoption of change management by most organization. This is because the change in management influences greatly on employees and therefore if proper change is adopted and implemented, it results in increased organization productivity. This is simply because in every change proposal, there are always forces for change and forces against change (Sidikova, 2011). Past empirical studies have mixed results on the effect of change management on organization productivity. This has constituted a problem in the academic world on ascertaining the exact effect of change on employee management in an organizational productivity

Furthermore, Armstrong and Baron (2004) opined that the practices of Change Management are concerned with how well changes are managed in organizations so as to achieve competitive advantage through the strategic creation of a highly committed and capable workforce. There has been a debate by numerous researchers whether change should always be positively related to firm productivity. Although most of the studies speak of Change practices leading to productivity, such a one-way line of causation is unsatisfied (Edwards and Wright, 2001). The usual key critique of change management and

organizational productivity is that which sound theoretical development that explains how such Change management practices operate is absent (Becker and Gerhart, 2016). In an effort to address such theoretical developments in this area, researchers have proposed further studies to consider intermediate linkages between Change management and organizational productivity (Ferris, 2017). Accordingly, a better understanding of the role of Change management in creating and sustaining organizational productivity and competitive advantage should be achieved through further theoretical development and empirical evidence, which this study provides by correlating the effect of change management on organizational productivity in PZ Cussons Company Plc. Aba, Abia State

Aims of the Study

The main objective of this study is to correlate the effect of change management on organizational productivity of PZ Cussons Company Plc. Aba, Abia State.

The specific objectives of the study are to:

- i. Identify if there is a positive correlational association between Technological Change and Organizational Productivity in PZ Cussons Plc Aba, Abia State.
- ii. Examine the extent to which strategic change influences organizational productivity in PZ Cussons Plc Aba, Abia State.

REVIEW OF RELATED LITERATURE

Change Management Ideology

Change management is a “systematic approach to dealing with change, both from the perspective of an organization and on the individual level”. Change management is an organized approach to changing individuals, teams and organizations from a present state to a desired future state, to achieve or implement a vision and policy. It is an organizational process intended at empowering employees to admit and embrace changes in their present environment. There are different streams of thought that have formed the practice of change management (Okonkwo, 2016).

Also, Val Fuentes (2003) identified organizational change as an empirical observation entity of variations in shape, quality or state over time after the deliberate introduction of new ways of thinking, acting and operating while Hill and Jones (2001) view it as a move from a present state to a future state that increases competitive advantage. Burnes (2004) states that in complex conditions, organizations face environments difficult to comprehend. There is therefore a combination of uncertainty and complexity.

According to (Ebe, 2017), management of change is a critical part of any plan that leads, manages, and allows people to accept new processes, technologies, systems, structures, and values. It is the set of actions that helps people transform from their present way of working to the desired way of working. Change management is “the continuous process of aligning an organization with its marketplace-and doing so more responsively and effectively than competitors.

Change in Organizational Context

To survive and insure perpetuity, companies must exchange large parts of their secure traditions for untried paths into the future (Muturi, 2006). Organizations experience three types of enduring change:

- **Developmental Change:** Natural growth,
- **Transitional Change:** Evolve slowly to a 'known state'

- **Transformational Change:** Moving into the unknown.

An organizational change in which the organization evolves slowly is called transitional change.

However, when faced with several challenges at the same time, most corporate leaders realize that controlled series of transitional changes just will not move their organizations fast enough. When transitional changes are not enough, organizations need to move to a radically different, and sometimes unknown, future state in what is perceived as one big change. This process is defined as transformational change (Schneider, 2007).

In small and old mature organization, the fixed norms of culture become a liability and may act as resistance to change because of fear amongst its employees (Rukunga, 2003). Another obstacle to change is mindset of employees at all levels. Therefore, during transformational changes, small company faces challenges to adapt to big 'one size fits all' matrix-based technology. Successful organizational change is a collaborative effort.

Those who would implement significant transformations in the enterprise must also take responsibility for managing their relationships with the people who have the authority to determine the nature and shape of the company. The role of the implementer is that of a change agent because that person acts on behalf of principals. Firms that implement change should be aware that this may result in increased turnover, partly because changes in the pattern of work are likely to result in greater incidence of shocks (Lee, 2009).

Theoretical Framework

According Kothari (2004) a theory is a coherent group of tested propositions commonly regarded as correct that can be used as principles of explanation and prediction for class of phenomena. In line with this definition, the study is anchored on Three-Step Change Theory of Kurt Lewin (1951) who introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change. According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods.

First, increase the driving forces that direct behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group (Robbins, 2005).

Levin's second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group

to well-respected, powerful leaders that also support the change. The third step of Lewin's three-step change model is refreezing.

This step needs to take place after the change has been implemented in order for it to be sustained or "stick" over time. It is highly likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin's third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures (Robbins 564-65). Therefore, Lewin's model illustrates the effects of forces that either promote or inhibit change. Specifically, driving forces promote change while restraining forces oppose change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces (Robbins, 2005).

Empirical Reviews

Machuki and Aosa (2022). examined the issue of the existence of threshold effects in the relationship between technology change and employee performance using a new econometric technique that allows for appropriate estimation procedures and inference. They further explained that changes in technology and physical setting to the ways change can be accomplished significantly affect the level of employee performance. In their paper titled technology change and employee performance the Cameron and Green, (2005) argued that the degrees of aggregation of technological innovation by organization and nation determine its performance and development. This is related to management and control of internal and systems and its response to external system. Significant improvement in output, productivity and growth are achieved when they use new technology. Increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation.

Fedor, (2021) on organizational change and its impact on employee performance. Their study investigated thirty-two different public and private organizations. They divided employee performance into two parts employee performance according to the change initiative and employee performance according to the organization. Results indicated that both employee performance types were impacted by a three-way interaction of the overall favorableness positive/negative of the change for the work unit members, the extent of the change in the work unit, and the impact of the change on the individual's job performance. There is completed a study of 164 employees that determined variables that predicted an individual's commitment to an organizational change by Cummings and worley (2005).

Dauda and Akingbade, (2019) using panel data from 13 countries found that technology change can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically. Advancement makes employees more effective and firm more efficient. Technological advancement can improve employee and firm performance as well (Li and Deng, 1999). Employee can more rapidly acquire new knowledge and further advancement competencies through training.

RESEARCH METHOD

The researcher adopted the survey research design which suits the research due its descriptive and interactive measure to harness information from a given the study

population on the effect of change management on organizational productivity in PZ Cussonss Nigeria Plc Aba.

Sources of Data

The researcher utilized primary source of data consist the use of questionnaires and oral interview. The researcher decided to employ this technique due to its importance to the research. Thus, the research instrument to be use in the process of this research is questionnaire which will be administered to the staff of PZ Cussonss Nigeria Plc located in Aba Abia State. The questionnaire will be structured using 5 point likert scale of Strongly Agreed (SA), Agreed (A), Indifference (I), Disagreed (D), and Strongly Disagreed (SD).

Sample Size Determination

However, for obvious reason, the entire population cannot be studied, hence there is need to select a sample that is a representation of the target population. To determine the sample size for this study Taro Yemen's $\frac{N}{1+N(e)^2}$

Where;

n = sample size, population size

e = error level of significant.

The square maximum allowance for sampling error or level of significance is 5% = 0.05

Hence:

n=?, N = 1302, e = 0.05

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

$$= \frac{1302}{1 + 1302(0.05)^2}$$

$$= \frac{1302}{1 + 1302(0.0025)}$$

$$\frac{1302}{1 + 3.255} = \frac{1302}{4.255}$$

n = 306 approx.

n = 306, therefore is the sample size. Since the sample size used in the survey is three hundred and six (306) as derived from the above formula, this was the number of questionnaires administered.

Method of Data Analysis

This research made use of descriptive statistics and inferential statistics: descriptive statistics involves the use of table, frequency, percentages, mean, etc. while the inferential statistics was carried out using simple regression analysis in the testing the hypotheses formulated in section one

PRESENTATION, ANALYSIS AND DISCUSSION

To correlate the effect of change management on organizational productivity, a total number of three hundred and six questionnaires, were issued out by the researchers to staff of PZ Cussonss Nigeria Plc in Aba, Abia State. The table below presents the distribution of the questionnaires to the sampled respondents. The generated data was presented and analyzed in the subsequent sub-heading below.

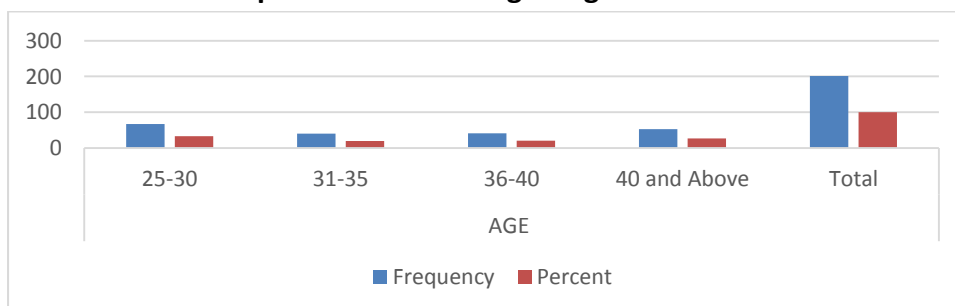
Distribution and Collection Questionnaire

Respondents	Distributed Questionnaire	Returned Questionnaire	Not Returned	% of Returned	% of not Returned
Account Unit	45	35	10	17.4	9.5
Human Resource	60	40	20	19.9	19.1
Budget Planning	51	41	10	20.4	9.5
Auditing	39	30	9	15	8.6
Production	111	55	56	27.4	53.3
Total	306	201	105	100	100

Source: Survey Data, 2023

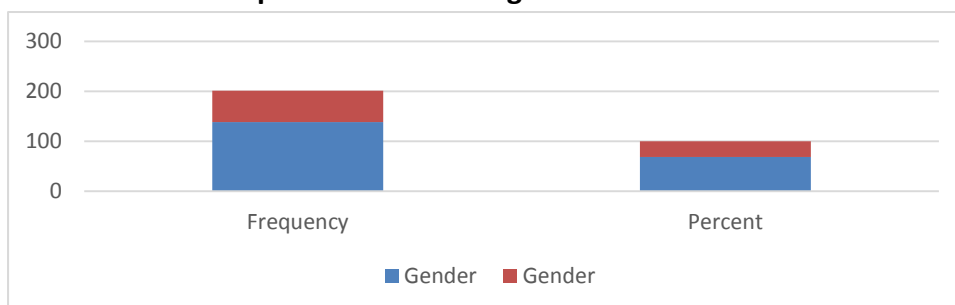
In other to amplify the effect of change management on organizational productivity in PZ Cussonss Nigeria Plc in Aba. A total of three hundred and six questionnaires were directly distributed by the researcher to the staff of; auditing unit, human resource management, account unit, budget planning and production department. Forty-five (45) questionnaires were issued to accounting unit with thirty-five (35) being returned and ten (10) not filled and returned. This represents 17.4% of the total population of the study. Human resource management unit received sixty (60) piece of questionnaire, while forty were correctly filled and returned at a percentage value of 19.9% of the total population of the study. Budget planning unit received fifty-one (51) piece of questionnaire, while forty-one were correctly filled and returned at a percentage value of 20.4% of the total population of the study. Auditing unit received thirty-nine (39) piece of questionnaire, while thirty were correctly filled and returned at a percentage value of 15% of the total population of the study. Production unit received one hundred and eleven (111) piece of questionnaire, while fifty-five were correctly filled and returned at a percentage value of 27.4% of the total population of the study.

Distribution of Respondents According to Age



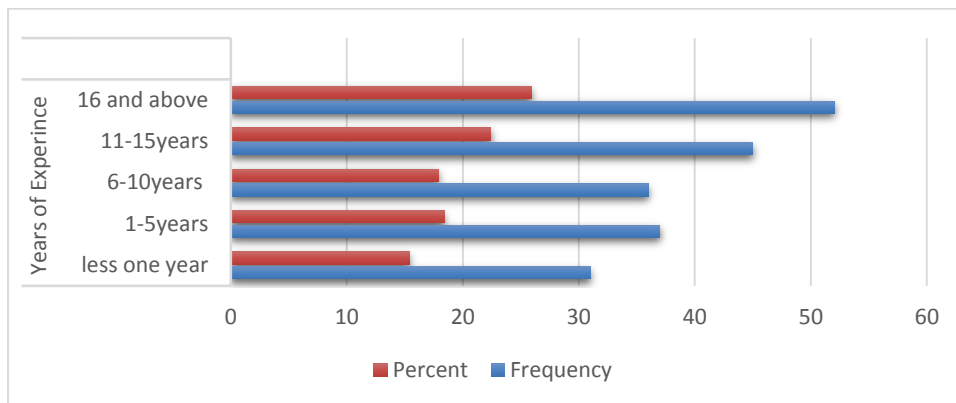
The study above showed the distribution of the respondents according to their age. 67 representing 33.3% of the respondents aged between 25 years and 30 years, 40 representing 19.9% of the respondents aged between 31 years and 35 years, 41 representing 20.4% of the respondents aged between 36 years and 40 years, 53 representing 26.4% of the respondents aged between 40 years and above. This study implies that the respondents in the study area were of different age bracket.

Distribution of Respondents According to Gender



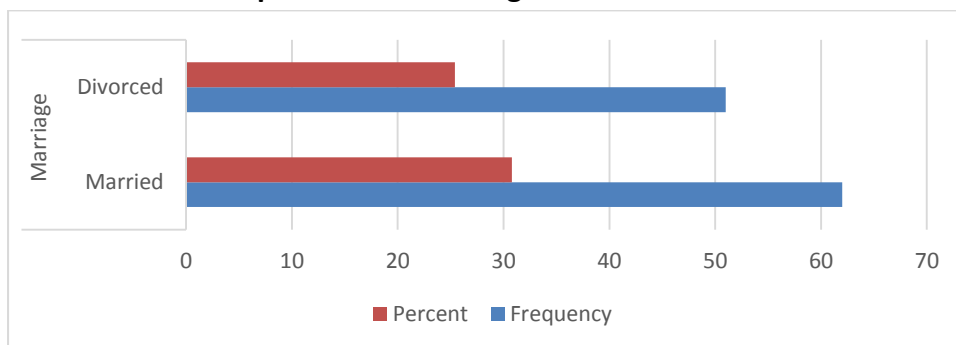
The above at table examined the distribution of respondents according to gender. 138 representing 68.7% of the respondents were male, 63 representing 31.3% of the respondents were female. This study implies that the respondents are of different sex (i.e. male and female) and that the males were the dominant gender than the female in the study. The findings of this study is in agreement with Li and Bingham (2003) who asserted that men are the breadwinners of homes

Distribution of Respondents According to Years of Experience



The distribution of the respondents according to their years of experience was examined. 15.4% representing 31 respondents had less than one-year experience. 18.4% representing 37 respondents had between 1-5 years. 17.9% representing 36 respondents had between 6 years and 10 years working experience, 22.4 % representing 45 respondents had between 11-15 years working experience. 25.9% representing 52 respondents had 16 years and above working experience. The study showed that the respondents had different years of working experience. Also, the dominant percentage of the respondents had between 16years and above of working experience.

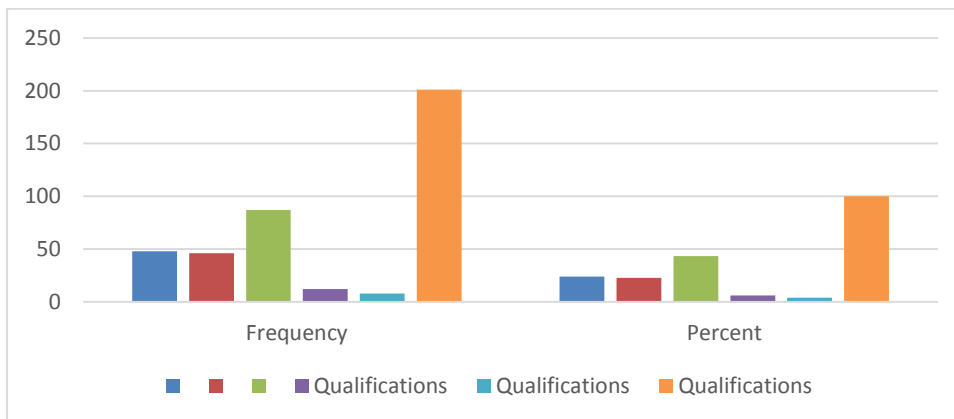
Distribution of Respondents According to Marital Status



Source: Field Survey, 2023

The distribution of the respondents according to their marital status was shown above. The study revealed that 57.5% representing 73 respondents were single while 40.2 representing 51 respondents were married. Also, 3% representing 2.4 respondents were divorced. This implies that the respondents are of different marital status and the majority of the respondents were single.

Distribution of Respondents According to Qualifications



The distribution of the respondents according to their academic qualification was examined above. 23.9% representing 48 respondents had WASC qualification, 22.9% representing 46 respondents had HND qualification, 43.3% representing 87 respondents had B.Sc. qualification, 6.0% representing 12 respondents had M.sc qualification, while 4.0 representing 8 respondents had PhD. The study above implied that the respondents came from different academic backgrounds and that the majority of the respondents had bachelor degree's qualification while the minority had PhD qualification.

Evaluate the Effect of Technological Change on Organizational Productivity in PZ Cussons Company Plc. in Aba, Abia State

S/No	Question Item	SA 5	A 4	N 3	D 2	SD 1	Total	Mean	Standard deviation	Remark
A	Change in technology facilitates ease strategic planning	275	392	90	16	10	783	3.88	1.05	Accept
B	A good technology makes employee training easier to administer	310	284	99	58	6	757	3.75	1.15	Accept
C	Change in technology aids in refining the Decision Making Process	360	300	90	24	12	795	3.93	1.33	Accept
D	Your company can present a unified front to customers, vendors and investors when a common marketing message is used throughout your organization	455	252	48	18	22	828	4.10	0.82	Accept
E	A new technology is better able to prepare qualified employees for management.	280	504	27	14	3	786	3.89	1.16	Accept

Source: Field Survey, 2022,

Key: \bar{X} = Mean, SD = Standard Deviation, Mean Cut-off = 3.00

The advent of technology and technological advancement has facilitated the growth and development of many economies of the world and displaced the view of human capital theorist, as machines perform better and faster than human beings. This has resulted to the

use of capital intensive technique for massive industrial production than the traditional labour intensive approach to production of goods and services. The above table presents the views of the respondents on the effect of technological change on organizational productivity in PZ Cussons Company Plc. in Aba, Abia State commercial hub. Following the responses based on the mean significance of three (3) and above for acceptance. The respondents strongly agreed that; change in technology facilitates ease strategic planning, A good technology makes employee training easier to administer, change in technology aids in refining the Decision Making Process, a new technology is better able to prepare qualified employees for management and that the company can present a unified front to customers, vendors and investors when a common marketing message is used throughout your organization. Extracts from these findings indicates further that, technological change over the years in PZ Cussons Company Plc. has being at the backbone of increased organizational productivity in the company to satisfy the ever increasing market in Aba and its environs. The findings obtained is in alignment with the empirical results obtained by Dauda and Akingbade, (2019) who used panel data from 13 countries and found that technology change can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically. Li and Deng, (1999) asserted that Technological advancement can improve employee and firm performance as well.

Ascertain the Effect of Strategic Change on Organizational Productivity in PZ Cussons Company Plc. in Aba, Abia State

S/No	Question Item	SA 5	A 4	N 3	D 2	SD 1	Total	Mean	Standard deviation	Remark
A	Ensures effective co-ordination of activities	245	260	42	118	14	679	3.38	1.32	Accept
B	It hinders bureaucracy	490	188	51	24	27	808	3.88	1.42	Accept
C	Increase job satisfaction to the subordinates.	365	272	108	24	12	769	3.89	1.15	Accept
D	It encourages exchange ideas, knowledge and thoughts among the employees	600	128	72	36	7	843	4.19	1.17	Accept
E	It enhances mutual understanding and good decision making	270	324	147	34	-	775	3.86	0.91	Accept

Source: Field Survey, 2022

Key: \bar{X} = Mean, SD = Standard Deviation, Mean Cut-off = 3.00

The effect of strategic change management on organizational productivity was examined with five Likert scale and five item statement. The decision was based on 3.0 criterion mean score. Based on the findings, respondent reported that the effect of strategic change management on organizational productivity include; it ensures effective co-ordination of activities, it hinders bureaucracy, it increase job satisfaction to the subordinates, it encourages exchange ideas, knowledge and thoughts among the employees and it enhances mutual understanding and good decision making. This study agrees with the findings of Fugate, Kinicki, and Prussia, (2008) who reported that strategic change boost organizational performance by ensuring effective co-ordination of activities in the organization.

ANALYSIS (TEST) OF HYPOTHESES

H0₁: Technological Change has no Significant effect on Organizational Productivity in PZ Cussons Company Plc in Aba, Abia State.

		Value	Asymptotic Standardized Errora	Approximate Tb	Approximate Significance
Interval by Interval	Pearson's R	.299	.082	4.412	.000c
Ordinal by Ordinal	Spearman Correlation	.153	.068	2.191	.030c
N of Valid Cases		201			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

The twenty first century experience has been dominated by vast technological progress across the globe, thereby giving room for increased need towards further sophisticated technological adoptions in other to meet daily competitive business environments challenges, hence the need to correlates the association ship between technological changes and organizational productivity in *PZ Cussons Company Plc. Aba, Abia State*. Furthermore, the result of spearman correlation indicates a significant probability value of 0.030%, which falls within the threshold of significant criteria for acceptance of positive significant relationship between technological change and organizational productivity over time. Based on the statistical evidence showing a probability value of 0.030% being less than 0.05% in absolute terms, the researcher therefore has absolute empirical and theoretical backing to accepting alternate hypothesis and conclude that, **Technological Change has Significant effect on Organizational Productivity in PZ Cussons Company Plc. Aba, Abia State.**

H0₂: Strategic Change Management has no significant effect on Organizational Productivity in PZ Cussons Company Plc Aba, Abia State.

		Value	Asymptotic Standardized Errora	Approximate Tb	Approximate Significance
Interval by Interval	Pearson's R	-.252	.055	-3.680	.000c
Ordinal by Ordinal	Spearman Correlation	-.156	.067	-2.222	.027c
N of Valid Cases		201			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Also to further associate organizational approach towards strategic change management to organizational productivity over time, the study analyzed the hypothesis using spearman correlation analysis with the result indicating probability values of 0.027% being less than 0.05% statistical requirements for significance. It is based on this verified statistical prove that, the study concludes on the existence of a positive correlation between strategic change management and organizational productivity in PZ Cussons Company Plc. in Aba, Abia State.

DISCUSSION OF RESULT

The need for the sustainability and continued survival of organizations has remained the fore goal of different organizational management boards especially in PZ Cussons Company Plc. in Aba, Abia State. Following the analysis on empirical studies, the findings indicates further that, the advent of technology and technological advancement has

facilitated the growth and development of many economies of the world and displaced the view of human capital theorist, as machines performs better and faster than human beings, thus the study accepted that; change in technology facilitates ease strategic planning, a good technology makes employee training easier to administer, change in technology aids in refining the Decision Making Process, a new technology is better able to prepare qualified employees for management and that the company can present a unified front to customers, vendors and investors when a common marketing message is used throughout your organization. Extracts from these findings indicates further that, technological change over the years in PZ Cussons Company Plc. has being at the backbone of increased organizational productivity in the company to satisfy the ever increasing market in Aba and its environs. The findings obtained is in alignment with the empirical results obtained by Dauda and Akingbade, (2019) who used panel data from 13 countries and found that technology change can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically.

Change management further proves to facilitate effective co-ordination of activities, it hinders bureaucracy, increases job satisfaction to the subordinates, it encourages exchange ideas, knowledge and thoughts among the employees and it enhances mutual understanding and good decision making. This study agrees with the findings of Fugate, Kinicki, and Prussia, (2008) who reported that strategic change boost organizational performance by ensuring effective co-ordination of activities in the organization. In summary, the study obtained that;

- i. Technological change is positively related to increased organizational productivity in PZ Cussons Company Plc in Aba, Abia State.
- ii. The study likewise provides positive and significant evidence on the effect of strategic change on organizational productivity in PZ Cussons Company Plc in Aba, Abia State.

CONCLUSION

The study correlated the effect of change management on organizational productivity in PZ Cussons Company Plc in Aba, Abia State, with the objectives of evaluating the effect of technological change on organizational productivity in PZ Cussons Company Plc and determining the effect of change management on organizational productivity in PZ Cussons Company Plc among others. The empirical reviews indicated a positive relationship between change management and organizational productivity in various sectors of interest. Result from analysis also show that; change management has a significant positive effect on organizational productivity in PZ Cussons Company Plc Aba, while the study recommended based on the findings that; the company should acquire more modern and up to date technologies that can fast track increased organizational productivity in other to continuously meet with the ever increasing demands in Aba, Abia State Nigeria. The study therefore concludes that, change remains the most reliable variable to beckon for increased organizational productivity, effectiveness and efficiency in PZ Cussons Company Plc Aba, Abia State.

RECOMMENDATIONS

Based on the findings obtained from empirical evaluation on the effect of change management on organizational productivity in PZ Cussons Company Plc. The following recommendations were put forward;

- i. The company is also advised to acquire more modern and up to date technologies that can fast track increased organizational productivity in order to continuously meet with the ever increasing demands in Aba, Abia State Nigeria.
- ii. PZ Cussons company should adopt an effective strategic changes in the organization when necessary in order to enhance the organizational productivity.

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