

CHANGE MANAGEMENT PRACTICES IN FAST FOOD FIRMS

Akeem O. Ajani¹, Abdulazeez A. Salau², Solomon A. Kowo³,
Mahmud B. Ajeigbe⁴

Received 27.01.2023, Accepted: 07.03.2023

Abstract

Organizations have faced challenging concerns such as complex and intense system dynamics, structure-focused, person-focused, and profitability-focused problems. As a result, the study looked at change management techniques and employee job satisfaction at a few fast food restaurants in Lagos State. The Delphi study method was used to interview fifteen top executives from the selected organizations. A content analysis was used to examine the responses. A substantial association was found between change management strategies and job satisfaction in fast food restaurants in Lagos, Nigeria. According to the report, leaders in fast food companies should place a high priority on leadership style as a vehicle for organizational development. The study advises using elements of change management to increase desire and engage stakeholders mentally and emotionally with the change.

Keywords: Change Management; Fast food; Global trend Leadership Styles; Organisational Policy

JEL Codes: M1, M19

Introduction

The recent trend of pandemics like Ebola and the Novel Corona virus has altered many parts of the global economy. The rules for physical separation have left the fast food business with no choice but to adapt its offerings and operations. Employees were disproportionately affected by these changes. Previously, fast food was predicted to increase rapidly due to urbanization and Nigerians' increasingly hurried lifestyles, which pushes people to seek a quick fix for their meal requirements (Tahiru et al, 2022; Wanza &

¹ Senior Lecturer, Department of Business of Administration, Lagos State University of Technology, email: ajaniakeemlanre@yahoo.com , ORCID ID:0000-0002-9860- 3322

² Lecturer, Department of Management and Accounting, Summit University, Offa, Kwara State, email: sirsalau@gmail.com, ORCID ID: 0000-0002-2265- 2304

³ Professor, Business Administration, Global Humanistic University Curacao, email: solokingng@gmail.com, ORCID ID: 0000-0002-0504-2248

⁴ Associate Professor, Business Administration, Newgate University, Minna Niger State, email: babatundemahmud@gmail.com.

Nkururu, 2016). However, the Continent was first struck by the Ebola outbreak and, more recently, by the Novel Corona virus, which caused individuals to avoid each other through social distance. Pandemics have impacted organizations all around the world, causing them to experience diverse and intense transformation through process redesign, restructuring, mergers and acquisitions, and overall quality programs. Organizations that are static often do not survive and are relegated to the role of playing "catch-up" to their competitors, either by being absorbed into larger entities or being dissolved into a collection of corporate assets and liabilities (Jaffe & Grubman, 2015, Burnes, 2000). Strategic management is an integral part of the daily life of senior executives which helps in decision making (Yaneva, 2020).

Change is a vital driver of organizational success in the workplace; if only the emphasis is placed more on managerial behavioral factors—how people act and think—rather than the technicalities or financial aspects of change management (Van-der, 2013; Seele & Lucia, 2017; Ojiokoro et al, 2014). According to AbuMadi (2020), change is an ever-present feature of organizational life, the rate of which has increased substantially in recent years. Every business has faced challenging issues in the past, such as complex and intense system dynamics, structure-focused, person-focused, and profitability-focused concerns (Contrafatto & Burns, 2013; Kansal & Singh, 2016). All initiatives aimed at helping an organization successfully accept and adopt new technologies as well as creative ways to increase employee satisfaction at the company are included in organizational change management. To adapt to new development scenarios, many firms must frequently go through change procedures. The results show that leadership, by having a greater framework for thinking about change and acknowledging the basic problems that precede change, may make a major impact on the intensifying organizational performance. Even with the best of intentions, the great majority of efforts launched by organizations have minimal impact when employees are not included in the decision-making process. As a result, organizations that do not evolve will not be able to survive and grow in an unpredictable world.

Research on change management has demonstrated that the rate of change today is higher than at any previous time in history, according to Iljins, Erina, and Gaile-Sarkane (2014). Most people experience the process of change at some point in their professional or personal lives, and being aware of it helps one to better understand how people behave in an organization. Every organization's ultimate success will be greatly influenced by its mastery of the various change management strategies as well as the elements that may thwart or encourage optimal change outcomes. Because inadequate change management skills are frequently held responsible for failed change initiatives, organizations frequently

look for and choose change management solutions. Nonetheless, this raised new concerns about whether there are any common variables that impact the relative success or failure of organizational change attempts (Lines, Sullivan, Smithwick & Mischung, 2015; Mohammed, 2013).

The ravaging effects of change management have been more crucial and severe in the following sectors of Nigeria economy. The financial system has experienced tremendous distress, the oil sector has been crumbling in-respect of prices and recently the fast food industry has been failing which if not timely and neatly managed may lead to loss of jobs, and thus become a problem in the economy. The employees will suffer from these problems and job satisfaction will be low. The pathways of the past no longer reliably guide the understanding of the needs of the present, much less of the future in the face of the dramatic change. Thus, managers in today's world must realize the fact that maintaining the status quo, is to face organizational demise. Hence, the study examined the change management being practiced by fast food industry in Lagos state and the employees' job satisfaction. Therefore, managers in today's society must recognize that sustaining the status quo would lead to corporate extinction. As a result, the study investigated the change management practices used by the fast food business in Lagos state, as well as employee work satisfaction.

Literature Review

The need for change management can arise for a variety of reasons, including an organization's growth issues, changing global markets, changes in strategy, technological change, and competitive processes such as merger and acquisition, customer pressures, or shifting markets (Catanzaro & Salas, 2006; Burnes, 2011; Kotter, 1996). Managing organizational change has become possibly the single most critical issue confronting today's manager or administrator. Organizations of all sizes are under increasing pressure to be more adaptable, responsive, and efficient. The requirement to handle a wide range of issues, such as Why and how organizations change? Are some sorts of change preferable to others? What organizational levels do managers have access to in order to impact these processes? Change management is a systematic strategy to moving individuals, groups, and organizations from their current state to a desired future state (Kansal & Chandani, 2014; Akinbola et al, 2021; Luecke, 2003). Managing change is viewed as transitioning from a problem to a solved state. It is a method of resolving organizational challenges. It is critical to diagnose or assess the problem before making modifications that will effectively solve it. Today, economic entities find ways to improve their performance, applying good practices and increasingly better and successful solutions (Bogdanova, 2022).

This considers both the strategies and resources managers use to bring about organizational change. These resources include a methodical approach for successfully transforming groups or organizations. These methods offer a framework for handling the human component of change when coupled with understanding of individual change management. The techniques for creating a change management strategy (readiness assessments), enlisting senior management as change leaders (sponsorship), communicating the need for change (communications), developing the knowledge and skills to support the change (educational training), assisting staff in transitioning (coaching by managers and supervisors), and methods for sustaining the change are all included in the organizational change management processes.

Leadership Styles: Leadership is viewed as one of the most important drivers of organizational change implementation. Most organizations' desire to achieve expected pre-determined targets is heavily dependent on leadership structuring; so, leaders should not be frightened of making a change; even if something good is lost initially, there is a potential of gaining something greater. According to Kungu, Were, and Nzulwa (2017), a leader influences workers to work harder and go beyond prior bounds by instilling trust, loyalty, administration, and respect. According to Atif (2015), strong leadership may be used to transform organizations difficult from turbulent to success, continuity, and excellence. Employee resistance can be reduced through giving chances for employees to express their views, enhancing supervisor-employee communication, educating and training, offering/providing rewards, and motivating employees to embrace the organization's aims (Wegge, Shemla & Haslam, 2014; Kowo, Akinbola & Akinriola, 2019; Rune, 2005).

Employee Job Satisfaction

Herzberg (1968) proposes a dual factor theory of employee's job satisfaction associated with the following features (achievement, recognition, promotion, responsibility, security, moral values). To achieve their goals in today's economic environment, firms require efficient and productive personnel and managers. No firm can succeed without the effort, commitment, and job happiness of its employees (Mahamood and Hossain, 2019; Obasan, 2011). The sensations that result from the notion that one's work facilitates meeting both material and psychological needs are known as "job satisfaction" (Aziri, 2008; Mbah & Ikemefuna, 2012).

Alavi and Askaripur (2003) list three reasons why businesses should give employee job satisfaction top priority: Employees who are dissatisfied leave organizations (non-security); happy workers are healthier and live longer. Connolly and Myers (2003) found that depression, anxiety, and poor physical and psychological alienation/degradation in

decision-making are all associated with job dissatisfaction. People's personal lives are impacted by their job satisfaction. Employee job insecurity is expensive from a business perspective because voluntary resignations represent an exodus of human capital investment.

Human capital investment comes at a high cost to organizations because it requires looking for potential replacements, choosing between competing replacements, integrating the chosen replacement, and formally and informally training the replacement until he achieves performance levels comparable to those of the employee who has quit (John, 2000; Connie, 2020). Job satisfaction of employees can be broadly categorized into five distinct model categories: need fulfillment, discrepancies, value attainment, equity, and dispositional/generic components model. Many contend that each business entity, whether small, medium-sized, or large, has its own unique way of motivating its employees (Kinicki & Kreitner, 2007; Nyelisani, Ramdass & Mokgohloa, 2019).

According to Sarwar and Abugre (2013), the degree to which a job, with its specific qualities and obligations, allows an individual worker to meet his or her personal needs, is what constitutes need fulfillment. Second, the discrepancy model suggests that fulfillment results from met or occasionally disappointed expectations. Third, value attainment models are predicated on the notion that job satisfaction results from the perception that one's work is fulfilling. Fourth, equity models claim that a person's perception of how fairly they are treated at work determines how happy they are at work. This is largely determined by how one's own work outcomes—relative to his or her inputs and efforts—compare to others' input/output at work. Last but not least, the dispositional/generic component models contend that individual employee differences play a role in determining success and job satisfaction on the job that is comparable to that of workplace-related factors.

Theoretical Framework

The ADKAR approach was developed by Hiatt (2006) to bring about change in business, government, and communities. ADKAR, which stands for Awareness, Desire, Knowledge, Ability, and Reinforcement, is the name of the model. The change management process is sequential because each of these phrases refers to a different stage in the change process. Phases of change for the business and personnel must take place at the same time for transformation to be successful.

Awareness: To start a change, a person must understand what needs to change and why. What are the consequences of not changing? How would the individual benefit from the change? Individuals are unlikely to want to change unless they are aware of the need for change.

Desire: Once an individual understands what needs to happen, it is critical to find the desire to support the change. Without the support, people executing the change may face a lot of opposition. Many corporate executives make the mistake of assuming that by raising awareness of the need for change, they have also created demand. What steps must be taken to generate desire? Several strategies may be employed, including the use of previous organizational habits and triumphs, as well as demonstrating how the change would benefit individuals affected by the change.

Knowledge: The individual is given the information needed to make a change, which includes information about the new program, processes, or behavior that will be adopted. It is critical to provide the information because people do not always seek to do things they do not know how to perform.

Ability: This is the stage at which knowledge becomes action, or concepts become actuality. Knowing how to swim is not the same as actually swimming. As a result, an individual will require assistance and support when applying the knowledge required to effect change. Learning something new, having someone to turn to for questions and other necessary information when you don't know what to do next is a welcome support.

Reinforcement: When the desired consequence is realized, the individual must be informed. Celebrating tiny victories can be crucial to the continuing adoption of a change. Although group praise is useful, individual recognition of accomplishment for those who have worked hard to make a change is vital and meaningful. Outside forces, poor decisions, or fear can all drive change. Even when changes are motivated by the correct motives, they are difficult to implement and might have unintended repercussions that are not necessarily favorable.

Empirical Review

Oji-okoro et al. (2014) examined how employees viewed change's influence as a strategic benefit in the Nigerian banking industry. Data was acquired for the study using a main source of questionnaires and empirical analysis. The statistical technique employed for the analysis was multiple regression. The study found a relationship between the personal job outcomes variable and employees' evaluations of change success. As a result, change agents should continuously consider job security and motivating benefits when executing change.

Results of planned organizational reform in the Nigerian public sector: lessons from Nigerian higher educational institutions, according to study by Wanza and Nkuraru from 2016. The article looks into how the Nigerian government's education reforms have affected various organizations, particularly those in higher education. The qualitative

approach was used, and a convenience sample of 31 people was interviewed about the topic in an unstructured but guided interview. The respondents are split into two categories: those working on reform agenda creation and those working on education reform implementation. The study's findings indicate that while reforms are simple to imagine, they are challenging to put into practice and encounter opposition from the general public. According to the report, cultural differences have a significant impact in the creation and implementation of the reform agenda. The article suggests that objective analyses of those reforms be conducted rather than biased interpretations based on political considerations.

A study titled "job satisfaction and employee turnover intentions in Total Nigeria plc. Lagos state" was done by Mbah and Ikemefuna in 2012. As three characteristics of job satisfaction that affect employee turnover intention, it specifically examined pay satisfaction, task nature, and supervision. Data for the study were gathered using a survey approach, which involved distributing questionnaires, conducting interviews, and using archived documents. Three hundred (300) permanent employees were given copies of the questionnaires from a population of four hundred and eighty-one (481) people, excluding expatriates, using four (4) major hypotheses at the .05 level of significance. It was found that a standard pay structure, a welcoming work environment, and effective supervision help with retention. Job satisfaction specifically lowers employee turnover intention.

The effects of transformational leadership on change management in a few Kenyan county governments were studied by Kungu, Susan, and Nzulwa (2017). The study used the descriptive research methodology and a sample size of 218 respondents, selected from a population of 500. Regression analysis was employed to evaluate the relationship between the independent and dependent variables. According to the regression analysis, $r=.581$ and $r^2=.338$. The study's conclusions indicate that transformational leadership significantly affects change management in county governments. In order to shape and develop workers who accept change rather than resist it, managers and leaders are advised to adopt this leadership style.

Methodology

In this study, respondents from each target category were chosen for interviews using the Delphi approach. For this research, 8010 workers from various fast food outlets in Lagos State were enrolled. The top five fast food chains with a geographic presence in every divisional region are Mr. Biggs, Sweet Sensation (S.S), Tastee Fried Chicken (TFC), Tantalizers, and Chicken Republic. All of these businesses have been in business for at least 15 years. The study contacted individuals with appropriate expertise and experience in fast food management in order to achieve the study's objectives. Therefore, it was agreed

to carry out a Delphi study. The Delphi method, a multi-round survey technique, has been successfully and frequently utilized to elicit professional perspectives on potential developments and occurrences. In the sphere of management research, the Delphi method has been recognized as a useful tool. The benefit of this strategy is that it enables the researcher to get input from a panel of experts, who are typically preoccupied with hard professions and have limited free time to participate in research. These people can participate in a discussion and debate using the Delphi technique anonymously, on an equal basis, in brief sessions, and without getting up from their desks. The formation of the expert panel is obviously essential to the success of the study.

Data Analysis of the Research Proposition

In Nigeria's Lagos State, the research hypothesis looked on the elements of change management methods used in fast food outlets. Only fifteen of the twenty-five invited participants in the Delphi process actually showed up. Many people call to the series of contacts that make up the Delphi process as waves. Two waves are often regarded as the minimum, and three waves are generally seen as the most successful. There were three waves, each with fifteen participants. Answers to the third and fourth research questions are given by the analysis. The Delphi method was created with the intention of examining and probing senior executives' perspectives on the elements of change management and the procedures for change management practices in fast food establishments in Lagos State.

Respondent's Background

Since they hold the potential to produce the study's most pertinent data, the study looked into the viewpoints, experiences, and attitudes of important stakeholders. The participants in a Delphi method were fifteen people drawn from three waves. Before the Delphi proceedings began, the chosen groups verbally approved. All participants also received information about the study's objectives, methods, and confidentiality. They were informed that at no time, including before, during, or after the study's analysis, would they be identified by name or by any other means that could reveal/disclose their identity. Due to this, each respondent was assigned a code that allowed for identification in the study, as shown in Table 1. The participant codes are pseudonyms which represented the identities of the waves that participated in the Delphi process to prevent identification and protect confidentiality.

Table no. 1 – Respondents' Background Information

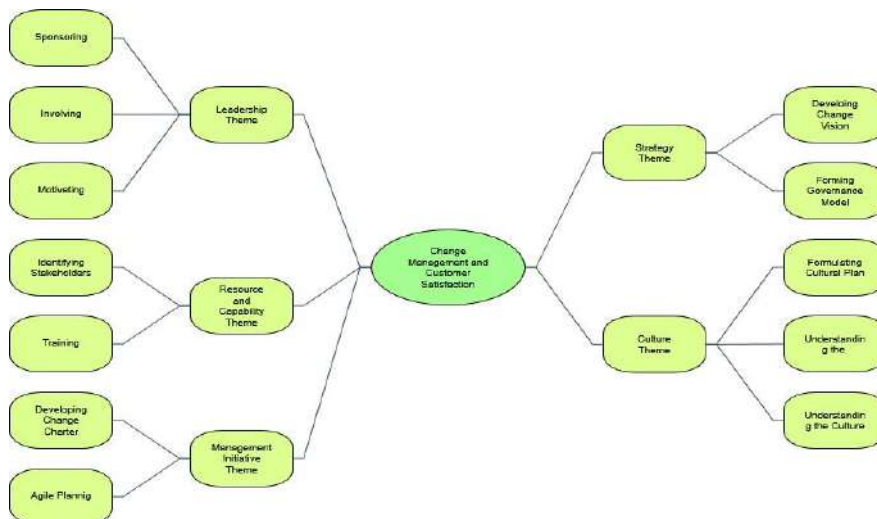
| S/No | Location | Job Title | Waves | Participants code |
|-------------|-----------------|------------------|--------------|--------------------------|
| | Lagos Island | Sales Manager | 1 | Res1 |
| | Lagos Island | Sales Manager | 1 | Res2 |

| | | | |
|----------------|--------------------------|---|-------|
| Lagos Island | Customer Service Manager | 1 | Res3 |
| Lagos Island | Manager | 1 | Res4 |
| Lagos Mainland | Public relations Officer | 2 | Res5 |
| Lagos Mainland | Manager | 2 | Res6 |
| Lagos Mainland | Sales Manager | 2 | Res7 |
| Lagos Mainland | Chief Chef | 2 | Res8 |
| Lagos Mainland | Asst. Chief Chef | 2 | Res9 |
| Lagos Mainland | Manager | 2 | Res10 |
| Lagos Mainland | Location Manager | 3 | Res11 |
| Lagos Mainland | Logistic Manager | 3 | Res12 |
| Lagos Mainland | Public relations Officer | 3 | Res13 |
| Lagos Mainland | Quality Control Officer | 3 | Res14 |
| Lagos Mainland | Quality Control | 3 | Res15 |

Source: Author's compilation 2020

The interview was subjected to content analysis in accordance with the interpretive method. Each item in the interview responses was classified and categorized after being subjected to a content analysis. The results were based on how changing management methods affected employees' satisfaction at work. The study found twelve sub-themes and five main topics that enhance job satisfaction in the fast food industry in Lagos. Figure 1 shows every subject and sub-theme from top-level employees' impressions of the effects of change management practices on job satisfaction in the fast food business in Lagos State, which met the study's goals.

Figure no. 1 Thematic Illustration of Change management and job satisfaction



Source: (Nvivo 12 Output)

Leadership style Theme

The main objective of the theme is to inspire and include fast food staff in the transformation while also ensuring their alignment and motivation. According to Res15, leadership is essential in ensuring that revised policies are in line with top management, staff, and various stakeholders. The first stage in every change, according to Res9, is to make sure that everyone is on the same page on why the change is being made, what will change, and how it will be made. According to Res11's submission, misalignment between any parties could lead to the failure of the change. Alignment is crucial to change management and ensuring job satisfaction.

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

It is extremely difficult to effect transformative change just by pressuring people to perform and react. Employees must be sponsored for training and growth in order to keep up with the change mantra.

Res3 further added that:

A transformative change involves effective communication, alignment, motivation, and creativity from its leaders.

In particular, when the workplace atmosphere is very open, other respondents concur that none of these are typically accomplished by force and managerial control. Managers should be committed to and willing to accept responsibility for bringing about the change, according to leadership. From different talks, the concepts of sponsoring, involving, and inspiring were inferred. As stated above, the goal of the leadership style is to guarantee stakeholder involvement and buy-in for the change. According to Res9, involvement in the change process motivates and enlists people by lowering change resistance. According to Res11, a fundamental strategy for change management is employee involvement. Incorporating employees generates a sense of shared ownership and the notion that everyone is in this together, according to Res15. Non-participants could lack the psychological worth of commitment and feel as though the desired change is being forced upon them.

Others said that involving people could be seen as having a double-edged sword because workers might view it as an attempt to manipulate them into providing feedback without actually considering it, which is extremely harmful and bad. Therefore, stakeholders need to be informed about the mechanisms for feedback, analysis, reviewing, and remedial action. As a result, involvement is crucial to maintaining the change because it enhances the process and brings everyone together and into it.

A transformation's stakeholders can be more emotionally and mentally engaged and have greater desire thanks to a leader's approach. For instance, Res10 acknowledges that

change is nature's one constant. Particularly wonderful and intricate creations of God are people. Res6 concurred that when people are driven, they go through a complex jumble of emotions, wants, ambitions, and so forth as they get enthused and involved in carrying out any kind of work. Despite the fact that the research acknowledges that people vary, each motivational factor will have a unique impact on fast food employees. That is, every person responds to motivators in a unique way. Each employee has his own incentive profile. Karodia, Nyaungwa, and Liganiso (2015) posit that planned changes may be founded on the idea that organizational change is a process involving a transition from one "fixed level" to another level via a series of pre-planned motivational steps. According to the idea of reasoned action, a person's motivation for exhibiting a behavior determines how that activity is performed individually (an extension of Vroom expectation theory). Compared to other types of change (contingency/situational) that are affected by outside factors, planned change offers consistency, stability, and an efficient organization (Ajzen & Fishbein, 1980).

There are hygiene elements and motivating factors, according to Herzberg's theory. Although hygienic aspects do not inspire, when they are incorrect, a demotivated and dissatisfied state will develop. (The hygiene component is illustrated through the official automobile.) There are many theories about motivation, including the process-based theory, outcome-based theory, and theory based on content.

Strategy theme

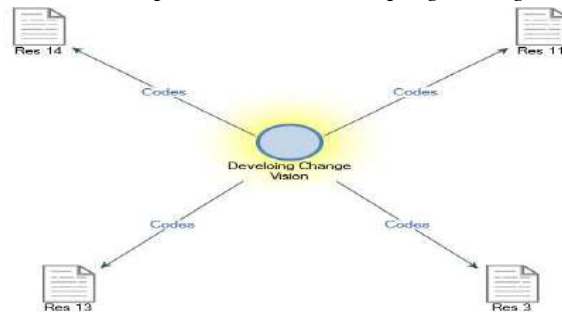
According to a variety of responses, the purpose of this topic is to create a vision for change and make sure that it is connected to the business strategy of the fast food chain. The strategy theme makes sure that measures for managing change are established in line with the organization's capacity for change. Identifying the need for change is another objective of this topic. Lines et al (2015) believes that this is one of the most crucial elements in putting any change into action. As two important sub-themes, creating the governance model and developing the change vision were recognized.

Developing the change vision

The objective of a fast food company's strategy, according to Res3, should be to clearly identify the change. Determining why we are changing, what is changing, who is changing, and how we are changing will define the change. Res13 argues that as both the change and the business plan must be linked, a connection between the change and the strategy must be found to support the aforementioned. Res11 additionally suggested that the analyses provided in the vision serve as evidence of advancements between the old and

new nations. Contrarily, Res14 highlights the significance of defining what will change in terms of procedures, systems, cooking technology, distribution method, structure, management style, employee conduct, and cultural norms. To enable the change leader to continue tracking results against earlier goals, new objectives must be specified with clear indicators and targets (Res3). Additionally, the plan makes sure that the change has the accompanying activities that need to be carried out.

Figure no. 2 Respondents on Developing Change vision



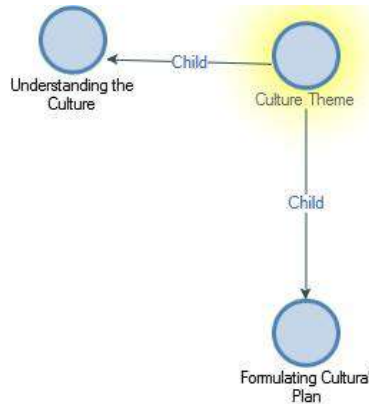
Source: (Nvivo 12 Output):

Res1,2,5,11,12, and 15 agreed that the strategy for creating the governance model is to make sure that the executive managers are in sync, clearly understand their roles and duties, and have ongoing support and sponsorship from the business. Contrarily, Res13 proposes that all workers and other stakeholders be viewed as change sponsors and that they should be required to participate actively and openly in the change processes. The responses to the development of a governance model are shown in Figure 4.

Culture Theme

This theme focuses on institutionalizing cutting-edge approaches to cultural transformation in individuals and organizations. Res1 argues that it is important to identify the cultural elements influencing or obstructing change when it is being implemented. Additionally, it discusses cultural aspects related to the sector, such as food and beverage offerings as well as dining customs. Res5 asserts that fast food chains that disregarded this crucial aspect of transition ceased to exist. African culture never ages, especially when it comes to food. Res12, a typical dinner usually looks appetizing. Additionally, eating at work or even having food delivered to your home gives you the impression of being at home.

Figure no. 3 Analysis on culture theme



Source: (Nvivo 12 Output):

On a different level, Res5 concur that a culture strategy is necessary to motivate the change by balancing and/or altering the culture. Resistance to change might be better understood by appreciating societal culture. To put it another way, a change must be compatible with society's culture, or else it may encounter resistance from the culture. A change will encounter resistance if it undermines established norms and procedures. You can foresee potential sources of resistance in different organizational units by having a thorough understanding of organizational subcultures.

Discussion of Findings

In this part, the findings are highlighted. The four hypotheses that were established and examined in this study serve as the framework for the presentation. The investigation and testing of hypothesis one showed that organizational policy affects job security for employees. Employees can be guaranteed job security as a result of an appropriate assessment of organizational policy, which will maximize job happiness. The report has shown that change is a vital driver of organizational success in the workplace; if only the emphasis is placed more on managerial behavioral factors. Change is an ever-present feature of organizational life, the rate of which has increased substantially in recent years. Significant correlations have been found, which is in line with other studies by Oji-okoro et al. (2014), Tahiru et al (2022), Rune (2005), and Connie (2020), their research showed a strong correlation between several individual job outcome indicators and employees' opinions of change success.

Conclusion and Recommendations

This study investigated the impact of change management techniques on worker job satisfaction in a sample of fast food restaurants in Lagos, Nigeria. Thus the research revealed that change agents always take job stability and motivating rewards into account while executing change. The study's finding revealed that the level of job security certainty increases with improved organizational policy execution. The study recommends that leaders in fast food companies should place a high priority on their leadership style as a lever for organizational development. The report also recommends using elements of change management to increase desire and engage stakeholders mentally and emotionally with the change.

REFERENCES

- AbuMadi, D. A. (2020). Critical Success Factors for Enterprise Resource Planning (ERP) Implementation in Jordanian Higher Education. *Journal of Education Policy*.
- Alavi, H.R., & Askaripur, M.R. (2003). "The relationship between self-esteem and job satisfaction of personnel in government organizations". *Public Personnel Management*, 32(4), 591-598.
- Atif, A.Q.(2015). The impact of transformational leadership on organisational change management: case study at Jordan Ahli Bank .IOSR-Journal of business and management. 17(12).ver.1, 1-7.
- Akinbola, O. A, Olabiyi, J. O, Kowo S.A, Salami A. O (2021) Global Strategy And Competitiveness Of Multinational Corporations. *Economics and Management Journal*, Published by University of Defence Czech Republic Europe, pp.8 - 21
- Aziri, B. (2008). Job satisfaction; A literature review. *Journal of management research and practice*.
- Bogdanova, M. (2022). Globalization and the impact of new technologies on the economy and the labor market. *Economics and management*, 19 (2), 21-26
- Burnes B. (2000). *Managing change: A strategic approach to organisational dynamic*; London prentice hall.
- Burnes, B. (2011). Introduction; why does change fail, and what can we do about it? *Journal of change management*. 11(4) pp 445-450
- Catanzaro, D., and E. Salas. 2006. *Service encounter dynamics: Strategies and tips for b service*. In *Customer Service Delivery: Research and Best Practices* San Francisco: John Wiley
- Connie G. (2020). Reflections on Revolutionary Change. *Journal of Change Management*, 20:1, 7-23.
- Contraffato, M. & Burns, J.(2013). Social and environmental accounting, organisational change and management accounting: A processual view. *management accounting research* 24, 349-348.

- Jaffe, D. T. & Grubman, J. (2015), "From Traditional to Blended Cultures," *Tharawat Magazine Knowledge*, November, 72–79, accessed on July 5, 2020 at: <https://www.tharawat-magazine.com/family-institutions/traditional-blended-business-cultures/>. Herzberg, F (1968). *Work and the nature of man*. Cleveland: world.
- Hiatt, J.M. (2006). *ADKAR: a model of change in business, government and our community*, Loveland, CO: Prosci Research.
- Ilijins, J. Erina, I. & Gaile-Sarkane, E. (2014). Project based internationalization as a driving force for change management in higher education institution in Latvia “ *Procedia-social and behavioural sciences*, 156, 47-52.
- Kansal, KK & Singh, A (2016). *International journal of research in I.T. and management*. 6(11), 16-21. Kansal, S. & Chandani, A. (2014). *Effective Management of change during Merger and Acquisatio*, *Procedia economics and Finance* 11, 208-217.
- Kinicki, A & Kreitner, R (2007): *Organisational Behaviour*, 7th edition. New York: McGraw-Hill/Irwin
- Kotter, J.P (1996). *Leading change* Boston: Harvard Business School Press
- Kowo, S.A, Akinbola O.A & Akinrinola O (2019) *Exploring the Link between Competitive Strategies and Organizational Performance in Beverage Industry. A case of Nestle PLC, Socio Economic Challenges (SEC) Journal*. Published by Sumy State University Ukraine-Europe, Vol-3, Issue 1
- Kungu, GN, Were, S.M ., & Nzulwa, J. (2017), *The effect of transformational leadership on the change management in selected county governments in Kenya*. *The international journal of business & management* 5(9) pp. 203-208
- Lines, B.C., Sullivan, K.T, Smithwick J.B. & Mischung J. (2015). “ *Overcoming resistance to change in engineering and construction; Change management factors for owner organizations*” *International Journal of project management* 8, (4)
- Luecke, R. (2003). *Managing change and transition*, Boston: Harvard business school press,
- Mbah, S.E & Ikemefuna, C.O. (2012) *Job satisfaction and employees turnover intentions in Total Nigeria plc; Lagos state*. *International journal of humanities and social science*. 2(14) pp. 275-287
- Myers, N. (2003) *Biodiversity Hotspots Revisited*. *BioScience*, 53, 916-917.
- Mohammad Shakhawat Hossain, Muhammad Arshad, Lu Qian, Minjuan Zhao, Yasir Mehmood, Harald Kächele (2019), *Economic impact of climate change on crop farming in Bangladesh: An application of Ricardian method*, *Ecological Economics*, Volume 164, 2019 106354, <https://doi.org/10.1016/j.ecolecon.2019.106354>
- Muhammed, H.U. (2013). *Role of transformational leadership in organisational change: mediating role of trust*. *Journal of business and management* 7(2), 72-76.
- Nyelisani, P., Ramdass, K., & Mokgohloa, K. (2019). *The impact of change management strategies in enhancing organizational performance: the case of a public organization*. *SAIIENE XXXt Proceedings*

- Obasan, K.A (2011). Impact of job satisfaction on Absenteeism: a correlative study. *European journal of humanities and social sciences* 1(1), 25-49. Oji-okoro, I., Long, W., Shehu ,A.A & Olufem,i E.A (2014) Employees perception of change effect as a competitive advantage on Nigeria banking industry: An empirical analysis, *Procedia- social and behavioural sciences* 150, 281-290.
- Rune, T.B. (2005). Organisational change management: A critical review. *Journal of change management*.5(4), 369-380.
- Sempane, M.E., Rieger, H.S. & Roodt (2002), job satisfaction in relation to organisational culture. *journal of industrial psychology* 28(2), 23-30. Seele, P., and Lucia G. "Greenwashing (2017) In Search of a Typology and Accusation-Based Definition Incorporating Legitimacy Strategies." *Business Strategy & the Environment* 26, no. 239–52.
- Sarwar, S. and Abugre, J. (2013) The Influence of Rewards and Job Satisfaction on Employees in the Service Industry. *The Business and Management Review*, 3, 23-32. http://www.abrmm.com/myfile/best_track/best_track_50317.pdf
- Tahiru, A., Paolo T, Tazeeb, R & Niccolò Pisani (2022) Gracious growth: How to manage the trade-off between corporate greening and corporate growth *Organizational Dynamics*, Volume 51, Issue 3, 2022, Article 100895
- Van Der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: transformational leadership and bureaucratic organisational structure, *European management journal* .3(2), 373-382 Wanza, S.L & Nkuraru, J.K. (2016) influence of change managements on employees performance: case study of University of Eldoret, Kenya. *International journal of business and social science*.7(4), 190-199
- Wegge, j., Shemla, S. & Haslam, A. (2014). Leader behaviour as a determinant of health at work. *German journal of research in human resource*28(1-2), 6-23
- Yaneva, D. (2020). Definition and characteristics of marketing strategy. *Economics and management*, 17 (2), 111-116