



# **Managing Resistance To Change And Employee Performance Of Selected Plastic Manufacturing Firms In Anambra State**

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## **ABSTRACT**

Continuous resistance to change by the employees of Plastic Manufacturing Firms in Anambra State seems to be a serious challenge to management as they tend to react negatively to change initiatives. In view of this, this study determined the relationship between managing resistance to change and organizational performance of selected Plastic Manufacturing Firms in Awka, Anambra State. The study was anchored on Problem Centered and Appreciative approach of Change by Kotter (1996). The study adopted Survey Research Design and questionnaire was used to collect data from 527 respondents in Adig Plastics Ltd, Ozalla Plastics Enterprises Ltd and Comfort Triumphant Company Ltd in Awka, Anambra State. The data was analyzed using Pearson Product Moment correlation Coefficient. The study revealed significant positive relationship employee resistance to change and employee performance. The study also revealed significant positive relationship between strategic leadership and employee commitment; also, there is significant weak positive relationship between downward communication and task accomplishment. The study concluded that change management can affect employee performance as employees may not adapt to new ways of work. The study also concluded that for strategic leaders to effectively achieve introduction of change initiative to the organization, change management is likely to be an effective tool. The study recommended that there should be effort geared towards involving staff in change decisions so as to carry everyone along in the view of achieving successive change process.

**KEYWORDS:** Strategic Leadership ,Downward Communication and task accomplishment, organizational performance

## **INTRODUCTION**

Employees tend to resist change initiatives as they fear they probably cannot fit into the requirement of the change. A Survey visitation by Bon (2013) to Adig Plastic Manufacturing Nig. Ltd revealed that employees lack the necessary knowledge to handle some tools in the organization and this affected the organization as the organization intends to achieve speed in performance. Fitness between the employee and the introduction of technological would have been possible if the employee have perfect knowledge and skills to handle such equipment. When an organization is experiencing organizational change, such as: re-structuring, downsizing, or merging, it will cause employees the feelings of anxiety, stress, and

insecurity, and resulting impact on employees' productivity, satisfaction, and commitment toward the organization (Ashford, 2009). There are notable Plastic Manufacturing Firms in Anambra State whose performance over the years has not only meet the expectations of stakeholders but has experienced series of change as change seems to be what is known to be constant as there seem to be transformation within the firm varying forms of transformation process which range from technological changes, changes in organizational culture and structure, mission, vision, strategy and task job design (Oyeizugbe, 2015). Management efforts towards successful implementation of change seem to encounter employee's continuous resistance to change initiatives as employees show varying degree of engagement at the work place. Though, observing the Plastic Manufacturing Firms, the employees who seem to have spent longer years in Millennium commented that the management has introduced one form of change or another of which seem to favour some staff and unfavourable to others. Analyzing change initiatives, management seems to introduce change to meet the competitive demand of the environment. Change is an inevitable event that naturally exists in system and change occurrence is likely to cause the adaptation of the organizational system to suit the requirement of the change (Lurdi, 2012).

The use of effective downward communication tools seems to be ignored as employees of Fino Plastic manufacturing Ltd reported that management altar formulated strategy without proper information of the reason of the modification and at times they find it difficult to operate as they lack the knowledge of the objective of the new strategy. Maintaining lasting change is no easy task, as most organizations comprise of more than one culture, thereby making change management difficult. Thus, for lasting change, it is necessary for organizations to strive to change the behaviours, rites, rituals and values of individuals in organizations (Okonkwo, 2011). Communication is likely to be the connection between the identified gap which the organization intends to fill and the participation of employees towards the success of the change initiatives. Based on the background, the study of change management as well as its relationship with employee performance becomes necessary in the Plastic Manufacturing Firms of Anambra State.

#### **Statement of the Problem**

The underlying basis of this study is the continuous resistance to change by the employees of Plastic Manufacturing Firms in Anambra State as they tend to react to change initiatives from management for the fear of job insecurity. The management tirelessly devises means and methods to continuously incorporate change in the operating system of the organization in order to adjust to the changing nature of the environment. According to the survey report by the researcher to Adig Plastics Ltd, revealed that the organizational leadership introduces change thereby altering the existing work process of which they are abreast with. The example given was the introduction of the use of turner machine (a Mixing Machine) and employing experts to handle these machines; it may result to employees losing their jobs in the organization. Change seems to be about surviving but the way it is introduced is likely to depend on the organizational leadership approach towards incorporating the change process (Adegho, 2012).

The downward communication of the change to organizational members is believed to be ineffective in the Plastic Manufacturing Firms as employees of Comfort Triumphant Company Ltd in Awka, Anambra State revealed that management introduces change initiatives without communicating the reason for the change to the employees. Employees said they lack the knowledge of their responsibilities in effecting the change as well as the knowledge of the benefit for the change. Employees in this case, might be less committed to the change, since they lack adequate knowledge about the change. The examples cited by the employees are the change in the structure of organization and operational strategy by management which seems to be altering the effectiveness of the organization. Communication is likely to be an important tool throughout the change process as it may give direction and purpose of the change which will exposes the role employees should play in the change process (Onyeizugbe, 2015). It was observed that management introduces change without preparing employees in advance through development programs that will enhance adaptation to change. It is in the light of this problem that the following objectives are developed.

### **Objectives of the Study**

The broad objective of this study is to ascertain the relationship that exists between managing resistance to change and employee performance of selected Plastic Manufacturing Firms in Anambra State. The specific objectives are;

1. To determine the nature of relationship existing between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State.
2. To ascertain the type of relationship that exists between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State.

### **Research Questions**

Based on the objectives, the following are the research questions;

1. What is the nature of relationship existing between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State?
2. What type of relationship exists between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State?

### **Hypotheses**

Ho<sub>1</sub>: There is no significant relationship between strategic leadership and employee performance of selected Plastic Manufacturing firms in Anambra State.

Ho<sub>2</sub>: There is no significant relationship between downward communication and employee performance of selected Plastic Manufacturing Firms Anambra State.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Managing Resistance to Change**

Managing Resistance to change refers to the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran & Brightman, 2017). According to Burnes (2014) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required getting there. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Burnes, 2014). Due to the importance of organizational change, its management is becoming a highly required managerial skill (Senior, 2012). Graetz (2014) goes as far as suggesting against a backdrop of increasing globalization, Correspondence deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change. Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis (De-Wit & Meyer, 2015). Although the successful management of change is accepted as a necessity in order to survive and succeed in today's highly competitive and continuously evolving environment (Luecke, 2013).

#### **Strategic Leadership**

Strategic leadership, as a process, is therefore realized by strategic leaders. From this last category, it is considered that strategic leaders can be selected from the following types of managers: general managers, front line managers, board members, division managers etc. Strategic leadership involves conceiving and implementing successful strategies. (Stan, 2017). Strategic management is a leading, comprehensive, continuously, process, which helps training and implementing effective strategies which ensure agreement between the organization and its environment, in order to achieve strategic objectives (Ionescu, 2017). Strategic efficient actions are the essential existential conditions in developing and obtaining competitive advantages. Also, strategic leadership involves using activities of general interest to help the growth of human interest when it comes to helping an organization face the challenges that are constantly rising. (Țuțurea, 2010).

For Țuțurea (2016) a manager has to poses four main abilities in order to be able to apply efficient leadership strategies: Intellect; Abilities of self-evaluate; Abilities of supervising and control; Abilities of communicating;

There are two different leadership strategies when it comes to strategic leadership: task-oriented (T) or people-oriented (P) (Mardar, 2013). Some (Warren & Bennis, 2019) state that strategic leadership has the following key elements: Vision (applied in a medium-long term plan) Social architecture (which include elements that are defining, such as: the origin of the organization, the fundamental operating principles, the nature of his work, information management, power distribution and decision making abilities, impact and statute) The promotion of trust inside the organization. The promotion of innovation and creativity and social development.

**Downward Communication:** Downward communication is one of the important processes of organizational communication. It establishes linkages between people by facilitating flow of information between them (Adegho, 2013). According to Okpako (2014) downward communication has five purposes: To give instruction to employees regarding their jobs and specific tasks. To provide information about organizational procedures and practices to new employees. To explain the rationale of a job to a new employee. To provide subordinates feedback about their job performance. To give information required by different teams and departments for the achievement of goals.

In the past, organizations gave attention only to the first two purposes; modern organizations emphasize all five. If the communication process fails to achieve these purposes, employees will not receive all the information they require about their jobs and will not be aware about the importance of their work (Stoner, 2008). They may consider their job to be of little significance in the organization and may not show interest in them. They may carry out their tasks only because they have been asked to do so by their boss. This kind of attitude on the part of employees will have a negative impact on organizational performance. It will promote an authoritative atmosphere, which will adversely affect the upward and horizontal flow of information. It is, therefore, important to communicate to all employees how their jobs will contribute to the achievement of organizational goals and how their poor/excellent performance will affect other jobs in the organization. Thus, the objective of downward communication should be to help employees understand their jobs better and align their goals with organizational goals (Shonubi & Akintaro, 2016).

### **Organizational performance**

Organizational performance is generally indicated by effectiveness, efficiency, satisfaction of employees and customers, innovation, quality of products or services, and ability to maintain a unique human pool (Katou & Budhwar, 2017). The organizational performance variables of the present study included features such as product quality, customer satisfaction, new product development, ability to attract employees, ability to retain employees, and relationship between management and employees (Reddy 2016). According to Kaplan and Norton (1993 cited in Reddy 2016), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness). Sales performance can be explained as all the activities or investment carried out in the firm in the given period of time. It can be measured by total amount of revenue collected for the goods sold. Growth revenue is defined as total amount of money collected by the company for the goods they sold in a specific time and this amount is calculated before any expenses are subtracted. Effectiveness of the organization depends on the three basics performance determinants which include efficiency and process reliability; human resource and relations; and innovation and adaptation to environment (Joseph & Dai, 2019).

**Employee Commitment:** Commitment refers to the level of enthusiasm an employee has towards his/her task assigned at workplace (Dolan, Tzafirir & Baruch, 2015). It is the feeling of responsibility that a person has towards the goals, mission and vision of the organization he/she is associated with. Creating

commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals. (Brisco & Claus, 2018). Organizational commitment means the involvement of an employee to perform his work with zeal and excitement (Dorenbosch & Veldhoven, 2016). Performance of an organization is directly related to commitment level of employees (Ivancevich, 2010). Committed employees will be able to perform their jobs more than management expectations (Bragg, 2015). High level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2015). Employee Commitment is generating human energy and activating the human mind (Jaw and Liu, 2015).

Meyer and Allen (2012), defined commitment as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. Commitment is an obliging force which requires that the person honor the commitment even in the face of fluctuating attitudes and whims (Brown, 2016). Commitment is the relative strength of an individual's identification with and involvement in a particular organization (Brown, 2016). It is the psychological bond of an employee to an organization, the strength of which depends on three factors namely; degree of employee involvement, employee loyalty and belief in the values of the organization (Meyer & Allen, 2012). Employee commitment has been variously conceptualized. To Meyer & Allen (2012), it is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target.

**Task Accomplishment:** Task accomplishment covers a person's contribution to organizational performance, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Williams and Karau, 2011). At a general level, task accomplishment consists of results of transforming materials into the goods and services produced by the organization or to allow for efficient functioning of the organization (Motowidlo, 2013). Thus, task accomplishment covers the fulfillment of the requirements that are part of the contract between the employer and employee. Moreover, task accomplishment in itself can be described as a multi - dimensional construct. Campbell (1990) cited in (Motowidlo, 2013) proposed a hierarchical model of eight performance factors. Among these eight factors, five refer to task accomplishment: (1) job-specific task proficiency, non-job-specific task proficiency, written and oral communication proficiency, supervision, in case of leadership position; and partly, management/administration. Each of these five factors itself consists of sub factors which are differently important for various jobs. For example, the supervision factor includes (1) guiding, directing, and motivating subordinates and providing feedback, maintaining good working relationships and coordinating subordinates and others resources to get the job done (Borman & Brush, 2012).

### **Theoretical Framework**

This study was anchored on Problem Centered and Appreciative approach of Change by Kotter (1996). According to Kotter (1996) the approaches to Change may be divided into two types: (1) problem-centered, and (2) appreciative. Problem-centered approach is a gap between an existing and ideal state of affairs which is identified and change processes are designed and implemented to reduce this gap. Problem-solving steps normally include defining the problem, determining evaluative criteria, generating alternative solutions, evaluating solutions, and implementing solutions. Once the problem has been clearly defined, a structured set of steps needs to be followed in order to facilitate the change process. Kotter's 8-step model of change is one exemplar of a problem-centered approach.

1. Establish a sense of urgency: Cultivate awareness among organizational members regarding market and competitive realities, existing or potential crises, and major opportunities in order to create a compelling reason for change and lessen resistance.
2. Create a guiding coalition: Put together a group of key stakeholders that will lead the change.

3. Develop a vision and strategy: Articulate the guiding vision that will inform the change initiative as well as the strategies to accomplish the vision.
4. Communicate the vision: Determine the appropriate media for disseminating the vision and constantly broadcast the message to the organization. The guiding coalition must “walk the talk” and model the vision for other organizational members.
5. Empower broad-based action: Assess potential obstacles that inhibit change. Discard or modify existing systems, policies, or structures that undercut the change vision. Create an organizational environment that recognizes and rewards risk taking, nontraditional thinking, and innovation.
6. Generate short-term wins: Create opportunities during the change process for viable performance improvements. Creating “small wins” along the way heightens organizational members’ motivation and demonstrates that the change process can be successful.
7. Consolidate gains and produce more change: The credibility from generating “small wins” is leveraged to continue the change of systems, structures, and policies that don’t fit the vision. Hiring and promotion policies are aligned with the vision, and individuals are brought into the organization who can implement the vision. New projects, themes, and change agents are brought in to reinvigorate the process.
8. Anchor the new approach into the culture: Articulate the connections between the new behaviors and organizational success. Create a culture of leadership and program of leadership development and succession to support the new vision and further its development.

**Appreciative Approach:** Appreciative approach of change begin with the premise that the organizations are doing something right and promote inquiry into the organization’s moments of excellence, life-generating values, and best practices. This is typically referred to as the positive core. Appreciative approach affirm the “best of what is” in the current organization by building on the organization’s existing strengths and developing processes that elaborate, develop, and enlarge the organization’s capacity. Appreciative Inquiry is the dominant exemplar of an appreciative change approach and is structured according to the 4-D Model of Change.<sup>8</sup> The four D’s are:

1. **Discovery:** The Discovery phase uses organization-wide interviews among members to appreciate and value the best of “what is” regarding the topic of inquiry. For example, an inquiry could be created that focuses on delivering high-quality customer service. Organizational members typically interview each other regarding the strengths, values, core competencies, best practices, wishes, and dreams concerning the particular issue the organization wishes to address.
2. **Dreaming:** During this phase, organizational members envision “what might be.” They create a future-oriented focus by imagining what a future would be like where they are at their best and performing at a high level.
3. **Dialogue:** Organizational members discuss “what should be” in light of the information they have developed in the Discovery and Dreaming phases. Provocative propositions that summarize what allows the individuals and the organization to succeed and perform well are articulated. Dialogue on how to create an organizational architecture and structure that supports these provocative propositions is conducted.
4. **Destiny:** Organizational members discuss “what will be” by determining what processes and procedures need to be in place to accomplish the visions and dreams that emerge from the Dialogue phase and create action plans.

### **Relevance of Problem Centered and Appreciative approach of Change to the Study**

The problem centered and appreciative approach to change bears credence in this study as it exposes the approaches towards change management. The problem centered approach enlightens management on the identification of gap which is a potential of change and approaches towards introducing change in the organization. While the appreciative approach revealed that an organization might be performing great

but can strive towards excellence through the 4 Ds that discovery, dreaming, dialogue and destiny process.

### **Empirical Review**

Olajide (2020) studied empirically change management and its effects on organizational performance of Nigerian telecoms industries by focusing on Airtel. A total of 300 staffs of Airtel were randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology have a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also showed that a change in management via leadership has a significant effect on employee's performance. Based on the findings of the study, recommendations were made that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes. The study therefore concluded that nothing remain still in the world of business as change is the only thing that is constant. The study therefore recommended that change managers should therefore successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry.

Naveed, Jantan, Saidu and Bhatti (2017) carried out a study on the validation of the organizational change constructs using confirmatory factor analysis of Pakistan commercial banks. G-Power software 3.1 version and Krejcie and Morgan (1970) sample size criteria was used to determine the sample size of 380. A stratified simple sampling technique was used to select the sample from the targeted population of 73,714 across the six selected commercial banks in Pakistan, namely Habib Bank Limited (HBL), National Bank of Pakistan (NBP), United Bank Limited (UBL), Muslim Commercial Bank (MCB), Allied Bank Limited (ABL) and Bank Alfalah (BAF). The study identified and used nine dimensions to measure organizational change, and 380 Bank managers were surveyed using a self-administered questionnaire. To conform the dimensions and their contributions towards main construct, first-order and second-order confirmatory factor analysis was conducted. The result showed that process, strategy, attitude, structure, culture and technology are the main predictors of organizational change.

Adefope (2017) carried out a research on the impact of training and development on employee performance in Radisson Blu Anchorage Hotel. The study assessed the training and development process of Radisson Blu Anchorage Hotel and whether training has improved employee performance. Survey research design was adopted in the study and questionnaire was designed using structured questions to collect primary data from employees of Radisson Blu Anchorage Hotel. The sample size comprises of 68 employees. Analysis of data was done using SPSS and the findings of this research indicated that the various training undergone in Radisson Blu Anchorage Hotel has impact on employee performance but the management needs to look into the training package. Results of analysis of the data collected show that various training conducted in Radisson Blu Anchorage Hotel has impact on the employees.

Nebo, Nwankwo and Okonkwo (2015) examined the role of effective communication on organizational performance in Nnamdi Azikiwe University, Awka. The survey research method was adopted for the study and the study relied much on secondary and primary data. The population of the research was drawn from the academic and non-academic staff of Unizik. The population is made up of 170 non-academic and 130 academic staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. The data collected were analyzed using Chi-Square  $X^2$ . The findings from the study show that effective communication is the remedy to effective and efficient management performance of employees in an organization. The study recommended the need for every organization to make effective communication an essential integral part of its management strategies and map out strategic ways of storing information.

Kibe (2014) researched on the effects of communication strategies on organizational performance at Kenya Authority. The main objective was to investigate the effects of communication strategies on

organizational performance at Kenya Port Authority. The targeted population consisted of 200 employees derived from the corporate service division. Taro Yamane technique was used to derive a sample size of 132 employees. The findings of the research revealed that communication strategies are communicated in the business world. A single business may have multiple strategies for different categories of people such as clients investors and employees. The study concluded that for any organizational performance to be effective, the communication strategies applied should be open, inclusive, two-way end result-driven business communication. The study recommended that for effective communication to take place, the barriers to effective communication must be reduced since they cannot completely be removed.

Wanza and Nkuraru (2016) investigated the effects change management on the performance of employees in relation to technological changes, organizational leadership, structure and culture. The study adopted a case study research design. The target population was 403 employees. A sample size of 121 employees was selected using simple random sampling technique. Primary data was collected using questionnaires and interview schedules. Analysis was done using descriptive statistics and presented using graphs and tables. The study found that structural changes and organizational leadership influenced university employees' performance positively. The study further revealed that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's work load and to increase efficiency and effectiveness at work place. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. The study concluded that structural changes, leadership, technology and organizational culture influence the performance of employees positively. The study recommended that the university leadership needed to change their mindsets on the impact of change management, leadership styles that increase employee motivation to exceed expected results and a change process that is result oriented thus increasing their levels of employee's performance.

## **METHODOLOGY**

A survey research design was adopted in this study; the reason for adopting the correlation survey research design is to know the extent and degree of relationship that exist between some variables in the study; also the study requires eliciting information directly from the respondents under study which can be possible through a survey research design. The population of this study comprises 527 management and staff of Plastic Manufacturing firms in Awka, Anambra State. The sample size consist 527 using the entire population as sample size. Data were sourced primarily and secondary data. This study made use of content validity. The reliability of instrument was obtained through a test-retest method and Pearson Product Moment Correlation Co-efficient. In this research, data collected were presented using frequency percentage. The data generated were analyzed mean and Hypotheses were tested using Pearson Product Moment Correlation Co-efficient on Statistical packages for Social Science (version 23) at 5% level of significance. It was used to establish the degree of relationship between all the stated dependent and independent variables.

## **DATA PRESENTATION AND ANALYSES**

The data used in the analysis of this project were obtained from the response of the respondents to the questionnaire administered to them by the researcher. A total of five hundred and twenty seven copies of the questionnaires were distributed to the respondents, out of which three hundred and fifty-four were properly filled and found relevant to the study 27 copies were not properly filled. The analysis in this section was therefore based on the five hundred relevant copies.

### **Test of Hypotheses**

#### **Interpreting the Pearson Result**

A positive correlation means that as one variable increases in value, the second variable also increases in value. Similarly, as one variable decreases in value, the second variable also decreases in value. Decision Rule: Reject the null and accept the alternate if  $P\text{-value} < 0.5$ ; if otherwise accept the null Hypothesis.



**Hypothesis One**

Ho<sub>1</sub>: There is no significant relationship existing between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State.

**Correlation between strategic leadership and employee commitment**

**Correlations**

		Strategic_leadership	Employee_commitment
Strategic_leadership	Pearson Correlation	1	.544
	Sig. (2-tailed)		.083
	N	500	500
Employee_commitment	Pearson Correlation	.544	1
	Sig. (2-tailed)	.083	
	N	500	500

**Result Summary**

Table 4.2.1 shows that there is significant positive relationship between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State with  $r=0.544$ ,  $n=500$  and  $p$  value is  $0.083$  ( $P<0.5$ ). Therefore, we accept the alternate hypothesis and conclude that there is significant strong positive relationship between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State with correlational coefficient of  $0.544$ .

**Hypothesis Two**

Ho<sub>2</sub>: There is no significant relationship existing between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State.

**Correlation between downward communication and task accomplishment.**

**Correlations**

		Downward_communication	Task_accomplishment
Downward_communication	Pearson Correlation	1	.314
	Sig. (2-tailed)		.347
	N	500	500
Task_accomplishment	Pearson Correlation	.314	1
	Sig. (2-tailed)	.347	
	N	500	500

**Result Summary**

Table 4.3.2 shows that there is significant positive relationship between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State with  $r= 0.314$ ,  $n= 500$  and  $p$  value of  $0.347$  ( $P<0.5$ ). Therefore, we reject the null hypothesis and conclude that there is significant weak positive relationship between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State with correlational coefficient of  $0.314$ .

**Summary of Findings**

Based on the test of hypotheses, there is significant positive relationship between managing resistance to change and organizational performance of selected Plastic Manufacturing Firms in Anambra State via the following;

1. There is significant strong significant positive relationship between strategic leadership and employee commitment of selected Plastic Manufacturing firms in Anambra State.
2. There is significant weak positive relationship between downward communication and task accomplishment of selected Plastic Manufacturing Firms Anambra State.

## CONCLUSION

Based on the findings of this study, it can be concluded that change management can affect employee performance as employees may not adapt to new ways of work. When an organization ignores effective management of change, they may suffer resistance to change from employees which may likely affect performance of the organization. For strategic leaders to effectively achieve introduction of change initiative to the organization, change management is likely to assist acceptance of change initiatives. Communication from management is necessary for achievement of success in change management.

## RECOMMENDATIONS

Based on the findings of this study, the following were recommended;

1. There should be effort geared towards involving staff in change decisions so as to carry everyone along in the view of achieving successive change process.
2. There should be effective flow of information from top management to subordinates on the reason for change as well as goal and behavioural expectations of employees within the change process.

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