

**RESISTANCE TO CHANGE AND PERFORMANCE OF EMPLOYEES IN
ADAMAWA STATE MINISTRY OF FINANCE**

BY

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(REG. NO: MBA/MT/09/0019)**

JANUARY, 2013

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**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT,
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**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER DEGREE OF BUSINESS ADMINISTRATION
(MBA)**

JANUARY, 2013

DECLARATION

I hereby declare that this research work “Resistance to Change and Performance of Employees in Adamawa State Ministry of Finance” was carried out by the researcher and that it has not been presented for any higher degree certificate, its original and has not been submitted in part or in full for any other degree or certificate of this or any other university, all references cited have been duly acknowledged.

Sign

Date

APPROVAL PAGE

This project report/thesis entitled “The Effects of change Resistance on the Performance of Employees in Adamawa state ministry of Finance,” meets the regulations governing the award of masters Degree in Business Administration of Modibbo Adama University of Technology, Yola and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

To God almighty to whom I give all the glory and honour and in loving memories of my late father Alhaji Yusuf Waziri, your memories I will cherish till eternity. And also to my sweet mother Hajiya Aishatu Yusuf Girei and my lovely Brothers' for the immense contribution to the academic care ambition. I am very grateful to them.

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ABSTRACT

The study examines resistance to change and performance of employees in Adamawa state ministry of finance. The main purpose of the study is to study the effect of change resistance on the performance of employee in Adamawa State Ministry of Finance. It stated four purposes of the study, four research questions and four research hypotheses. The study adopted survey research designs which are both descriptive and analytical in nature. The population of the study consists of all the 56 junior and senior staffs of the ministry of finance. Attempts were also made to determine the influence of demographic factor that is age, education level, gender, marital status on the change resistance. A closed ended structured questionnaire was distributed among employees in Adamawa state ministry of finance and out of 56 questionnaires that were distributed, 48 were filled and returned. It used frequency, mean and standard deviation to answer the research question, while chi-square statistic and Pearson correlation coefficient (r) was used to test the research hypothesis respectively using the statistical package for social sciences (SPSS). The major finding of the study are that, new job creation and addition of new duties affects change resistance and employees work performance; organizational change and training types affect level of change resistance and employees work performance. the study recommended among others that, one of the first steps in change management is to recognize that change is a necessary process which all organization must face; then involvement of the employees in decision making about the change required providing adequate training for the staffs on the types of change to be made and providing adequate motivation such as increase in pay and good conditions of work.

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CHAPTER ONE

INTRODUCTION

1.3 Background Of The Study

The world today is changing of an unprecedented rate, and the environment within which organizations and their employees operate is characterized by instability resulting from increased in global competition, technological innovation limited resources, deregulation and privatization, Carnal(1995) .Change is an unavoidable phenomenon arising from the dynamics of environment and it is inevitable for an organization the desires to grow, achieve its mission, vision and objectives. Resistance to change is often understood from the management standpoint as a perceived behaviour of organizations members who refuse to accept an organizational change.

According to Graven horst (2003) that changes in people’s work are necessary to keep up with competitive conditions and technological development. That as the complexity of the environment of organizations increases, and its predictability decreases which makes the study of organizational change more difficult particularly resistance to change. The study also found out that organizations need to change to adapt

to external or internal developments, but realizing effective change is very problematic because, one major barrier for change is resistance of people (workers) in organization.

A failure to respond in an effective manner to organization change however, does not mean that the organization has failed to recognize the need change. Academic literature is full of articles providing various strategies for employment change in an organization. However despite this plethora strategies and tactics designed to guide organizations to successfully implement change initiative most major changes fall short of intended goals.

In a similar study Choi and Behling (1997) found out that, the failure rate for major change initiatives in organization could exceed 75% of those initiatives implemented Pascale, Millemann, and Gioja (1997) reported a Harvard Business school study in which only about one-half change initiative led to an improvement in market share price. In another study by Maurer (1996) less than one-half of the reported change were successful. With such a poor track record of change implementation, it would appear that organizational managers have failed to understand fully what is necessary to succeed in guiding their organizations, particularly their workers through a change initiative. Failure to properly plan for the implementation of a change initiative may lead not only to failure of the change initiative but also to reduce employee morale and commitment and increased cynicism a produce of change resistance.

In Nigeria, a study conducted by Agboola and Salawa (2011) resistance change in case study discovered that change affects four basic aspects of the organisation its strategy ,technology, structure and employees performance that all these present individuals with new situation new problems, challenges, ambiguity and Uncertainty and

threaten the status quo. They concluded that, resistance to change a barrier arising from organizational politics, inappropriate use of power, challenges to cultural norms and institutionalized practices lack of understanding, inappropriate training, inadequate resources, incorrect information or employee suspicion of honorable management intentions.

In an attempt to reduce or minimize the employees resistance to change, the Adamawa State organized series of staff training for its employees from primary schools to the federal levels of reduction covering workshop and seminars. Capacity building for staff of other ministries in revenue generation, computer financial management and general administration among others were also organized.

Despite these efforts employees resistance to change in the state is growing as observed by Jongur (2011). It is against background that the study attempts to investigate the effects of change resistance on the performance of employees in Adamawa State ministry of finance.

1.4 Statement of the problem

Studies have shown that failing to properly plan for the implementation of a change initiative may lead not only to failure of the change initiative, but also to reduced employee morale and commitment and increased cynicism (Gilmore *et al.*, 1997; Kim & Mauborgne, 1993; Nutt, 1986; Schweiger & DeNisi, 1991). Particularly, the employees might want to know exactly how the change will impact on them:

- i. Will there be more or less jobs and will new duties be added to existing jobs?
- ii. What will be the effect on wages and pay scales and how will promotion be affected?

- iii. Will current skills and abilities still be needed?
- iv. What will be the effect on the quality of services provided?
- v. What kind of training will be provided and who will have access to the training?

Studies have shown that employee satisfaction is a crucial issue in business organizations because it has a positive influence on employee performance (Herzberg, Mausner et al., 1993, Atkins, Marshall et al., 1996; Podsakoff, MacKenzie et al., 1996; Koys 2001; Matzler and Renzl, 2007). The level of employee satisfaction can have a strong impact on clients' opinions and the reputation of a company or organisation (Wu and Wu, 2011). A study has also revealed that it is rare for organizations to satisfy customers without the support of satisfied employees in running company operations (Hallowell, Schlesinger et al., 1996, cited in Wu and Wu, 2011).

1.3 Objective of the Study

The main purpose of this study is to investigate the effects of change resistance to change [change resistance] on employee's work performance in Adamawa state ministry of finance. The choice of the case study is based on the ministry strategic role in the economy. Any strong employees' resistance on any major organizational change can actually cripple not only the ministry by the state Government at large.

The specific objectives of the study are:-

- i. To determine whether there will be less or more jobs and if new duties will be added to the existing jobs.
- ii. To identify the effect of wages and pay scales on staff promotion.
- iii. To determine the relationship between level of employees change resistance and work

iv. To determine the type of training to be provided and who will have access to the training.

1.4 Research Questions

This study will attempt to proffer answers to the following question:-

- i. What are the new duties and jobs that will be added to the new jobs?
- ii. What will be the effect of wages and pay scales on staff promotion?
- iii. What is the relationship between employee's resistance to change and their work performance?
- iv. What types of training will be provided and who will have access to the training?

1.5 Research Hypothesis

The study will attempt to test the following hypothesis of 0.05 level of significance stated in the null form.

HO₁ = There is no significant effect of more job jobs and new duties will be added to the existing jobs.

HO₂ = There is no significant effect of wags and pay scales on staff promotion.

HO₃ = There is no significant relationship between organizational change and employees work performance.

HO₄ = There is no significant effect of the type of training to be proceeded and those that will have access to the problems.

1.5 Significance of the Study

A part from being an academic requirement, this study is a bold effort to contribute to the existing literature on change management. The findings of the study would be very useful to the chief executive officer and management of the Adamawa state ministry of finance and Allied Establishments in effecting major change in their organizations by providing them an insight into the problem and protects of change management. The findings of this study should also guide in policy reformulation with respect to effective measures to generate support from employees during change implementation. This is because a suitable management of resistance is the key for change success or failure (Pardo del Val and martines, 2003). The study also provides Empirical evidence to show and justify or disproof employees resistance to major organizational transformation, this will help manages generally in the management of change resistance in their organizations. Finally, this study will serve as a reference material for other researchers who may be interested in change management by serving as a source of factual data.

1.7 Scope of the Study

The study will concentrate on or cover employees resistance to change and will not cover the entire aspect of organizational resistance. The study will be specifically restricted to the Adamawa state ministry of finance, though the conclusions would be generalized. Only permanent and long-serving staff of the ministry will participate in the study.

1.8 Limitation of the Study

This study might be limited by time factor, financial constraints, and the unwillingness of the respondents, lack of reliable information to provide unbiased answers to the research instrument. The study will also be limited in scope because of its inability to cover all employees in the state. Nevertheless, these limitations would not misrepresent the finding and conclusions of the study.

These are the following:

- i. Time factor: There was very limited to carry out the project works as expected due to that fact that there are other academic work to undergo such as assignment, test, group discussion, as a result of that, the whole exercise was seriously limited to a certain degree, to mainly the effect of `change resistances on the performance of employees, research cannot go beyond this limit of the study.
- ii. Financial constrains:: There was scarcity materials and financial constraint which should have assisted me on getting more facts, about the change resistance performance of employees in State Ministry of Finance.
- iii. Lack of Respondents: Some respondents are not willing to give the information needed, especially those information that are termed confidential in addition there was poor returns of respondents. The illiterate respondents were reluctant in getting back answer to their interview for obvious reason that the research was for investigation on them.
- iv. Lack of reliable information from ministry of finance.

1.9 Definition of Terms

- i. Change: Change is way of life for those responsible for managing organizations
- ii. Change management: Change management is a systematic approach to dealing with change both from the perspective of an organization and on the individual level.
- iii. Change resistance: is a form of organization dissent to a change process practices that the individual considers unpleasant or disagreeable or inconvenient on the basis of personal and group evaluations.
- iv. Employee: is an Individual who hired by an employers to do a specific job.
- v. Management: Management is the art of getting things done through people in organization.
- vi. Resistance: Resistance is an obstacle in an organization structure that prevents change.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

The theoretical Framework of reference for this study is the life space theory by Lewins (1999) in Napier (2009, p2). The life space theory was based on a model of the interaction between an individuals needs and the psychological environment in which one finds one self. That people are normally in a state of balance with their environment; when this balance is disturbed, stress is produced and the individual is compelled to restore balance. Efforts to restore the balance can result either positive or negative outcomes. According to Napier, Lewins sees change in organizations as a three step process. First, unfreezing in which people come to believe change is necessary; secondly change intervention during which workers under go actual behavioral and work changes according to a structural plan and thirdly, refreezing in which the new behaviors and procedures become institutionalized as a formal part of operations.

Olufemi (2009, p.15) which referring to Lewins model considers that change involves a move from one static state to a state of activity to another static status quo. In a similar view, Armstrong (2004) in Olufemi (2009) states that change is more complex and therefore, requires a more complex albeit still uniform set of responses to ensure its effectiveness he prescribed a six steps process to achieve effective change to include;

- i. Mobilize commitment to change through to joint diagnosis
- ii. Develop a shared vision of low organizes
- iii. Foster consensus, competence and commitment to to shared vision.
- iv. Spread the word about the change

- v. Institutionalize the change through formal policies
- vi. Monitor and adjust as needed Olufemi (2009; P. 16).

Even though the proponents of the life space theory put forward the theory to explain resistance to change in organizations, its applicability to workers performance when the workers are considered to be part of the organization as a social system can not be ruled out. Conditions found in work organizations could be adverse, discriminatory and exploitative therefore counter productive. In support of the life space theory application to employees work performance in organizations, Robert Lussier (2008) developed a more specified model consisting to five steps to include;

- i. Define the change clearly state what the change will be;
- ii. Identify possible resistance to change its intensity, source and change resistance
- iii. Plan the change how will the change be implemented
- iv. Implement the change and
- v. Monitor/evaluate and control the change.

It can be stated that, people resist change because of concerns about security safety and predictability. As long as workers believe that a predictable series of events will occur, they will feel safe. When that belief is threatened, they no longer have that sense of predictability and they feel insecure or unsafe and hence resist change. Similarly, if our environment of work is out of control' there is no sense of predictability and consequent our perception of safety and security is diminished or destroyed. This resistance to change is a product of the failure of leaders to create a compelling and inviting vision for the future that satisfies the need for predictability and therefore feelings of safety and security. On the basis of above it can be concluded that influence of

environment, safety, security and predictability or workers resistance to change from studies conducted globally appeared to agree with the life space theory by Kurt Lewin in (1999) which suggests that resistance to change is an interaction between people and organizational structure resulting in the failure of organizational leaders to create a compelling and inviting vision for the future that satisfies the need for predictability and therefore feeling of safety and security.

2.2 Conceptual framework of the Study

My authors that have contributed to change management literature have done so by first explaining the conceptual issues. For instance, Zander (1950), an early researcher on the subject, is cited in Dent & Goldberg (1999) as defining resistance to change as “behavior which is intended to protect an individual from the effects of real or imagined change”.

Watson (1969) defines resistance as all the forces that contribute to stability in personality or in social systems. He adds that from the perspective of a manager or consultant these forces may seem an obstruction. Thus, he sees resistance to change as a natural reaction of individuals and social systems originating from the need for a relatively stable situation. For Kotter and Schlesinger (1979), resistance seems to be an inevitable reaction to change, as people are limited in the capability to change and to understand what is good for the organization.

Other researchers attempt to define employee resistance based on the emotional factors exhibited as a result of organizational change. From their early study, Coch and French (1948) acknowledged aggression and frustration in employees as the emotional

factors that caused undesirable behaviors and resistance to change. Their study focused on why people resist change so strongly and what can be done to overcome such resistance. Dent & Goldberg (1999) are however of the view that individuals are not really resisting the change, but rather they may be resisting the loss of status, loss of pay, or loss of comfort. Resistance to change has traditionally been viewed in relatively negative terms, as a sign of failure (Armenakis and Harris, 1995), or as a problem to be eliminated or minimized Carnall,

(1991); McCrimmon(1997). In an analysis of real-life cases, Brassard (1998) notes how disconcerting the phenomenon of resistance to change is and proposes that resistance might be the rational or sensible explanation of actors' behavior, considered from their point of view and within a given context. Other scholars have acknowledged resistance as being a necessary part of the adaptation process. Kotter (1996) however, argues that not all individuals necessarily resist change, but will resist it if the change is forced upon them.

Resistance to change has also been defined by its displayed behaviors. Hultman (1995), for instance argued that resistance consists of two dimensions: active and passive. Active resistance would include such behaviors as being critical, selective use of facts, sabotaging, and starting rumors. Passive resistance is displayed by such behaviors as public support but failure to implement the change, procrastinating, and withholding information or support.

Conner (1998) states that resistance to change is a natural reaction of people to anything that significantly interrupts their status quo. He explains that change disrupts our expectations and produces a loss of the psychological equilibrium we value. In his

opinion, human inertia makes people cling to certainty and stability. According to Patrick (2006), resistance to change can be understood in terms of a series of six layers that consistently and regularly appear. These layers are associated with the three basic questions for change and their objectives and have been identified as shown on Table 2.1 below.

Table 2.1: Layers of Resistance

Questions	Objectives	Layers of Resistance
What to change?	Situation assessment, description of “current reality,” and identification of the core problem or conflict and assumptions that sustain it. Diagnosis, systemic root cause analysis.	1) Lack of agreement on the problem
To what to change to?	Verbalization of vision/solution, description of strategy to attain the desired state, and avoidance of undesirable side effects. Prescription, decision-making, and solution development.	2) Lack of agreement on a possible direction for a solution 3) Lack of agreement that the solution will truly address the problem 4) Concern that the solution will lead to new undesirable side effects (“Yes, but...”)
How to make the change happen?	Development of detailed plans and tactics that will clarify what needs to happen. Synchronization of the efforts of the group in the implementation of the strategy. Planning, team-building, and leadership	5) Lack of a clear path around obstacles blocking the solution 6) Lack of follow-through even after agreement to proceed with the solution (unverbalized fear or concerns)

Source: Adapted from Patrick (2006)

While not all of these “layers of resistance” arise all the time, when they do they tend to do so in the order listed. Or at least, they should be addressed in that order. After all, there is no point in figuring out how to overcome obstacles and implement a solution (Layer 5) if the idea of the solution itself is not understood and accepted (Layers 2, 3, and

4). Patrick (2006) asserts that the existence of this consistency allows for an equally consistent response, and therefore a systematic process to address it. The author further notes that the ability to acquire necessary cooperation, collaboration, and even co-ownership is enhanced if the change agent understands the layers of resistance that are usually encountered, and the appropriate steps to take and tools to use within each when communicating the proposal.

2.3 Causes of Change Resistance

Various people may resist change for several reasons namely: 1) maintaining the status quo--many people like things to stay the way they are and view the change as an inconvenience (Goodman & Rousseau(2004); 2) *uncertainty*--people may fear the unknown and wonder how the change will affect them (Howel, (2005); 3) learning anxiety—the prospect of learning something new may create anxiety (Quick & Gavin(2000); and 4) fear—people often fear losing their jobs or the friends they work with. They may fear that they may lose control of how they do their job Sandberg(2005).

Generally, resistance is caused by many different factors that are generally classified as individual factors on the one hand and sometimes as organizational factors on the other. At the individual level, Coch & French (1948) mentioned psychological factors such as resentment, frustration, fear, feelings of failure, and low motivation as causing change resistance. Watson (1969) discusses preference for stability, habit, persistence, selective perception and retention, conservatism, tradition, self-distrust, and insecurity. Along with individual causes, Kegan and Lahey (2001) argue that resistance to change is a form of personal immunity to change where the employee has an unrecognized competing commitment. Trader-Leigh (2002) studied the variables related

to resistance and identified factors that underlie resistance: self-interest, psychological impact, tyranny of custom, culture compatibility, and political effect.

Kotter and Schlesinger (1979) provide examples of what they see as the four most common reasons for resisting change: people focus on their own interests and not on those of the organization as a whole; misunderstanding of the change and its implications, belief that the change does not make sense for the organization, and low tolerance for change. Mullins (1999) discusses selective perception, habit, inconvenience or loss of freedom, economic implications, security in the past, and fear of the unknown. Conner (1998) mentions that loss of control is the most important cause of resistance. A few authors also mention group factors. Gravenhorst (2003) distinguishes between micro, meso, and macro level causes of resistance, and observes, however, that the dominant view is that people do not want to change or are unable to change even though it is required if an organization is to meet the demands of the environment .

Drawing from a number of sources, Palmer *et al* (2006) offered 12 different reasons why people may resist change (Table 2.2).

Table 2.2 Reasons for resisting change

Reason	Explanation
Dislike of change.	People simply do not want to change.
Discomfort with uncertainty.	Dislike of ambiguity, fear of the unknown.
Perceived negative effect on interests.	Impact on status, rewards, security.
Attachment to the culture.	Change conflicts with organizational identity; values or beliefs and norms of organization.
Perceived breach of psychological contract.	Related to trust and loyalty. The organization is not honoring “its side of the bargain.”
Lack of conviction that change is needed.	Different levels have different perceptions of whether a change initiative is a necessary change initiative. “It ain’t broke. Why are we trying to fix it?”
Lack of clarity as to what is expected.	Different levels have different perceptions of the intent of a change initiative, or what exactly is expected of organizational members to support the change initiative.
Belief that the specific change being proposed is inappropriate.	Different levels have different perceptions of whether a change initiative is the right or necessary change initiative.
Belief that the timing is wrong.	Conditions are not right for change <i>now</i> . The organization is still trying to cope with a previous change, morale is low, it could impact customers, etc.
Excessive change.	Too much simultaneous equals change fatigue, low morale, even the convergence of different change initiatives could create bigger problems than they are designed to fix due to negative interactions.
Cumulative effects of other changes in one’s life.	Related to both organizational and personal changes in an organizational member’s life.
Clash with ethnics.	Members resist because the change initiative is perceived to clash with other own ethical principles, or they perceive the change clashes with the ethnical principles of the organization.

Source: Palmer, Dunford, and Akin (2006)

2.4 Consequences of change resistance

Resistance to change manifests itself in different ways. Coch and French (1948) mention grievances, turnover, low efficiency, restriction of output, and aggression against

management. Watson (1969) discusses how expressions of resistance alter during a change process: In the early stage almost everyone openly criticizes the change. In the second stage innovators and opponents become identifiable. The third stage is marked by confrontation and conflict. In the fourth stage, innovators become powerful and opponents retreat to latent resistance. In the fifth stage, opponents become alienated from the organization. Kotter and Schlesinger (1979) mention that negative responses to change from individuals and groups can vary from passive resistance to aggressive attempts to undermine it. Conner (1998) distinguishes between covert and overt resistance. He explains that it is important for managers to encourage overt expressions of resistance. Covert resistance can go unnoticed until it destroys their change project.

Oftentimes, Management's decision to effect change(s) can generate skepticism and resistance in employees in such way that it becomes difficult or impossible to implement well-intended change initiatives. Hence, resistance to change is an essential factor to be considered in any change process since a suitable management of resistance is the key for change success or failure Pardo del Val and Martines(2003).

2.5 Measures to Reduce Change Resistance

Many experts have opined a number of measures to deal with change resistance in organizations. Recardo (1991), for instance, identified eight tactics that can be used to reduce employee resistance to change:

1. **Identify and deliver education.** This is usually the first step in a well-conceived project. Education is usually conducted in a top-down fashion and initially focuses on conceptual and strategic aspects of the change. As education progresses throughout the organization, it can focus less on conceptual or strategic issues and more on new skill acquisition.

2. **Provide two-way communication.** Early in a project, detailed communication strategy should be developed, aimed at three objectives: to communicate the desired future state, to solicit employee input during the design process, and to identify employee concerns.
3. **Involve impacted groups.** The earlier the impacted groups are involved, the less the amount of resistance.
4. **Provide appropriate performance measures and rewards**
5. **Don't send mixed signals.** Employees today are adept at recognizing disparity between what is said and what is done. The greater the disparity, the greater the distrust.
6. **Modify appropriate subsystems.** Organizational subsystems, such as the information system, job design, and human-resource policies, may need to be modified to support the planned organizational change. If an organization were moving toward self-directed work teams, all the subsystems mentioned would be impacted and may need to be modified. The information system, for example, would need to be modified to support decision-making responsibilities; jobs would need to be redesigned to promote interdependence.
7. **Supply adequate resources.** These could take the form of money, facilities, equipment, or access to key people. A project without adequate resources signals inadequate support or poor management.
8. **Replace key individuals.** It may be necessary to replace individuals who don't have the needed skills/attributes or who choose not to support the project.

In their review of the change management literature, Oakland & Tanner (2007) considered the following to be critical success factors for change:

- a. A project champion who has the ability to listen to different ideas, recall and integrate those ideas, organize diverse groups of people assigned to the project, and communicate effectively with the managing director and executive leadership team.
- b. Management commitment to change, as demonstrated by visible participation in the project and by the full-time participation of senior executives.
- c. Project management with clear goals and deliverables.
- d. Natural work teams process--which empowers cross-functional, multi-disciplinary teams to bring broad perspective and an in-depth knowledge, encourage innovation and breakthrough thinking, and ensure objective and integrated recommendations.
- e. Use of consultants with industry knowledge who facilitate the overall process, providing the skills of team-based training and a methodology to document findings and recommendations

However, Victoria (2006) is of the opinion that effective communication is the key to managing change but there is no one perfect way to communicate change. She points out that change initiators should tailor strategies to the specific needs and culture of the organization, and share information about the change with employees and their representatives as soon as possible. According to her, information should be provided on:

- i. the need for, nature and the scope of the change
- ii. employees affected by the change proposal
- iii. proposals for training and retraining if required, as well any proposals for redeployment
- iv. implications for OH&S and quality of work/life, measures to minimize adverse effects
- v. proposed rate and timing of implementation

- vi. effects on staffing, organization and work patterns, and
- vii. expected benefits and adverse effects of the change.

Change can create a lot of fear among employees. An increase in communication may be used to calm employees and encourage their continued support (Islam, Ali and Wafi, 2010). Lombard and Crafford (2003) assert that resistance to change can be minimized if the first-line manager can create an environment where people share their fears openly and honestly. Gill (2001) also notes that the lack of communication or ambiguous messages may result in misunderstanding of the process of change.

Many authors believe that involvement of the employees in the change process can help reduce their resistance. The level of involvement entails: involvement in planning the change; involvement in implementing the change; training; and support by superiors (Gill, (2001);

Kirkpatrick(1994); and Martin, Quigley and Rogers(2005).

2.5 Why Change Meets with Resistance

Implementing change in an organization forces people to alter how they relate to one another. Not only do their goals, processes, equipment, and reality change but the very way they deal with others in the organization changes. This causes anxiety and anxiety causes resistance. “only people who instigate change enjoy it; other have to suffer it.” Marsh (2001) People trust the familiar and stick with strategies and behaviours, which have been successful for them in the past. When the situation changes they will keep applying these now inappropriate and ineffective behaviours and wonder why they no longer work. In contrast, management is “convinced that once change is fully established, the employees will automatically recognize its worth and choose to embrace it.” Gingerella (1993) This is a terrible and costly misconception. Faced with forced

change many employees feel threatened believing that they will lose power, prestige, competence, and security. They feel that what is happening is beyond their control, outside their sphere of influence, and they fear it. Depending on how the particular organization has managed past change, the fears may be well grounded in experience.

Donald Kirkpatrick (1993) provides a comprehensive list of reasons why people resist change. Because they:

- i. fear losing their jobs, status, business contacts, or favorable working conditions
- ii. don't see a need for change
- iii. don't like or respect the person or department that introduced the change
- iv. don't like the way change was introduced
- v. weren't consulted or personally informed about the change
- vi. don't understand the reasons for the change or feel it will do more harm than good
- vii. consider the change a personal criticism
- viii. think that the change requires too much effort or comes at a bad time
- ix. think that the change creates more responsibility and work
- x. want to test the organization to see if they can avoid implementing the
Change
- xi. have negative feelings about the organization or their jobs
- xii. have been negatively influenced by their peers or the leaders of their peer groups.

All of these reactions can be managed and resistance overcome by focusing on, and planning for, the human side of change. If employees perceive a loss of identity, relationships, disorientation, or a risk of failure they will focus their energy on coping

with stress rather than on production and innovation. (Demers, Forrer, Leibowitz, Cahill, (1996) Anything that is not understood will be perceived as a threat as employees move into fight or flight mode. D'Aprix (1996) states that the likely employee reactions to an announcement of major organizational change will be:

- a. 15 percent angry;
- b. 40 percent fearful, skeptical, and distrustful;
- c. 30 percent uncertain but open; and,
- d. 15 percent hopeful and energized.

This means that 55 percent of the organization is against the change and 85 percent are not ready to wholeheartedly commit their energies to what needs to get done. Without employee commitment the change will not happen. How can resistance become acceptance? It all comes down to trust and direct, personalized communication early and often. "It is not that people cannot cope with changes to their working environment – it is the way in which these changes are communicated that cause resistance." (Marsh, 2001) Employees need to know what is expected of them, they need to believe that what they want and do are important, they need to know how to contribute and become involved, and they need to hear this at a time they are ready to hear it and in a format that makes sense to them. (Frady(1997) Practical, direct, honest communication.

2.6 Models of Change

One thing is for certain: quick-fix solutions do not really solve an organization's underlying problems. Several individuals have tried to identify effective ways to manage change within organizations. In the 1950s, Kurt Lewin developed a technique for

changing behavior, skills, and attitudes, and it is still used today. According to Lewin (1999), change has to happen at three levels. The individuals who work for a company must be convinced that a change is essential. Systems of the organization need to be changed, specifically, work design, the information system, and/or compensation plans. The organizational climate must be adjusted. An area that is subject to essential climate-change adjustments is the decision-making process. The assumptions that underlie this model are:

- i. The change process involves learning something new, as well as discontinuing current attitudes, behaviors, or organizational practices.
- ii. Change will not occur unless there is motivation to change. This is often the most difficult part of the change process. People are the hub of all organizational changes; any change, whether in terms of structure, group process, reward systems, or job design, requires individuals to change.
- iii. Resistance to change is found even when the goals of change are highly desirable
- iv. Effective change requires reinforcing new behaviors, attitudes, and organizational practices

a. Lewin's change model

There are three steps to change:

1. Unfreezing: In the group-change process, individual's habits, attitudes, and positions have to change. Unfreezing may even involve promotions or letting individuals go. The focus of the change effort may be the redesign of the organization. The process may begin by disconfirming the usefulness or appropriateness of individuals' present behaviors or attitudes. Techniques for unfreezing may take several forms:

- i. Inspire individuals to achieve remarkable things
 - ii. Present evidence; hard facts are difficult to ignore
 - iii. Move people out of their comfort zone
 - iv. Use Management by Objectives (MBO): tell people what to do, but not how to do it
 - v. Redesign the organization to force behavior change
 - vi. Set goals to give individuals a formal objective
 - vii. Get everyone involved in planning
2. Moving to another condition (Transition): The actual changes are made. This stage may involve providing new information, new behavioral models, or new ways of looking at things. Employees may be developing new skills required for the change. Transitioning requires time. Some form of support for employees may be needed. It is oftentimes essential to think of unfreezing as a journey rather than a step. Techniques to facilitate the transition include
- a. Acknowledge that incremental changes may well not be noticed
 - b. Use psychological support
 - c. Tell them what to do
 - d. Teach them, one step at a time
 - e. Use a facilitator to guide team meetings
 - f. Make it easy to perform the first steps and get going
 - g. Give individuals an important role
 - h. Provide individuals spaces to talk about what concerns them
 - i. Train the people you have in new knowledge/skills

- j. Redesign the organization to force behavior change
 - k. Break things down into smaller units
 - l. Get everyone involved in planning
3. **Refreezing:** It is necessary to do something to the organization so that the change becomes a permanent part of its operation. During this step, new behaviors become new norms or standards for the organization. The change needs to be cemented into the organization's culture into the way things are done in the organization. Individuals are taken from a state of transition to a stable state. Techniques to refreeze include
- i. Burn bridges; ensure there is no way back
 - ii. Show individuals repeatedly that the change is real
 - iii. Put rewards in their future
 - iv. Build change into the organization's formal systems and structures
 - v. Lead individuals to look toward the future
 - vi. Align rewards with desired behaviors
 - vii. Use formal rituals to confirm change
 - viii. Build the change into the social fabric of the organization

b. Robert Lussier's Change Model

Kurt Lewin's model provides a general framework for understanding organizational change. Because the steps are broad, Robert Lussier (2008) developed a more specific model consisting of five steps.

- i. Define the change. Clearly state what the change will be.

- ii. Identify possible resistance to change. Determine intensity, source, and focus of resistance.
- iii. Plan the change. How will the change be implemented?
- iv. Implement the change.
 - a. Give the facts.
 - b. Involve employees.
 - c. Provide support.
- v. Control the change.

2.7 Why Organizations Change

Organizational change (change at the enterprise-wide level) is provoked by a major outside driving force that will cause an evolution to the next level in the corporate life cycle. McNamara(2001) In broad terms, either inspiration or desperation in the face of globalization, consolidation, technology, or legislation force an organization to change in order to survive. It is rare for a business to carefully plan and execute organizational change before an external or fiscal reality forces the change. Change is hard work and it is almost always reactive. What can be proactive is how an organization deals with a change situation and how the organization prepares itself to identify and integrate change on an ongoing basis. Organization change is undertaken as a matter of survival. It is not an option and it is not a whim. Change carries high costs in terms of human and physical resources, share prices, stakeholder insecurity, customer dissatisfaction, receivables and cash flow. “The reality is often a painful period of change, during which resistance is high, morale is low, productivity is falling, and confusion is rampant.” Calvello & Seamon, (1995), No organization undertakes this lightly. So, the question is, if the cause

is just, the need is clear, the alternatives evaluated, and the path to success communicated so that anyone in the organization can see that the change is not optional but essential, why does the change fail? The answer, “Just being right isn’t enough: you have to win the hearts and minds of the people who will make the change happen.” Marsh (2001), there is no disembodied organization that can be changed. Only the people within an organization can make planned change a reality by changing their behaviours and the ways they relate to one another.

2.8 The Change Process: Phases of Change

There are many change models available seeking to clarify and define the process of change at a human behaviour level. The Change Curve, below, offers a clear, concise picture which has successfully helped many of my clients begin to understand and deal with change. It also provides an easy, clear language they can use to discuss change in a non-threatening, process-based manner. This helps take personalities and personal biases out of the picture and reinforces that all the stages of change are normal. This model lets one frame change. It can be used to illustrate that people react differently to change based on:

- i. Personal change tolerance;
- ii. The number of changes going on simultaneously in a person’s life;
- iii. How critical the person perceives each change to be; and,
- iv. How much change has happened over the past twelve to twenty-four months.

This model is also effective in opening discussion on how one can help one's peers move through the phases, thus ensuring a successful change for the entire group. Getting the group to take responsibility for moving all the members through the change, respecting each person's change parameters, and understanding that no one really wants to be left behind.

2.9 Employee Resilience

Resilience is the ability to move through a change and come out stronger than before with enough personal energy in reserve to still get the job done. Part of building employee resilience is helping them learn how to say goodbye to the old way of doing things, the way of doing things which, in the past, made them successful. Next, acknowledge the neutral zone, the period of time during which people are focusing their energies on coping with the uncertainties and confusion. Then help employees move forward. There is a natural tendency to hang back and see how others handle the new beginning. Bridges and Mitchell (2000) Foster resilience by providing safe environments for risk taking, rewarding large and small successes, and informing everyone but only pulling on the energies of those required for that portion of the change. Save some employee energy for later – you will need it!

2.10 Change Leadership

Leadership is the other key component of successful change. As Kanter (1999) points out “the most important things a leader can bring to a changing organization are passion, conviction, and confidence in others.” Successful change leaders focus on the change and solely on the change. It must be the centre of all thoughts and actions and the driving force behind business decisions.

Change is messy, chaotic, and turbulent. It is not a neat process – the plan will not go smoothly. Change leaders must be willing to:

1. Listen to the corporate environment by developing a network of contacts that will keep them honestly and completely informed. These ties in with building coalitions, groups of key supporters and influencers with the same drive and vision as the leader. Use this network to understand why some employees are not embracing the change and take steps to help those employees.
2. Search for agreements between the leader and the opposition and use these agreements to lure the opposition into the fold.
3. Challenge the prevailing corporate wisdom. Kill the corporate sacred cows. Assumptions must be challenged and often discarded. Problems must be considered from new angles. However, only disrupt what needs to be changed. Retain the best of what is already being done, if it fits with the new vision.
4. In creating a change plan, consider the degree of resistance to be expected, the target population, the stakes, the time frame, the available expertise, and the level of dependency between management and employees.
5. Establish parameters and define the limits of the change.
6. Communicate in clear terms the 4 Ps of change: the purpose, the picture, the plan, and the part. Why the change is being implemented, what will the final state look and feel like, how can we get there, and what does each individual need to do to help the corporation get there. Be open and honest. Do not pretend that the negative aspects of the change do not exist.

7. Give ownership for the change to the people who are ultimately responsible for its success. Involve those who need to be involved. Clearly define the roles they will play in the change, their goals, and how success will be recognized (how will we know when we get there). Make sure to track, support, reward, and challenge their ideas.
8. Remember that they took some time to come to grips with the change and that they probably took less time than most others in the organization will need. Understand that others will need time to change.
9. Recognize their own limitations and the effect these could have on the changing organization.
10. Realize that in most cases the change will:
 - a. Take longer than anticipated
 - b. Come up against unforeseen problems
 - c. Regularly become uncoordinated and ineffective and need an adjustment
 - d. Fall short of forecasts
 - e. Lose momentum.

2.11 Change Management Interventions

Behavior modification means changing or modifying behavior through the use of contingent rewards or punishment. It assumes, for instance that behavior that appears to lead to a positive consequence or reward tends to be repeated, while behavior that leads to negative consequence or punishment tends not to be repeated Desler (2007). Management must be able to spot resistance early to be able to respond before it takes hold. It must be on the lookout for undesirable behaviors. Mooketsi (2009) suggests the following methods for overcoming resistance to change:

- i. Education and Communication: This method could be used when resistance is noted to have arisen from lack of information and analysis. Effective use of the method may encourage the employees to help in the implementation of change.
- ii. Foster Open Communication: Employees usually have a lot of questions that need clarification. Subordinates and Management should be able to converse together. Open communication minimizes speculations, wrong perceptions and rumors.
- iii. Participation and Involvement: This approach is useful to buy employees in into the change process. People who participate in fostering a change will be committed to its implementation. Formidable resistance is unlikely to come from employees that took part in the process. Useful information is usually provided that will be integrated to improve and ease the process of implementation of desired change.
- iv. Facilitation and Support: This may be useful when employees are resisting because of adjustment problems. Management should guide them to ease the transition.
- v. Negotiation and Agreement: This is desirable when dealing with unions and any group that has power to influence.
- vi. Manipulation and Co-optation: This can be used when other methods have failed or expensive.
- vii. Implicit and Explicit Coercion: This may be used when there is time constraint. When the change must be implemented within a short period of time to save the organization.

The role of management is crucial in every change process. Management is the art of getting things done through people in organizations Hill and McShame (2008). Managers are to give organizations a sense of purpose and direction; they can motivate ordinary people to do extra-ordinary things. Effective managers should be capable of

relating individuals, groups, and formal structures to the needs of the organization. Dube (2009) suggests that managers could utilize the following to ensure smooth change process:

- i. **Perception:** Managers should be able to interpret sensory inputs effectively and ensure that employees perceive the organizations objective correctly. They need to understand workers grievances and complaints and empathize with problems confronting various departments. It is necessary to facilitate good communication between managers and subordinates.
- ii. **Learning:** Individuals in the organizations should be encouraged to acquire new knowledge, skill and attitude. Learning helps people to understand better and influences behavior.
- iii. **Motivation:** this focuses on the totality of individual's dispositions and motives to behave in a certain way. Managers should endeavor to know the drives and forces that can influence employees' behavior. Employees are motivated partly by the need to earn a living and also by human needs for job satisfaction and security of tenure. All these should be factored into the process of change.
- iv. Support is very essential for effecting a smooth change. People undergoing change need material, moral and emotional support. Undergoing change is a lot like walking a tightrope for the first time. It will go smoothly if you have someone to help you get started, someone waiting at the other end to encourage progress, and a safety net underneath in case you fall (Goetsch and Davis, 2006). People are primary inhibitors of change in organizations and it is important to pay attention to them. Managers should listen to hear what is being said and observe what is not being said. Employees who are listened to and heard are likely to participate more

in change process than those who are not. Everyone who is affected by change should be involved in making it happen. It can be difficult when people feel that change is being imposed on them. Employees should therefore be involved in planning and implementing change. They should be given opportunity to express their concerns and fears. Getting problems into the open from the onset would allow them to be dealt with while shoving them aside or ignoring them will transform little problems into big ones.

2.12 Performance-Based Rewards.

At the end of the year, employees were automatically offered a 13th check, an additional 100% of their monthly salary. Towards the end of the year in 2007 management decided to change the bonus structure to a performance based one and linked it to employees IKOs (Individual Key Objectives). The new policy was based on the annual appraisals.

The employees questioned the modus operandi of the new policy. Attaching payment of the bonus to the IKOs towards the end of the year was like changing the rule in the middle of the game. Management was devising methods of reducing their bonus or not paying it at all. Many employees felt the change was introduced to suit the company, and that their rights were being trampled upon. The employees became very uncooperative and made the annual appraisal process difficult to implement. A petition was written to the management stating that the organization treated them with disrespect because they were never consulted before introducing a change that affected them that much. Management decided to use consultation and education to address the resistance. A meeting was held with the functional leaders of the employees to intimate them with the major attractions of the new policy. They explained that the employees could gain

more from the new scheme that is more flexible and attached to performance. It was also agreed that the implementation of the new policy would not take effect until the following year. The HODs (Heads of Department) were tasked with the responsibility of relaying the information to their respective departments and educate them on the benefits of the new bonus structure. Eventually, employees welcomed the new bonus structure and were inspired to work harder to use the advantage of its flexibility to gain more at the end of the year. This method of resolution agrees with Burnes (2004) who emphasizes the importance of the learning process in implementing successful change. It allows those involved to gain or change insights, outlooks, expectations and thought patterns. The approach uses consultation and education to overcome resistance and provide change adopters with an opportunity to mutually agree on amicable resolution of conflict.

2.13 Variable Identification of Change Management

The purpose of this paper is to evaluate employees' perception of change dynamic effect on their career success and development. The success of any change depends squarely on the employees' perception about the change effect which determines the extent of their contribution to the change implementation. In order to effectively ascertain the employees' perception about the change, the following variables are used in the study.

1. **Change Success:** Employees' perception about the possible success of a change were ascertained, change success refers to the successful implementation of change and attainment of goals. Nigeria organization engage in change implementation with the view to consolidate and achieve excellent performance in the fierce competitive market. Overcoming the shackles of the reforms and exploring both domestic and foreign market are the major determinants of change success.
2. **Perception of job security:** Employees' perception about their job security resulting from implementing change process was equally evaluated. Substantial number of employees lost their jobs during change implementation.
3. **Perception of good salary:** this refers to the employees' perception of enjoying better remuneration as a result of change implementation. The potential employees that crossed the hurdles of change process are expected to enjoy good salary and better condition of service. Good salary translates the magnitude of incentives and promotes employee's motivational perception. In Nigeria, salary is regarded as the most important motivational factor and organization ranked highest next only to the oil industry in terms of salary payment.
4. **Perception of job commitment:** this variable refers to the employees' perception about the level of job commitment they will put as a result of change implementation. The pattern
5. adopted in implementing change has tremendous effect on employee future possible job commitment. Allen and Grisffe (2001) define organizational commitment as a psychological state that characterizes an employee's relationship with the organization for which he or she works and that has implications for

whether or not the employee will choose to remain with the organization, strongly committed employee have a stronger intention to stay with the organization than those with weak commitment. In addition, job commitment explains employees' loyalty to the organization.

6. **Perception of career progression:** this refers to the employee's perception about chances of getting career progression as a result of implementing change in the organization. Career progress or success is denoted by job rank and status, pay and ascendancy/promotion Lau and Shaffe (1999). Change is strongly correlated with uncertainty, so change dynamic effect can frustrate or facilitate employee career progression.
7. **Perception of self actualization:** this refers to employees' perception about possible achievement of self actualization resulting from change implementation. Every employee has proposed self-target status, which he or she set to achieve during working career. This can be influenced by change dynamics, and thereby affect employee overall job satisfaction. The following diagram in figure 1 below depicts how change perception in relation to job outcome variables affects or determines change success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the procedures, techniques and strategies that will be employed in the study. Specifically it covers. Research design, population of the study, sample of the study, Research instrument, validation of the instrument, Reliability of the instrument, Administration of the instrument and method of data analysis.

3.2 Research design

This research is a survey typified by the use of questionnaire and interview. The survey will be both descriptive and analytical in nature. The descriptive method will help to provide an accurate measurement of the design of certain characteristics in a given population, while the analytical technique will concern itself with explanation, which will enable us to test hypotheses about the relationships between a number of factors or variables used in the study. Pre-test study will first be carried out to ensure the reliability of the research instrument.

3.3 Population of the Study

The population for this study comprise all the staff (employees) of the Adamawa State ministry of finance. The ministry has a total staff strength of 56 both junior and senior staffs. Therefore, the population for this study comprises of all the 56 (Fifty six) staff of the state ministry of finance in Adamawa State ministry of finance.

3.4 Sample of the Study

The sample for the study include all the 56 staff of Adamawa State ministry of Finance will be taken as sample because of the small size of the population if a population is less than 100 all should be taken as a sample

3.5 Sources of Data Collection

There are two major sources of data collecting which are primary and secondary or documentary and both will be proportionately employed in the data collection for this study

- i. The primary source of data consists of the use of direct contact with the respondents to administered questionnaire. The discussions and interviews of the questionnaire will be designed in such a way that they deal with the issues of change resistance and employees performance.
- ii. The secondary source of data consist of all documents, books Journals internet, literatures consulted on and about change resistance and employees performance in organizations.

3.6 Research Instrument for Data Collection

The research instrument for this study is a researcher developed questionnaire titled: closed ended format Structured change resistance and employees performance questionnaire (CREPQ). The items used in the questionnaire were obtained from literature.

The questionnaire consider of 22 items divided into two sections based on type of change resistance as follows: section A will draw out respondents' demographic characteristic and will contain 7 items; while section B will cover question relating to the

subject of the study (the effects of change resistance on the performance of employees) and will be constructed on a closed ended format using the five point likert scale ranging from strongly agree (SA) (5points) Agree (A) Undecided (UD), Disagree (DA) and strongly Disagree (SD) graded as 5, 4, 3, 2 and 1 respectively

3.7 Validity of the Instrument

The instrument will be validated by five experts comprising of 1 statistician, 2 lecturers from the department; and 2 senior executive members from the ministry of finance in the state. They will review the items in term of their clarity, relevance content coverage and appropriateness; their suggestions will be incorporated in to the final version of the instrument for use in the study. Gazali (1993) called this “:Logical Reasoning and personal judgment of specialists”. This will be used because it estimates the faced construct validity of the test items (consistency). It also estimates the extent to which all items in the test (Instrument) measure and also determines how answers to items of the test relate to each other and to the test as a whole.

3.8 Reliability of the Instrument

To test the reliability of the instrument a pretest will conducted in the state ministry of finance in Yola head office and 10 respondents will be selected or sampled randomly among the employees (staff).split-half reliability coefficients for the instrument and those of the two factors will be determined by correlating the scores on the odd items against even number items using the Pearson product moment correlation coefficient Anatsi (1976) in sadiz (1991).

To get the consistency of the total test, it will be necessary to correct the split-half test correlation to the expected full-length value of the instrument and those of change

resistance and employees work performance. This will be done by applying the spearman brown prophecy formula as follows.

$$r_1 = \frac{2r}{1-r}$$

Where r_1 is reliability of the whole test

r is correlation coefficient of the split-half test Akezuilo and Agu (2002).

3.9 Administration of the Instrument

The 56 questionnaire will be administered to the subject directly by the researcher with the assistance of one research assistant selected in each unit of the ministry to all categories of staff and the returns will be collected on the spot to ensure good return. Only the correctly filled or completed questionnaires will be used for the data analysis.

3.10 Method of data Analysis

The frequency of respondents to each of the 22 items of the questionnaire was compiled. The frequencies were further converted to percentages. The descriptive statistics of frequency were subjected to statistical soft were package called statistics packages for social sciences(SPSS) using a sub-programme called cross tabs. This was used to answer the research question while inferential statistic of chi-square (X^2) test of answer goodness of fit and pearson correlation coefficient (r) was used in testing and analyzing the null hypothesis at 0.05 alpha levels.

CHAPTER FOUR
PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction

This chapter presents the analysis and interpretation of data generated in this study. Specific attention was given to orderly presentation of the results and discussion with respect to the research questions stated for the study. The tools employees were mean scores, standard deviation, chi square goodness of fit test and pearson product moment coefficient (r). The 56 copies of questionnaires were distributed to the state ministry of finance of adamawa state . Only 48 questionnaires were properly filled and returned. The questionnaires filled were thoroughly filtered to obtained reliable responses.

4.2 Sample Characteristics

Table 1 Gender

Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	60.4	60.4	60.4
	Female	19	39.6	39.6	100.0
	Total	48	100.0	100.0	

Source: Field Survey, 2012 SPSS Analysis

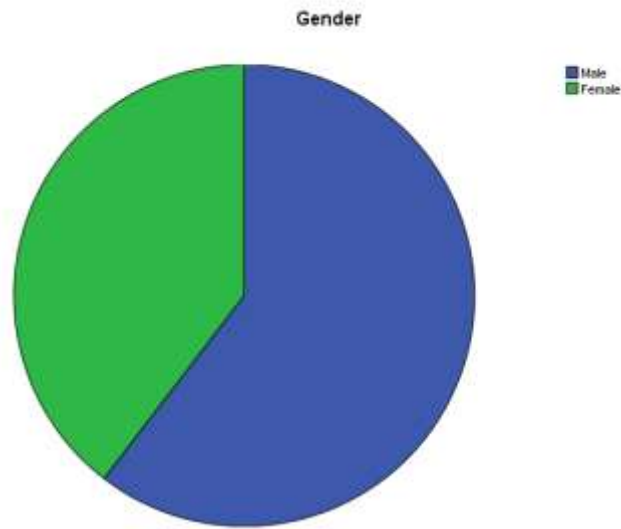


Table1: Gender of the Respondents

Source: SPSS Analysis

Table 1 above reveal that 60.4% of the respondents were male while 39.6% of the respondents were female. Thus, male have healthy proportion compared to female working in the Ministry of Finance.

Table 2 Age of the Respondents

Respondent	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-24	3	6.2	6.2	6.2
25-29	17	35.4	35.4	41.7
30-34	23	47.9	47.9	89.6
35 and above	5	10.4	10.4	100.0
Total	48	100.0	100.0	

Source: Field Survey, 2012 SPSS analysis

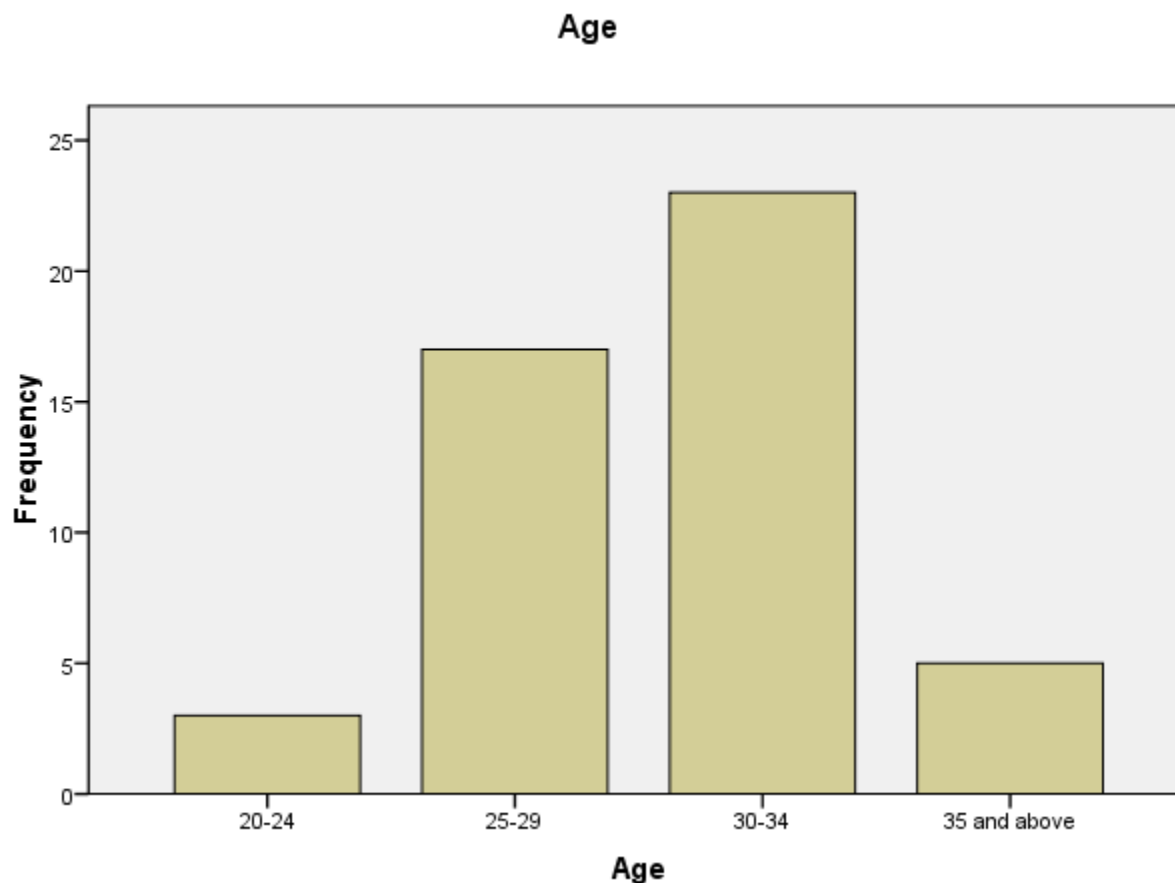


Table 2: Age of the respondents

Source: SPSS Output file

Table 2 above show respondents distribution by age. Employees between 20-24 years of age (6.2%), 25-29 years of age (35.4%), 30-34 years of the respondents represent (47.9%) and 35 and above represent (10.4%), the total number of 100 percentage of employees in Adamawa state ministry of finance.

Table 3 Education Qualification

Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE/GCE,O/L A/L	15	31.2	31.2	31.2
	ND/HND	16	33.3	33.3	564.6
	Degree	16	33.3	33.3	97.9
	Other	1	2.1	2.1	100.0
	Total	48	100.0	100.0	

Source: Field Survey, 2012 SPSS Analysis

Based on the above table 3 it concluded that the education qualification of the employees in the ministry of finance SSCE/GCE represent 31.2%, ND/HND while Degree holders are 33.3% and the master degree represent only 2.1% of the respondents which made the total number of 100 percentage of the staff ministry of finance in Adamawa state.

Table 4 Marital Status

Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	27	56.2	56.2	56.2
	Married	21	43.8	43.8	100.0
	Total	48	100.0	100.0	

Source: Field Survey, 2012 SPSS Analysis

Table showed that the most of employees working in the Ministry of Finance were single (56.2%) while only 43.8% were married the total number of 100 percentage of the staff in the state ministry of finance.

Table 5 Working Experience

Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	27	56.2	56.2	56.2
	6-10years	9	18.8	18.8	75.0
	Above 6years	12	25.0	25.0	97.9
	Total	48	100.0	100.0	

Source: Field Survey, 2012 SPSS Analysis

Table 5 showed that working experience of employees working in the Adamawa State Ministry of Finance. Most of the employees were having below 5 years of working experience (56.2%); 18.8% of the respondents were having 6-10years working experience while 25.0% were have above 6 years working experience in Adamawa state ministry of finance the total number of 100 percentage.

4.3.1 Research Question:

What are the effects of new jobs and duties that will be added to the existing.

Table 6 Section A

S/NO		N	Mean	Std. Deviation
		Statistic	Statistic	Statistic
A1	There have been many employees resisting the organization implementation of change	48	4.35	1.176
A2	Many are satisfied with the inputs provided by organization system of change	48	3.10	1.403
A3	The announcement of the change process gives many employees the feeling that i have not done my work properly	48	2.60	1.581
A4	Organization change have clear advantages of many employees growth and development	48	4.17	1.342
A5	Employees are doing much more of what is required from them to help this organization through numerous change	48	3.96	1.473

Source: Field Survey 2012 SPSS Analysis

Table 6 presents the effects of new jobs and duties on the existing man power per hour job performance in Adamawa state ministry of finance. The data on table one above showed that, A1 (There have been many employees resisting the organization implementation of change) employees was considered a significant factor by the staff ministry of finance Adamawa state who agree as indicated by mean score of 4.35 which

is higher or greater than the neutral score of 2.54. This suggests that many employees are resisting the ministry implementation of change this position is further supported by a low standard deviation (SD) of 1.176. The totally of the staff considered A2 (Many are satisfied with the inputs provided by organization system change) as significant contributing factor to employees performance.3.10 and a standard deviation (SD) of 1.403 respectively. Also, majority of the staff of the ministry considered A3 (The announcement of the change process gives many employees the feeling that I have not done my work properly) as significant factor affecting employees job performance as indicated by a high mean score of 2.60 and a standard deviation (SD) OF 1.581 respectively. Majority of the staff of the ministry considered A4 (Organizational change have clear advantages for many employees growth and development) as significant factor affecting work performance, this is indicated by mean score of 4.17 and standard deviation (SD) of 1.342 respectively. On item A5 (Employees are doing much more of what is required from them to help the organization through numerous change) as significant factor with mean score of 3.96 and standard deviation (SD) of 1.473 respectively.

4.3.2 Research Question

What will be the effect of wages and pay scales on staff promotion

Table 7 Section B

S/NO		N	Mean	Std. Deviation
		Statistic	Statistic	Statistic
B1	The assumption is that lack of participation of employees in decision- making process can be source of change resistance and low wages and pay	48	4.08	1.350
B2	The cost of organization change was significantly higher than the expected wages and pay of employees	48	3.48	1.557
B3	The organization change process has unwanted consequences for employees wages and pay	48	3.38	1.671
B4	Employees willing to put an effort in the change Process	48	3.81	1.539
B5	Employees must be rewarded for even small increments of involvement	48	3.92	1.427

Source:Field survey, 2012 by SPSS Analysis

Table 7 presents data analysis on the effect of wages and pay scales on staff promotion and performance in Adamawa state ministry of finances. The data on table two above indicates that, B1 (Lack of participation of employees in decision-making process

can be source of change resistance and low wages and pay) was considered a significant contributing factor to employees resistance to change as indicated by a high mean score of 4.08 which is well above the average mean score of 2.5 and a low standard deviation (SD) of 1.350 respectively. While the staff also considered B2 (The cost of organization change was significantly higher than the expected wages and pay) to be a significant factor contributing to employees resistance to change with a mean score of 3.48 and a low standard deviation (SD) of 1.557 respectively. The staff of the ministry of finance considered B3 (The organization change process has unwanted consequences for employees wages and pay) as significant contributing factor to employees change resistance. This is indicated by high mean score of 3.38 and a standard deviation of 1.671 respectively. Also, most of the staff ministry of finance considered B4 (Employees willing to put an effort in the change process are not allowed to do so) as significant contributing factor to change resistance by employees as indicated by high mean score of 3.81 and a low standard deviation(SD) of 1.539 respectively. The same high response was obtained for B5 (Employees must be rewarded for even small increments of involvement) as significant factor contributing to employees resistance to change and poor performance.

4.3.3 Research Question

What is the relationship between employees resistance to change and their work performance

Table 8 Section C

S/NO		N	Mean	Std. Deviation
		Statistic	Statistic	Statistic
C1	Employees are critical about the organizational change and work performance	48	3.02	1.631
C2	Absence of strong organizational change negatively effects employees work performance	48	3.52	1.688
C3	Managers and employees at all level (live position title) and departments actively and extensively participate in change resistance	48	4.02	1.280
C4	Change resistance practices occur only at the departmental or unit level less frequently which affects work performance	48	3.71	1.501
C5	The management work leadership promote employees resistance to change in the organization which enhances work performance	48	3.65	1.682

Source: Field Survey 2012 SPSS Analysis

Table 8 presents data analysis on the relationship between employees resistance to change and their work performance. The data analysis on the table three above showed

that, item C1 (Employees are critical about the organizational change and work performance) was considered as a significant factor contributing to employees change resistance and related to work performance as indicated by mean score of 3.02 and a standard deviation (SD) of 1.631 respectively. The staff agreed that, C2 (Absence of strong organizational change negatively effects employees work performance) is significantly related to employees resistance to change as showed by high mean score of 3.52 and a standard deviation (SD) of 1.688 respectively. Managers and employees at all levels (live position title) and department actively and extensively participate in change resistance C3 was accepted by most staff as having relationship with work performance as indicated by high mean score of 4.02 and a standard deviation (SD) of 1.280 respectively. Also, the staff accepted C4 (Change resistance practices occur only at the departmental or unit level less frequently which affects work performance) as significant factor with mean score of 3.71 and standard deviation (SD) of 1.501. This means that, when change resistance occur less frequently within unit or departments, it will affect work performance. Item C5 (The management work leadership promote employees resistance to change in the organization which enhances work performance) was accepted as having significant relationship with high mean score of 3.65 and a standard deviation (SD) of 1.682 respectively. This suggests that leadership promotion of organizational change is significantly related to employees change resistance and work performance.

4.3.4 Research Question

What types of training will be provided and who will have access to the training on work performance in Adamawa state ministry of finance

Table 9 Section D

S/NO		N	Mean	Std. Deviation
		Statistic	Statistic	Statistic
D1	Management actively works to train employees about organization change	48	3.90	1.448
D2	Creation an open system management can minimize change resistance if employees are trained	48	3.08	1.569
D3	Employees have enough knowledge and experience to perform well after the change process	48	3.87	1.424
D4	Employees need to identify training needs within their sphere of influence, to move the organization towards the goal and to build flexibility in to processes to allow for on-going change	48	4.44	.987
D5	Effective training and orientation will lead employees to high commitment and change adoption and integration in to the organization	48	4.29	1.148

Source: Field Survey 2012 SPSS Analysis

Table 9 presents data analysis on the effect of types of training that will be provided and who will have access to the training on work performance in Adamawa state ministry of finance. Data analysis on the table 4 above showed that item D1 (Management actively works to train employees about organization change) was considered as a significant factor affecting employees resistance to change and work

performance. This was indicated by high mean score of 3.90 and standard deviation (SD) 1.448 respectively. The staff of ministry of finance also agreed that D2 (Creation of an open system management can minimize change resistance if employees are trained) as significant factor affecting employees resistance in the ministry as indicated by a mean score of 3.08 and standard deviation (SD) of 1.569 respectively. Employees have enough knowledge and experience to perform well after the change process, item D3 was accepted by majority of staff as having significant effect on employees resistance to change and their work performance as indicated by high mean score of 3.87 and standard deviation (SD) of 1.424 respectively. Also all the staff of the ministry accepted item D4 (Employees need to identify training needs within their sphere of influence, to move the organization towards the goal and to build flexibility in to processes to allow for on-going change) as significantly affecting employees resistance to change and work performance with a high mean score of 4.44 and standard deviation (SD) of 0.987 respectively. Item D5 (Effective training and orientation will lead employees to high commitment and change adoption and integration in to the organization) was accepted as a significant factor affecting employees resistance to change and work performance as indicated with high mean score of 4.29 and a standard deviation (SD) of 1.148 respectively. This indicates that staff of the ministry need effective training and orientation to enhance their commitment and adopt changes in the organization effectively.

4.4 Hypothesis Testing

This section deals with hypothesis testing of the four null hypothesis stated for the study. the alpha level was fixed at 0.05 and degree of freedom (df)1 which as the critical or table value of $\chi^2=3.841$.The decision rule states that when the calculated value of both the chi-square(χ^2) and pearson product moment correlation coefficient (r) is greater

than the critical or table, the null hypothesis is rejected and the alternative retained and vice versa.(Akuezuido and Agu, 2003).

4.4.1 Null Hypothesis I (H0₁)

H0₁ There is no significant effect of new jobs and duties that will be added to the existing jobs and work performance in Adamawa state Ministry of finance.

The summary of the data analysis is presented as follows: Table 10

Reponses	N	Df	Chi-square Calculated X ²	X ² critical	Asymp. Sig (2-sided)
Staff	48	1	4.986	3.841	0.05

Chi-square (x²) calculated = 4.986

Chi-square critical/Table = 3.841

Degree of freedom (df) = 1

Level of significance = 0.05

Decision:

To test the null hypothesis, the data presented in table 5 above was subjected to chi-square statistics using the special package for social science (SPSS). Since, the chi-square (X²) calculated value of 4.986 is greater than the critical/table value of 3.841 at degree of freedom (df) ,1 and at 0.05 level of significance; we reject the null hypothesis, and accept the alternative; meaning that, there is a significance effect of new jobs creation on performance of employees in Adamawa state ministry of finance.

4.4.2 Null Hypothesis (H0₂)

H0₂ There is no significant effect of wages and payment scales on promotion staff performance in Adamawa state ministry of finance the summary of the analysis is presented in table 11.

Reponses	N	Df	Chi-square Calculated X ²	X ² critical	Asymp. Sig (2-sided)
Staff	48	1	5.986	3.841	0.05

Source: Field Survey 2012 SPSS Analysis

Chi-square calculated (x²) = 5.986

Chi-square critical /Table = 3.841

Degree of freedom (df) = 1

Alpha level = 0.05

Decision:

To test the null hypothesis 6 the results of analysis on table 6 above are subjected to chi-square (x²) statistic. Since the calculated chi-square (x²) value of 5.986 is greater than the table /critical value of 3.841 at degree of freedom (df) 1 and 0.05 level of significance, we reject the null hypothesis and accept the alternative hypothesis. This means that wages and pay have significant effect on employees resistance to change and work performance in Adamawa state ministry of finance.

4.4.3 Null Hypothesis III (H0₃)

H0₃ There is no significant relationship between organizational change and employees work performance in Adamawa state ministry of finance.

The summary of the analysis are presented in table 12 below as follows:

Reponses	N	Df	Chi-square Calculated X ²	X ² critical	Asymp. Sig (2-sided)
Staff	48	1	0.732	0.306	0.05

Source: Field Survey 2012 SPSS Analysis

r = calculated = 0.732

r = critical = 0.306

df = 1

Alpha level = 0.05

Decision:

To test the null hypothesis III, the results on the table 7 above were subjected to pearson product moment correlation coefficient (r) statistic. Since the pearson correlation (r) calculated of 0.732 is greater than the pearson correlation (r) critical of 0.306 at 1 degree of freedom (df) and 0.05 level of significance, we reject the null hypothesis and accept the null hypothesis. This mean, there is significant relationship between organizational change and employee work performance in the ministry of finance i.e. inverse correlation the more the organizational change, the less employees work performance.

4.4.4 Null Hypothesis IV (H0₄)

H0₄ There is no significant effect of the type of training to be provided and level of change resistance and work performance.

The summary of the analysis are presented on table 13 below as follows:

Reponses	N	Df	Chi-square Calculated X ²	X ² critical	Asymp. Sig (2-sided)
Staff	48	1	4.01	3.841	0.05

Source: Field Survey 2012 SPSS Analysis

Chi-square calculated x^2 = 4.01

Chi-square table /critical x^2 = 3.841

Degree of freedom (df) = 1

Alpha level = 0.05

Decision:

To test the null hypothesis IV, the results on table 8 above were subjected to chi-square statistic. Since the chi-square (x^2) calculated value of 4.01 is greater than the table value of 3.841 at 1 degree of freedom(df) and 0.05 alpha level of significance, we reject the null hypothesis and accept the alternative; means type of training provided to staff have significant effect on level of change resistance in Adamawa state ministry of finance.

4.5 Research Findings

In view of the above data presentation and analysis, the following findings were made:

- i. The study discovered that new jobs creation and new duties should be added to the existing jobs have significant effect on change resistance and employees work performance in Adamawa state ministry of finance.

- ii. The study also found out that, wages and pay scales have significant effect on change resistance and employees work performance in the state ministry of finance.
- iii. The study further discovered that, organizational change is significantly related to employees work performance in the state ministry of finance.
- iv. The study also found that, training types of staff have significant effect on the level of change resistance and therefore employees work performance in Adamawa state ministry of finance.

4.6 Discussion of findings

The findings showed that creation of new jobs and duties should be added to the existing jobs generate change resistance and have effect employees work performance: This views and findings were shared by almost all staff of the state ministry of finance, who responded to the items of the questionnaire. This findings is supported by several findings on organizational change resistance. For instance, the findings of Kotter and Schlesinger (1979) found out that negative response to change from individual and groups can vary from passive resistance to aggressive resistance in response to new duties assigned to them. Pardo del val and Martins (2003) supported this findings when the opined that, often times management's decision to effect change(s) can generate skepticism and resistance in employees in such way that it become difficult or impossible to implement well – intended change initiative like addition of new duties to existing jobs. Similarly, the findings on wages and pay scales on employees change resistance and work performance was that increase in wages and pay scales have significant effect on the level of resistance to change among employees in Adamawa state ministry of finance. This findings is also supported by findings of Burnes(2004) who is a study on

performance-based rewards found out that, at the end of the year investigation found out that, employees were automatically offered 13th pay check, an additional 100% increase of their monthly salary. Towards the end of the year in 2007, management decided to change the bonus structure to a performance-based rewards or pay and linked it to employees individual key objectives (IKO) work performance of the employees also increased because they accept all change positively. This also, agrees with the findings that organizational change is significantly related to work performance particularly if it is backed by necessary materials, training and motivation.

Allen and Grisffe (2001) in their study on perception of good salary as a factor in change resistance employees' perception of enjoying better remuneration (pay) as a results of change implementation is more likely to adopt the changes and work hard. He concluded that, the potential employee's that crossed the hurdles of change process are expected to enjoy good salary and better conditions of service good salary translates the magnitude of incentives and promotes employee's motivational perception. On training type and need for organization change Goetsch and Davis (2005) found out that, training is essential for change acceptance. That individuals in the organizations should be encouraged to acquire new knowledge skill and attitude, learning provided by training helps people to understand better and influence behavior. Marsh (2003) also found out that, employees need to know what is expected of them in addition to the change required, they need to believe that what they want and do are important, they need to know how to contribute, and become involved and they need to hear this at a time they are ready to hear it and in a format that makes sense to them, this can done by providing the type training needs desired. Many authors found out that, involvement of the employees in the change process can help reduce their resistance. The level of

involvement entails; involvement in planning the change, involvement in implementing the change; training; and support by superiors (Gill,2001; kirk Patrick 1994;and Martin; Quigley and Rogers, 2005).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study investigated the effects of change resistance on the performance of employees in Adamawa state ministry of finance. Among the factors which contribute to resistance to change in organizations is the nature of the change, people involved and time of change introduction. The objectives of the study were to determine the impact of more job on new duties addition to the existing jobs, the effect of wages and pay scales on staff promotion; the relationship between level of employees change resistance and work performance of the Adamawa state ministry of finance and the type of training to be provided and access to the training among others. The theoretical framework of reference for this study was the life space theory by Lewins(1999) which was based on a model of interaction between an individuals needs and the psychological environment in which he finds himself. The theory indicated that, people are normally in a state of balance is distributed, stress is produced and the individual is compelled to restore the balance. Efforts to restore the balance can result in either positive or negative outcomes. Hence, the extent of resistance to such changes depends on the extent of such change and whether negative or positive change. The study defined resistance to change as a behavior which is intended to protect an individual from the effects of real or imagined change. Resistance to change has traditionally been viewed in relatively negative terms as a sign of failure, the loss of status, loss of pay, loss of comfort or as a problem to eliminated or minimized. It identified four major causes of change resistance as maintaining the status quo; uncertainty (fear of unknown); learning anxiety, and fear losing their jobs or positions. The consequences of change resistance manifests itself in different ways such

as grievances, turnover, low efficiency, restriction of output, and aggression against management among others. It was found out that the new job creation affects job performance by employees due to new responsibilities addition; it also found out that wages and pay scales affect employees performance; while, organizational change is significantly related to work performance and that training of staff affects the level of change resistance.

5.2 Conclusion

The study revealed that measures to reduce change resistance among employees include, the identification and deliverance of education, provide two –way communication, involvement of impacted groups; provide appropriate performance measures and rewards, out send mixed signals supply adequate resources and modification of appropriate subsystems in all organization including ministry of finance in Adamawa state. Implementing change in an organization forces people to alter how they relate to one another. Not only do their goals processes equipment and reality change but the very way deals with others in the organization changes. This causes anxiety and anxiety causes resistance. Only people who investigate change enjoy it; other have to suffer it. People trust the familiar and stick with strategies and behaviours, which have been successful for them in the past. When the situation changes they will keep applying these now in appropriate and ineffective behaviour and wonder why they no longer work. In contrast, management believed that, once change is fully established, the employees will automatically recognize it's choose to embrace. When faced with forced change many employees feel threatened believing that they will lose power, prestige, competence and security. Employees feel that what is happening is beyond their control, outside their sphere of influence, and their fear it. Conclusively therefore, change

resistance factors have effects on employees performance among employees in ministry of finance of Adamawa state.

5.3 Recommendations:

The following recommendations are made based on the following findings of the study:

- i. One of the first steps in change management in organization recognizes that change is an necessary process which organization must face. We must learn to identify the change desired by our organization and plan early;
- ii. Involvement: The state ministry of finance should provide for employees involvement (Participation) in decision making about the change to be made. Employees should be involved in planning for the change process adequately so that they can implement the change effectively;
- iii. Training: The state ministry of finance should provide the require training type for particular change process by provide the employees with the right type of skills to effectively implement the change; and
- iv. Motivation: The state ministry of finance should provide the necessary motivation such as increase pay and other incentive, good condition of work as desired by the change required to enable the workers perform well. For any increase in duties and responsibilities, there should be a corresponding increase in pay to enhance the motivation to perform.

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APPENDIX

QUESTIONNAIRE

School of Management and Information
Technology, Modibbo Adama University
of Technology, P.M.B. 2076, Yola
Adamawa State.

Dear Respondents,

I am MBA students of the above institution, the following questions are designed to provide information, which assist the researcher in analyzing the effects of change resistance on the performance of employees, in Adamawa State Ministry of Finance.

I am in need of your absolute cooperation and understanding to answer these questions with response to the questions that follow will not be traced to you personally. A complementary report of this research will be made available for your comments, if you so desire.

Thank you

Maryam Yusuf

SECTION A: (RESPONDENT'S PROFILE):

1. Gender?
 - a. Male
 - b. Female
2. Age
 - a. 25 – 29
 - b. 30 -34
 - c. 35 and above
3. Educational Qualification?
 - a. SSCE/GCE, O/L A/L
 - b. ND/HND
 - c. Degree
 - d. Others
4. Marital Status
 - a. Married
 - b. Single
5. Working experience of employees in adamawa state ministry of finance.
 - a. Below 5 years;
 - b. 6-10 years;
 - c. above 10 years.

Please use the scale below to items response by ticking the appropriate column for each item on section B:-

5 – Strongly Agree = SA

4 – Agreed = A

3 – Undecided = UD

2 – Strongly Disagree = DSA

1 - Disagree = DA

S/N	Items	Responses					Comment
	Section A	5	4	3	2	1	
A1.	There have been many employees resisting the organization implementation of change.						
A2.	Many are satisfied with the inputs provided by organization system change.						
A3.	The announcement of the change process gives many employees the feeling that I have not done my work properly.						
A4.	Organizational change have clear advantages for many employees growth and development.						
A5.	Employees are doing much more of what is required from then to help this organization through numerous change.						
	Section B	5	4	3	2	1	
B1.	The assumption is that the lack of participation of employees in decision-making process can be source of change resistance and low wages and pay.						
B2.	The cost of organization change was significantly higher than the expected wages and pay of employees.						
B3.	The organization change process has unwanted consequences for employees wages and pay.						
B4.	Employees willing to put an effort in the change process.						
B5.	Employees must be rewarded for even small increments of involvement.						
	Section C	5	4	3	2	1	
C1.	Employees are critical about the organizational change and work performance.						

C2.	Absence of strong organizational change negatively effects employees work performance.						
C3.	Managers and employees at all levels (live positions title) and departments actively and extensively participate in change resistance.						
C4..	Change resistance practices occur only at the departmental or unit level less frequently which affects work performance.						
C5.	The management work leadership promote employees resistance to change in the organization which enhances work performance.						
	Section D	5	4	3	2	1	
D1.	Management actively works to train employees about organization change.						
D2.	Creation an open system management can minimize change resistance if employees are trained.						
D3.	Employees have enough knowledge and experience to perform well after the change process.						
D4.	Employees need to identify training needs within their sphere of influence, to move the organization towards the goal and to build flexibility into processes to allow for On-going change.						
D5.	Effective training and orientation will lead employees to high commitment and change adoption and integration into the organization.						