# CHANGE MANAGEMENT PRACTICES AND EMPLOYEES' JOB SATISFACTION IN SELECTED FAST FOOD FIRMS IN LAGOS STATE, NIGERIA

**[1]OLANREWAJU, Ph.D, [2]JUAN AIGEN OLANREWAJU & [3]SALAU ABDULAZEEZ ALHAJI, *Ph.D***

*[1]Department of Business and Entrepreneurship, Kwara State University, Malete.*

*Corresponding Author Email: sirolan@gmail.com, Phone: 08067639990*

*...the other faced tough challenges in their evolution, the diverse and intense ...-focused, personal focused and profitability issues have been major reasons for ... or the other faced tough challenges in their evolution, the diverse and ... structure-focused, personal focused and profitability issues have been major ... management. As a result, the study examined change management practices and ... among selected fast food firms in Lagos State. The study adopted a Delphi ... fifteen top executives of the selected firms. The responses were analysed using ... significant relationship was established between change manage practices and job ... in fast food firms in Lagos State Nigeria. The study recommends that in fast food firms, leaders ... considerable value on leadership style as a tool for organizational change. The study ... components of change management should be harness to increase the desire and ... emotionally and mentally engaged with the change.*

*...Change Management, Fast food, Global trend Leadership Styles, Organisational Policy*

...of pandemics such as Ebola and the Novel Corona virus have brought about changes all ...-global economy. The requirements for physical distancing have left the fast food industry with ...changes in their services and operations. These changes dramatically left the employees ... now, the fast food was expected to experience rapid growth, driven by ...ingly rapid lifestyles of Nigerians, which encourages them to choose a quick fix for ... However, the Continent was first hit by the Ebola epidemic and recently the Novel ...people continuously avoid each other through social distancing.

... across the globe are hit by the pandemics and are undergoing diverse and intense ...process re-design, restructuring, mergers, acquisitions and total quality programs. Change ... a inevitable as it help to bring out quality monitoring of work processes and improving ... while organizations that are static often do not survive and are relegated to the role of ... to their competitors either by being absorbed into larger entities or being dissolved into a ... assets and liabilities. Change is a critical driver of organizational success in the work ... a place more on managerial behavioural factors- how people act and think, while ... the technicalities or the finances aspect of change management (Van-der, 2013). ... (2020) change is as an ever present attributes of organisational life which pace and ... increased noticeably in recent years.

...organization has one time or the other faced tough challenges in their evolution, the diverse and ...ronment focused personal focused and profitability issues have been major reasons ...ge (Cummings & Burns, 2013). Organizational change management encompasses all ...ge as it helps an organization to successfully accept and adopt new technologies and new ways to ...ction within the organizational. Many organizations regularly have to go through ...having to respond to new development scenarios. The implications is that leadership ...towards intensifying the organizational success through the need to have better ...change and understanding the key issues accompany the change. The vast majority ...organizations, even with the best of intentions have little impact when employees ...in the process of decision making. Hence, organization that does not change cannot survive ...in an unpredictable world.

...& Gleb Tsipursky (2014) posit that studies in change management have indicated that ...of change is greater than at any time in history. The process of change confronts almost every ...and personal life, and it knowledge contributes to an understanding of human behavior ...Knowing of the various change management strategies and the factors that can block or ...change results will be a critical determinant of every organization's ultimate success.

...often so curiously blamed on inadequate change management competency, which in turn ...practices to search for and select change management solutions. Nevertheless, this led to further ...as to whether there are possible common factors that influence the relative success or failure of ...change efforts (Lines, Sullivan, Smithwick & Mischung, 2015).

...effects of change management have been more crucial and severe in the following ...Nigeria economy. The financial system has experienced tremendous distress, the oil sector has been ...export of prices and recently the fast food industry have been failing which if not timely and ...might not lead to loss of jobs, and thus becoming a problem in the economy. The employees will ...problems and job satisfaction will be low. The pathways of the past no longer reliably guide ...understanding of the needs of the present, much less of the future in the face of the dramatic change. Thus ...person in today's world must realize the fact that maintaining the status quo, is to face organizational ...face, the study examined the change management being practiced by fast food industry in Lagos ...on employees' job satisfaction.

...Review

...ual is change management can occur for lots of different reasons, from the challenges of growth that ...organization is facing, changing global markets, changes in strategy, technological change and competitive ...issues including merger and acquisition, customer pressures or shifting markets (Catanzaro & Salas, 2006). ...is in a constant flux, grappling with and managing organizational change has become perhaps the ...most important issue facing a manager or an administrator today. There are increasing demands on ...organizations both big and small to be more flexible, responsive and efficient. The need to address a whole ...of issues such as: why and how do organizations change? Are some types of change better than ...others? What are the organizational levels that managers can access to influence these processes? Change ...management is a structured approach to transitioning individuals, teams and organizations from a current state ...to a desired future state (Kanal & Chandani, 2014). Managing change is seen as moving from a problem state ...to a desired one. It is a process of solving problems in the organization. It is essential to diagnose or analyze ...the problem in order to create changes that will solve it effectively.

...ke into consideration both the processes and tools that managers use to make changes at an ...ational level. These tools include a structured approach that can be used to effectively transition groups ...ganizations through change. When combined with an understanding of individual change management, ...ools provide a framework for managing the people side of change. Organisational change management ...include techniques for creating a change management strategy (readiness assessments), engaging ...agers as change leaders (sponsorship), building awareness of the need for change ...unications), developing skills and knowledge to support the change (educational training), helping ...ers move through the transition (coaching by managers and supervisors) and methods to sustain the ...(measurement systems, rewards and reinforcement).

*Leadership Styles:* Leadership is perceived as one of the key drivers of organizational change ...mplementation. The desire for most organization's to attain anticipated pre- determine objectives to a very ...ganization depends on the leadership structuring, thus leaders should not be afraid of making a change, ...though something good may be loose initially ,yet there is a chance of gaining something better. Kungu, ...ne and Nambwa (2017) posit that a leader influence employees through the use of inspiration, creating trust, ...ation and respect to work harder and going beyond previous limits. Atif (2015) asserts that ...ership can be use in changing an organization environment challenges from turbulent into ...continuity and excellence. The styles of leading can reduce employee resistance through providing ...ities to express views ,increasing supervisor-employee communication, education and training, ...of rewards and encouraging employees to support the organization goals (Wegge, Shemla & ...2014).

**Employees' Job Satisfaction**

...berg (1968) presents a dual factor theory of job satisfaction that can lead to job satisfaction-the content ...factors (achievement, recognition, promotion, responsibility, security, moral values) leads to employees ...satisfaction. In recent business environment, organizations need efficient and effective employees and ...ers to achieve their objectives. As no organization can succeed without personnel effort, commitment ...employee job satisfaction (Mahamood & Hossain, 2006).Job satisfaction as being describe as a feelings ...appraisal resulting from the perception that the job enables the accomplishment of both material and ...ological needs( Aziri,2008).

Alavi & Askaripur (2003) posit three reasons why organizations must focus on the job satisfaction of ...employees: Evidence suggests that unsatisfied individuals leave organization's (non-security); satisfied ...employees are in better health and have longer life expectancy. Connolly and Myers (2003) further maintain ...job dissatisfaction is associated with anxiety, depression, poor physical and psychological ...tention, degradation in decision making and Job satisfaction affects individual private lives. Employee job ...ancy is expensive from a business point of view as voluntary quits represent an exodus of human capital ...ment, whose replacement process entails manifold costs to the organizations, i.e search for a possible ...ment, selection between competing substitutes, induction for the chosen substitute and formal and ...informal training of the substitute until he attains performance levels equivalent to the individual who quit ...Jobs, 2000). Employee satisfaction arise, if job are delegated to the right individual's value that in turn gratify ...positive feeling toward the tasks delegated (Connie, 2020).

While many argue that each business entity whether small, medium or big has its own unique way of ...ating to employees, job satisfaction of workers can be commonly grouped into five distinct model ...ncepts; need fulfilment, discrepancies, value attainment, equity and dispositional/generic components ...(Rasdi & Kaminer,2007). Cited in Sarwar & Abugre, 2013), need fulfilment is based on the satisfaction

...ment by the extent which a job, with its specified characteristics and duties, allows an individual worker ...ve his personal needs. Second, the discrepancy model explains that satisfaction is a result of met, or ...ment meet expectations. Third, the value attainment models are based on the belief that satisfaction ...from the perception that one's job fulfils an individual's work value. Fourth, the equity models assert ...satisfaction is based on the perception of how fairly an individual is treated at work. This is largely based ...on one's own work outcomes ,relatives to his/her inputs and efforts, compare to the input/output of ...in the work place and lastly; the dispositional/generic components models suggest that individual ...differences are just as important for determining job satisfaction and success as workplace related ...

...ARIA model

...ADKAR model developed by Hiatti (2003) was created to implement change in business, government ...community. The model is an acronym that stands for Awareness, Desire, Knowledge, Ability and ...reinforcement. At each of these words represents a step in the change process; the process of change ...progress a sequential. Such that successful change happen when phases of change for business and ...system happen simultaneously.

...reness: To initiate a change, an individual must know what needs to change and why. What are the risks ...not changing? How will the change benefit the individual? Without knowing that there is a need for change, ...individual will not likely have a desire to change.

...: Once an individual knows what needs to be change, it becomes imperative to find the desire to ...ort the change. Without the support, a lot of resistance may be given to those who are implementing the ...ge. A common mistake made by many business leaders is to assume that by building awareness of the ...to change they have also created desire. What must be done to create desire? Several tactics may be use, ...ding outlining past organizational habits and successes, showing how the change will benefit those affected ...the change

...ledge: The information necessary to make a change is given to the individual which includes ...ation about the new programme, systems or behaviour that will be implemented. Providing the ...ation is crucial because individual do not always seek to do things they do not know how to do.

...ty: This is the step where knowledge turns to action, or is where concepts turn into reality. Knowing ...to swim and actually swimming are two different things. Thus, an individual will need support and help ...utting the knowledge needed to make a change. Having someone to turn to for questions and other ...ssary information when you do not know what to do next, is a welcome support when learning something ...

...cement: The individual needs to know when the desired outcome is being actualized. Celebrating the ...ll successes can be the key to continued implementation of a change. Although group recognition is ...ortant, individual recognition of progress who has faced great difficulty in making a change is important ...meaningful. Change can be driven by outside influences, bad decision or fear. Even when changes is ...ated for the right reasons, it is still difficult to do right and can lead to unforeseen consequences, which ...not always positive.

...ical Studies

...Adeyemi et al., (2014) investigated employees' perception of change effect as a competitive advantage on ...Nigeria banking industry. The study employed the use of empirical analysis, and collected data through ...primary source of questionnaire. The statistical tool adopted for analysis was multiple regressions. The finding

revealed a significant relationship between employees' perception of change success and the personal job outcomes variable. Subsequently, recommends that change agents should always consider the aspect of job security and motivational incentives when implementing change.

Wawra & Nkuraru (2016) conducted a study entitled 'outcomes of planned organizational change in the Nigerian public sector: insights from the Nigerian higher educational institutions. The article examines the outcomes of the Nigerian government's education reforms on the organizations, particularly within the Nigerian higher institutions. The qualitative method was used, adopting convenience sampling through an unstructured but guided to cover the subject area with an in depth interview conducted on thirty one(31) people. The respondents are of two categories namely: those involved on formulation of reforms agenda, secondly, those involved in the implementation of the reforms on education. The study findings revealed that reforms are easy to formulate but difficult to implement and accompanied by resistance from people. The paper concluded that cultural differences play an important role in the formulation and implementation of the reform agenda. The article recommends that objective analysis of those reforms and better, rather than bias interpretation arising from political reasons.

Mbah & Ikemefuna (2012) conducted a study entitled 'job satisfaction and employees turnover intentions in Total Nigeria Plc. in Lagos State'. It specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee's turnover intention. The study adopted survey method by administration of questionnaire, interview and archival documents as means of data collection. Copies of questionnaires were administered to three hundred (300) permanent employees from population of four hundred and eighty one (481) excluding expatriates, using four (4) major hypotheses at 05 level of significance. It was found that specifically job satisfaction reduces employee's turnover intention and that standard pay structure, conducive nature of work and efficient supervision helps as a retention strategy.

Kungu, Susan & Nzulwa (2017) study focused on the effect of transformational leadership on the change management in selected County governments in Kenya. The study used descriptive research design, with a sample size of two hundred and eighteen (218) respondents from total population of five hundred and one (501) .Regression analysis was adopted to determine the relationship between the independent and dependent variables .The regression result showed that r=.581 and r2=.338 respectively. The study findings concluded that transformational leadership did have a significant influence on the change management in county governments. Thus recommends that managers and leaders should embrace this leadership style to mould and build employees to accepting change rather than reacting to the environment.

## Methodology

This study adopted the Delphi approach in selecting respondents for interview from each target group. This study population comprised of 8010 employees of selected fast foods in all the divisional areas in Lagos State. The five major fast foods, namely Mr Biggs, Sweet Sensation (S.S), Tastee Fried Chicken (TFC), Tantalizers and Chicken Republic; whose existence in terms of operation is not less than 15years with geographical presence in all the divisional areas.

In order to achieve research objective, the study reach out to people with the appropriate knowledge and experience in the fast food management. It was, therefore, decided to undertake a Delphi study. The Delphi is a multi-round survey procedure which is widely and successfully used to aggregate expert opinions on future developments and incidents. In management area, the Delphi method has been identified as a useful tool for undertaking research. The advantage of this approach is that it enables the researcher to gather the views of an expert panel, a group of people who are often in demanding jobs with little time to participate in

...search. The Delphi technique enables these people to contribute to a discussion and debate anonymously ...l with equal status, in short spurts of time and without leaving their desks. The creation of the expert panel ...s obviously essential to the success of the study.

**...ata Analysis of the Research Preposition**

...he research preposition explored the components of change management practices among fast food firms in ...agos State Nigeria. A total of twenty five participants were invited for the Delphi process but only fifteen ...ventually showed up. The Delphi process consists of a series of communications between the researcher and ...he participants, referred to by many as waves, with two waves being seen as the minimum and three waves the ...ost effective (Wakefield & Watson, 2014). The fifteen participants were divided into three waves.

The analysis presents answer to the research questions three and four. The aim of the Delphi process ...as to explore and probe the perceptions of senior executives in fast food firm on the components of change ...anagement and the processes of change management practices in fast food firms in Lagos State.

**...espondent's Background**

...he study explored the views, experiences, and perceptions of critical stakeholders because they signify the ...ossibility of yielding most relevant data for the study. The participants comprised fifteen members from the ...hree waves in a Delphi technique. Before the commencement of the Delphi proceedings, verbal consents ...ere obtained from the selected organisations. Also, all the participants were informed of the study's ...bjectives, methods, as well as assured confidentiality. They were assured that none of them will be identified ...y name or any other means that can reveal their identity at any time, before, during or in the analysis of this ...tudy. In view of this, each of the respondents was identified in the analysis by code as in the indicated in the ...able 1. The participant codes are pseudonyms which represented the identities of the waves that participated ...n the Delphi process to prevent identification and protect confidentiality.

**...able1 Respondents' Background Information**

| S/No | Location | Job Title | Waves | Participants code |
|---|---|---|---|---|
| 1. | Lagos Island | Sales Manager | 1 | Res1 |
| 2 | Lagos Island | Sales Manager | 1 | Res2 |
| 3 | Lagos Island | Customer Service Manager | 1 | Res3 |
| 4. | Lagos Island | Manager | 1 | Res4 |
| 5. | Lagos Mainland | Public relations Officer | 2 | Res5 |
| 6. | Lagos Mainland | Manager | 2 | Res6 |
| 7. | Lagos Mainland | Sales Manager | 2 | Res7 |
| 8. | Lagos Mainland | Chief Chef | 2 | Res8 |
| 9. | Lagos Mainland | Asst. Chief Chef | 2 | Res9 |
| 10. | Lagos Mainland | Manager | 2 | Res10 |
| 11. | Lagos Mainland | Location Manager | 3 | Res11 |
| 12. | Lagos Mainland | Logistic Manager | 3 | Res12 |
| 13. | Lagos Mainland | Public relations Officer | 3 | Res13 |
| 14. | Lagos Mainland | Quality Control Officer | 3 | Res14 |
| 15. | Lagos Mainland | Quality Control | 3 | Res15 |

...urce: Author's compilation 2020

...he interview was analysed using content analysis in line with the interpretive approach. Responses from the ...erviews were analysed based on contents where each item was coded and categorized. The result was

evaluated on the effects of change management strategies and job satisfaction. The study identified five themes, and twelve sub-themes that enhance job satisfaction in fast food industry in lagos state. Figure 1 below outlines all the themes and sub themes from the perceptions of top level employees on the effects of change management strategies on job satisfaction in the fast food industry in Lagos State which answered the aims of the study.

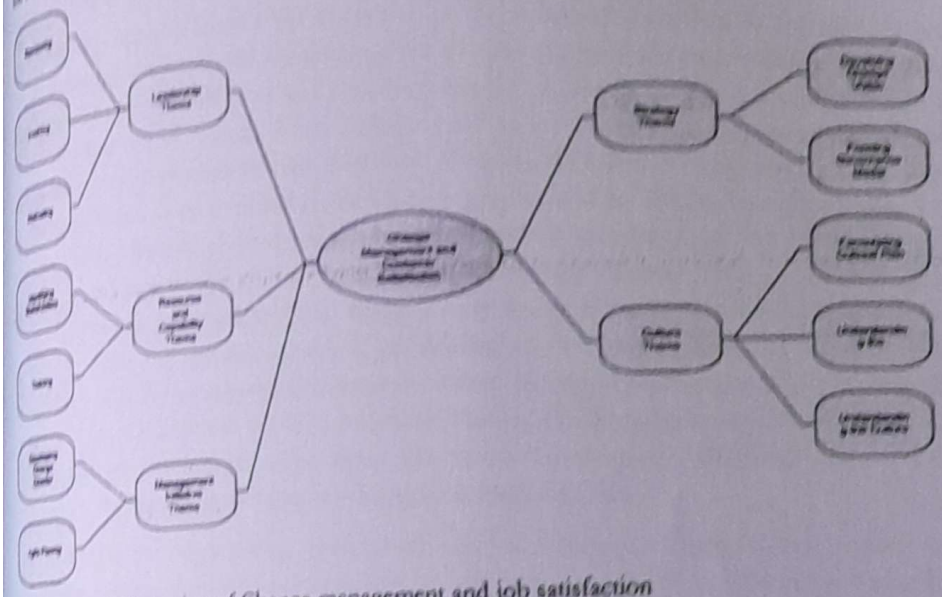


Figure 1: Thematic Illustration of Change management and job satisfaction

**Leadership style Theme**

The main purpose of the theme is to align, motivate, and make sure that employees in the fast food are inspired and engaged with the change. According to **Res15,** Leadership is decisive in making sure that changed policies are aligned with top management, employees, and various stakeholders. **Res9** also noted that "the most important step at the beginning of any change is to ensure that everyone is aligned with the reasons for the change and what they will change and how they will be changing". **Res11** in her submission state that the alignment is one of the essential factor to change management and ensuring job satisfaction, misalignment between any party will possibly cause the change to fail.

While corroborating the submissions made by Res11, and Res9, Res3 added that

*It is largely difficult to achieve transformational change by just pushing people to perform and react.* Employees need to be sponsored for training and advancement to catch up with the change mantra

Res3 further added that:

*A transformational change requires that its leadership has good communication, alignment, motivation, and creativity.*

Other respondents affirm that none of these usually come through coercion and the power of management, especially when the organizational culture is very open. Leadership should see to the fact that managers are willing and committed to take responsibility to make the change real. From the various discussions; Sponsoring, Involving, and motivating, were deduced .

From the above, the purpose of the leadership style is to secure the participation of the stakeholders as to get them buy-in for the change. **Res9** specifically state that involvement in change process get people engaged and committed by mitigation of change resistance. For **Res11**, the involvement of employees is an essential process for change management. **Res15** also note that involving employees creates a sense of co-ownership and a corporate sense among all the employees that we are all in it together. People who are not involved would psychologically lack the value of commitment and may feel as if the intended change is imposed on them. Others observed that involving may viewed as a double-edged sword as employees could use the involvement as a way of manipulation only to get their input without really taking their feedback into consideration, which is extremely harmful and negative. As a result, stakeholders should be aware of the process of getting feedback, analyzing, revisiting, and taking corrective action. Hence, involving is an important element to keep the change sustainable as it will keep improving the process, and will get all people aligned and engaged.

Leadership style also increase the desire and get the stakeholders emotionally and mentally engaged with the change. For instance **Res10** acknowledge the fact that change is the most constant thing of nature. Also as human beings are such great and complex creatures of God. **Res6** also agreed that human being contain a complex mix of feeling, desire, ambition, and so on as they get enthusiastic and engaged in performing any type of work when they get motivated. Although, the literature recognized the fact that people are different, therefore, each motivational factor will affect employee of the fast food in different ways. That is, each one responds differently to motivational factors. Therefore, each employee has his own motivation factor. George and Jones (2009) cited in Nyaungwa,Lingani,ee and Karodia (2013) argued that planned change is grounded on the assumption that organizational change is a process involving transition from a present level to another level through a series of pre-determined motivational steps. The theory of reasoned action (an extension of Vroom expectancy theory) states that" individual performance of a given behaviour is primarily by a person's intention to display a behaviour. Planned change promotes continuity, stability and an effective organization as opposed other types of change (contingency/situational) where prevailing environmental factors impulse on an organization.(Nigen & Fishbein,1985).

According to Herzberg's theory, there are motivational factors and hygiene factors. Hygiene factors is not motivate, however, when the hygiene factors are not right, a state of de-motivation and dissatisfaction will arise. (Official car is an example of the hygiene factor). There are many theories concerning motivation as to content-based theory, content-based theory, and the process-based theory.

Strategy Theme

The aim of this theme according to the various respondents is to set vision of change and make sure it is aligned with the strategy of the fast food firm. The strategy theme assures that change management tactics are being developed based on the organizational preparedness to the change. Another purpose of this theme is to identify the need for the change, which is one of the most important steps in implementing any change according to Lewins. Two major sub themes were identified: Developing the change vision, and Forming the governance model.

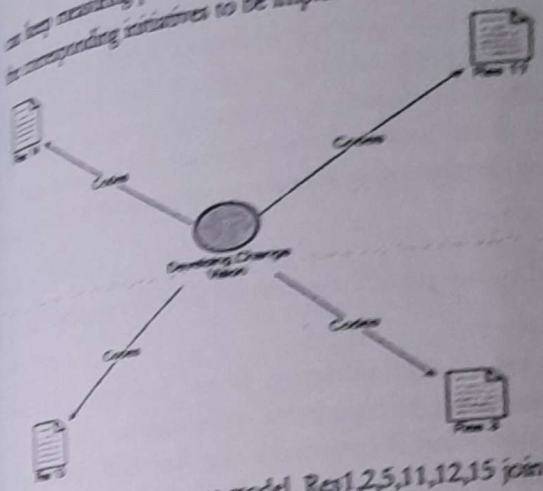
Developing the change vision

According to **Res3**, the aim purpose of the fast food firm strategies should be to have the change clearly identified. The change will be defined by identifying, why we are changing, What will be changing, Who will be changing and How we will be changing.

To buttress the above, **Res13** submit that there should be a link between the change and the strategy must be also identified as both the change and firm strategy must be aligned. **Res11** equally suggested that the analysis

...s provided in the vision must provide evidence concerning the improvements between the existing and ...e new state. Res14 on the other hand point out that what must identify what will be changing concerning ...e processes, systems, cooking technology, mode of delivery, structure, leadership style, employees' behavior, ...ob role, and culture.

Also, new objectives must be highlighted with clear indicators and targets so that the change leader ...an keep measuring progress against the original targets (Res3). The strategy also ensures that the change has ...e corresponding initiatives to be implemented.

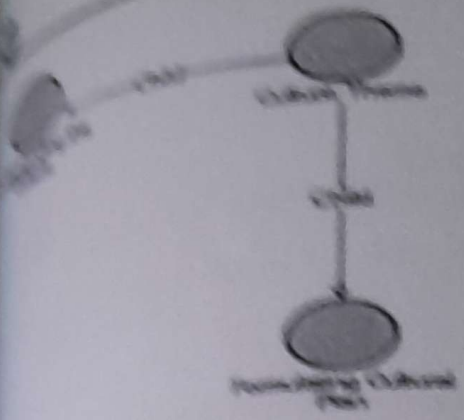


On forming the governance model, Res1,2,5,11,12,15 jointly agreed that strategy is to ensure that the executive ...anagers are aligned and have a good understanding of their responsibilities and roles, and that there is a ...ontinuous support and sponsorship from the organization.

Res13 however, suggest that all the employees and other stakeholders are considered sponsors for the ...hange and it is essential that they all actively and visibly involved in the change processes. The respondents on ...orming governance model are represented in figure 4.....

Culture Theme

This theme is about institutionalizing the approaches of the new change in the culture of the people and the ...rganization. Res1 submit that in the implementation of change the cultural aspects that are motivating or ...indering the change must be identified. In addition, it addresses the aspects of the culture that are related to ...he sector such as type of food, drink and mode of dishing the meals. Res6 also submit that fast food firms ...hat neglect this important aspect of change are no longer in existence. Re13 the African culture when it comes ...o meals never dies. Res12 the sight of local meal is always sumptuous and tantalizing. Res14 also the feeling ...of loneliness, by eating the meal in the office or even at home through delivery services.



...that agree that culture plan is to be developed in order to balance and/or change the ... to change. Resistance to change could be explained through the understanding of the ... words, a change should be aligned with the societal culture; otherwise, that culture ... to the change initiative. A change entails resistance if it is a threat to traditional norms ... Understanding the sub-cultures inside an organization provides a way to anticipate ... of the resistance in different organizational units.

... highlights the results of the findings. The exposition follows the four hypotheses formulated and ...

... the analysis and test of hypothesis one, it was found that organisational policy affects ... security. An appropriate assessment of the organisational policy can lead to assurance of ... security, thus, leading to maximum job satisfaction. The finding of significant relationships is ... with some studies by Ojo-okoro et al. (2014); Ndahiro,Shukla & Oduor (2016); Abbas & Awan ... (2020). Their finding revealed a significant relationship between employees' perception of ... and the various personal job outcomes variable. Subsequently, they submitted that change ... consider the aspect of job security and motivational incentives when implementing ... The results of the study also demonstrate that the better the implementation of organisational policy, ... level of assurance of job security.

... examined the effect of change management practices on employee job satisfaction in selected ... Lagos. The specific objectives of the study were to; examined the effect of organisational policies ... security in fast food firms in Lagos State, determined the effect of leadership style on ... level of decision participation in an organization in fast food firms in Lagos State, evaluated the ... change management practices in the fast food firms, and explored the change management ... to job satisfaction in fast food Firms Lagos State, Nigeria.

... the effect of change management and job satisfaction in fast food firms in Lagos State Nigeria, ... recommends that in fast food firms, leaders should be placed in considerable value on leadership ... to organizational change. The study also recommends that the components of change

management should be harness to increase the desire and get the stakeholders emotionally and mentally engaged with the changes.

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