



**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF INTERNATIONAL BUSINESS**

**EXAMINING THE CAPACITY OF HUMAN RESOURCES
DEPARTMENT TO DRIVE ORGANIZATIONAL CHANGE:
CASE STUDY OF ALERZO COMPANY,
IBADAN, NIGERIA**

M.Sc. THESIS

LINUS NDUKWE

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April, 2022

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April, 2022**

Approval

We certify that we have read the thesis submitted by **LINUS NDUKWE** titled: **“Examining the Capacity of Human Resources Department to Drive Organizational Change: Case Study of Alerzo Company, Ibadan, Nigeria”** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Social Sciences.

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Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

LINUS NDUKWE,

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LINUS NDUKWE

Abstract

Examining the Capacity of Human Resources Department to Drive Organizational Change: Case Study of Alerzo Company, Ibadan, Nigeria

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M.Sc, Department of International Business

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Change is inevitable and constant change has increased the level of competition in the business world as well as vibrant advancement in technology. This study finds out the capacity of the human resource management department to drive organizational change and their role, evaluate the quality of change, and assessed the effect of human resource management department on quality of change, organizational performance and employee's commitment. The study used a cross sectional research design. The primary population of the study are employees of Alerzo company in Ibadan, Nigeria. 196 participants were adjudged sufficient representation of the population using Yamane (1976) formula for sample size determination. Systematic random sampling technique was used to select of eligible participants. A self-administered semi structured questionnaire was used as the instrument for data collection. A combination of descriptive and inferential analysis was used for the statistical analysis while the statistical package for social sciences (SPSS) version 26 and Microsoft Excel was utilised for data entry and statistical analysis. The descriptive analysis was presented using percentages, mean and standard deviation. The inferential analysis was done using Pearson correlation and regression analysis. Human resource department works as a catalyst for change and they have the capacity to drive organizational change and more so, they contribute hugely to boosting organizational performance. The Human resource department possess quality change communication in that they clearly explain the necessity of change, sufficiently inform employee of the progress of change and maintain a two-way communication between them and other departments. The organization is now more lucrative, use internal quality-oriented practices and delivers higher-quality services. There is a statistically significant relationship between human resource management department, organizational performance, quality of change and employee commitment. The human resource department has influence on the quality of change, organizational performance and employee commitment. Human resource management department has the capacity to drive organization such as improving organizational performance, employee commitment and quality change.

Keywords: Human resource, Quality change, Organizational performance, Employee's commitment, Capacity.

Özet

İnsan Kaynakları Departmanının Organizasyonel Değişimi Sürdürme Kapasitesinin İncelenmesi: Alerzo Company, Ibadan, Nijerya Vaka Çalışması

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Değişim kaçınılmazdır ve sürekli değişim, teknolojideki canlı ilerlemenin yanı sıra iş dünyasındaki rekabet düzeyini de artırmıştır. Bu çalışma, insan kaynakları yönetimi departmanının örgütsel değişimi ve rolünü yönlendirme kapasitesini ortaya çıkarmakta, değişimin kalitesini değerlendirmekte ve insan kaynakları yönetimi departmanının değişimin kalitesi, örgütsel performans ve çalışan bağlılığı üzerindeki etkisini değerlendirmektedir. Çalışmada kesitsel bir araştırma tasarımı kullanılmıştır. Araştırmanın birincil popülasyonu Nijerya'nın Ibadan kentindeki Alerzo şirketinin çalışanlarıdır. Örnek boyutunun belirlenmesi için Yamane (1976) formülü kullanılarak 196 katılımcının popülasyonu yeterli temsil ettiği karar verildi. Uygun katılımcıların seçilmesi için sistematik rastgele örnekleme tekniği kullanılmıştır. Veri toplama aracı olarak kendi kendine uygulanan yarı yapılandırılmış bir anket kullanıldı. İstatistiksel analiz için tanımlayıcı ve çıkarımsal analizin bir kombinasyonu kullanılırken, veri girişi ve istatistiksel analiz için sosyal bilimler için istatistiksel paket (SPSS) sürüm 26 ve Microsoft Excel kullanıldı. Tanımlayıcı analiz yüzdeler, ortalama ve standart sapma kullanılarak sunuldu. Çıkarımsal analiz, Pearson korelasyon ve regresyon analizi kullanılarak yapıldı. İnsan kaynakları departmanı, değişim için bir katalizör görevi görür ve örgütsel değişimi yönlendirme kapasitesine sahiptir ve dahası, örgütsel performansın artırılmasına büyük ölçüde katkıda bulunurlar. İnsan kaynakları departmanı, değişimin gerekliliğini net bir şekilde açıklamaları, çalışanlarını değişimin ilerleyişi hakkında yeterince bilgilendirmeleri ve kendileriyle diğer departmanlar arasında iki yönlü bir iletişim sürdürmeleri bakımından kaliteli değişim iletişimine sahiptir. Kuruluş artık daha kazançlı, dahili kalite odaklı uygulamaları kullanıyor ve daha kaliteli hizmetler sunuyor. İnsan kaynakları yönetimi departmanı ile organizasyonel performans, değişimin kalitesi ve çalışan bağlılığı arasında istatistiksel olarak anlamlı bir ilişki vardır. İnsan kaynakları departmanı, değişimin kalitesi, örgütsel performans ve çalışan bağlılığı üzerinde etkiye sahiptir. İnsan kaynakları yönetimi departmanı, organizasyonel performansı, çalışan bağlılığını ve kalite değişikliğini iyileştirme gibi organizasyonu yönlendirme kapasitesine sahiptir.

Anahtar Kelimeler: İnsan kaynağı, Kalite değişimi, Örgütsel performans, Çalışan bağlılığı, Kapasite.

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List of Abbreviations

AMO: Ability, Motivation, and Opportunity

HCM: Human Capital Management

HR: Human Resource

HRM: Human Resource Management

NIPM: National Institute of Personnel Management

RBV: Resource-Based View

SHRM: Strategic Human Resource
Management

CHAPTER ONE

Introduction

This chapter includes the problem statement, objectives of the study, significance of the study and related descriptions on the study.

Background to the Study

When organizations face significant change, they look up to human resource (HR) “people” department to help with or even lead the effort especially at this period of economic downturn where most businesses and organizations are liquidating due to the inability to cope with the change (shrm.org, managing organizational change). A significant one is the role of HRs in organizational change efforts. HR serves as a strong advocate of transformation and adviser to leaders of organizations and businesses. About 66 percent of organizational transition drivers contribute to expertise, according to Gartner research, requiring the complete participation of HR to put together the personnel and services required to make transformation strategies a success. While it can be easy to think about HR as the main catalyst of organizational progress, senior leaders are responsible for developing the dream and advocating organizational change, with HR serving as a vital enabler of change (<https://www.eaglesflight.com/blog/the-role-of-human-resources-in-organizational-transformation>).

Every company in the world typically has the tools at its disposal that it deploys to achieve its goals and objectives. Money, property, labour (human) and technologies are these resources: Humans are the greatest assets of the organization; human beings and the ability they possess drive improvement in the organization (Jahn, 2007). The organizations of today are continually evolving. Organizational change affects not only the organization, but also its workers as well. In order to optimize the organizational productivity generated by the transition, the skills, time and expertise of individuals must be handled by HRs. To ensure that progress is successfully led by an organization's HRs, it was important to establish a separate division, the Department of HRs. Human Resource Management (HRM) is therefore the responsibility of the department of HRs.

Therefore, HRM is the systematic approach of controlling an organization's workforce who contribute individually and collectively to the realization of the organization's objectives. The concepts "HRM" and "HRs" have gradually replaced

the term "Personal Management" defined as the processes involved in the management of people in an organization. In a basic term, HRM means the process of hiring individuals, improving their skills, using, retaining, and compensating their services under the job requirement and organization standards.

A variety of tasks are usually carried out by HR departments and divisions in companies, including the creation of employee benefits, employee recruiting, training and growth, performance evaluation, and rewarding (e.g., handling pay and benefit systems) (Pauuwe & Boon, 2009). The Department of HRs is also concerned with organizational reform and labour relations, namely the balancing of organizational activities with collective bargaining and government law standards (Klerck, 2009). HRs department tasks include role design and review, staff preparation, recruiting and selection, training and development, performance management, compensation (remuneration), and legal issues, according to Buettner (2015).

According to research, the establishment of the HR department as a separate department in organizations can be traced back to the early 20th century during the rise of the human relations movement. The advent of the human relations movement prompted the documentation of policies to create business value through strategic and systematic management of the workforce. History has it that, the then function of the department was primarily dominated by transactional work which includes payroll and benefits administration. However, with advancement in technology, globalization, and further research, the department has started focusing on strategic initiatives that are in line with the continue changing business world. Such initiatives are mergers and acquisition, talent management, succession planning, labour relations, and diversity amongst others (Mamin,2012).

Every organization's HRs department still focuses on optimizing employee efficiency. The Department of HRs oversees an organization's human capital and focuses on the execution of policies and processes. They also concentrate on hiring, training, relationships with staff, and benefits. Specialists in recruiting are in charge of identifying and hiring top talent. The Department of HRs also ensures that workers are educated and that there is continuous growth; this is achieved through training programs, performance assessments, and incentive programs. Employee partnerships deal with employee issues, such as abuse or discrimination, when protocols are violated. Someone introduces pay systems, parental leave plans,

discounts, and other advantages that workers will receive in terms of benefits. However, this study explores the HRs department's ability to promote organizational change in Alerzo company in Ibadan, Nigeria.

Adewale Opaleyefounded Alerzo in 2018 as a last-mile distribution platform that helps retailers stock inventory directly from manufacturers. Its business, officially launched in 2019, is centered on helping street-side vendors and shops in Nigeria's south-western cities access household supplies quicker and efficiently. Alerzo's core business distributes FMCG goods using a first-party relationship platform which allows suppliers to clear inventory faster and lets Alerzo control the supply chain and delivery. The company exclusively serves the country's tier-2 to tier-4 cities in Southwest Nigeria — Ibadan, Ekiti and Abeokuta, to name a few. It connects retailers to local and multinational distributors of consumer brands, like Unilever, Nestlé, Procter & Gamble, Dangote, and PZ. (<https://www.alerzo.com/>)

In total, Alerzo has raised more than \$20 million since its launch. Early investors include the Baobab Network, an Africa-focused accelerator based in London, and Signal Hill The company also said it closed a \$2.5 million working capital facility to serve its customers. The company provides warehousing and fulfilment solutions to suppliers and storefront delivery to informal retailers. It currently owns over 200 vehicles and 20 warehouses to serve its thousands of customers (<https://techcrunch.com/>).

Statement of the Problem

Change is inevitable and constant change has increased the level of competition in the business world as well as vibrant advancement in technology. The forces of change have subjected organizations to challenges as to how to handle and mitigate the negative impact of the change. Therefore, the resultant uncertainty and volatility lead to souring competition in the global business world. However, reactive respond from organizations narrows their competitiveness and erodes their market share and sustainability chances.

In the processes of managing change, preparedness and proactive are the vital realization factors to deal with the uncertainties. Hence, within the aggressive business environment, HR is one of the fundamental key agents for change management. Therefore, the key question here is the roles the HR department can

assume and what contributions can it make in managing the negative effect of change. On the other hand, what is the capacity of the HR department to drive organizational change? Therefore, this study focuses on examining the capacity of the HR department to drive organizational change. The study also aims at assessing the interrelation between the capacity of human resource department to drive organizational change and organizational performance, quality of change communication and employee commitment using the Ibadan, Nigeria branch of Alerzo company as a case study.

Aim and Objective of the Study

Broad Objective

The overall aim and objectives of this study is to examine the capacity of human resource department to drive organization and the effect of the human resource department on organizational performance, quality of change communication and employee's commitment.

Specific Objectives

Specifically, the study;

1. Find out the capacity of the human resource department to drive organizational change and their role
2. Evaluate the quality of change communication.
3. Determine the organizational performance and the employee's commitment
4. Find out the effect of human resource department on quality of change communication, organizational performance and employee's commitment.

Research Question

This research provides answer to the following questions:

1. Does the human resource department have the capacity to drive organizational change?
2. What is the quality of change communication in the organization?
3. What is the organizational performance and employee commitment?

4. What is the effect of human resource department on quality of change communication, organizational performance and employee's commitment?

Research Hypothesis

H₁: Human resource management department has significant relationship with the quality of change in an organization.

H₂: Human resource management department has significant relationship with organizational performance.

H₃: Human resource management department has significant relationship with the employees' commitment

Significance of the Study

This study would be a valuable guide on fundamental information about how the HR department should be used as a mechanism to promote and sustain internal transformation for the management of corporate enterprises, including retail stores worldwide. It will also add to the body of literature investigating the ability of the Department of HRs to promote organizational progress, thereby constituting analytical literature for future study in the field of research.

The outcomes of this research will also help to identify the role of the HR professionals in the process of change and help to assess the nature of this effect, and how to develop it more effectively and efficiently for organizations. HR managers and organizational policymakers may benefit from such outcomes as well.

Scope and Limitation of the Study

This study focuses on the practices of the organization's HR department to effect organizational change using the Ibadan, Nigeria branch of Alerzo Company as a case study. The main limitations faced in this study included financial and time constraints. Inadequate funds impeded the efficiency in sourcing relevant materials, journals, and information for the study. The time frame for the project was also limited; the researcher was simultaneously engaging the study with other academic work. Hence, this will consequently hamper the time dedicated to the research work.

Conceptual Framework

The conceptual frame work in the figure below illustrates the direction which the research is undertaken; it shows that there is a link between the capacity of the human resource department to drive organizational change, organizational performance, and quality of change communication and employee commitment. The independent variable is the capacity of human resource department to drive organizational change while the dependent variables are; organizational performance, quality of change communication and employee commitment.

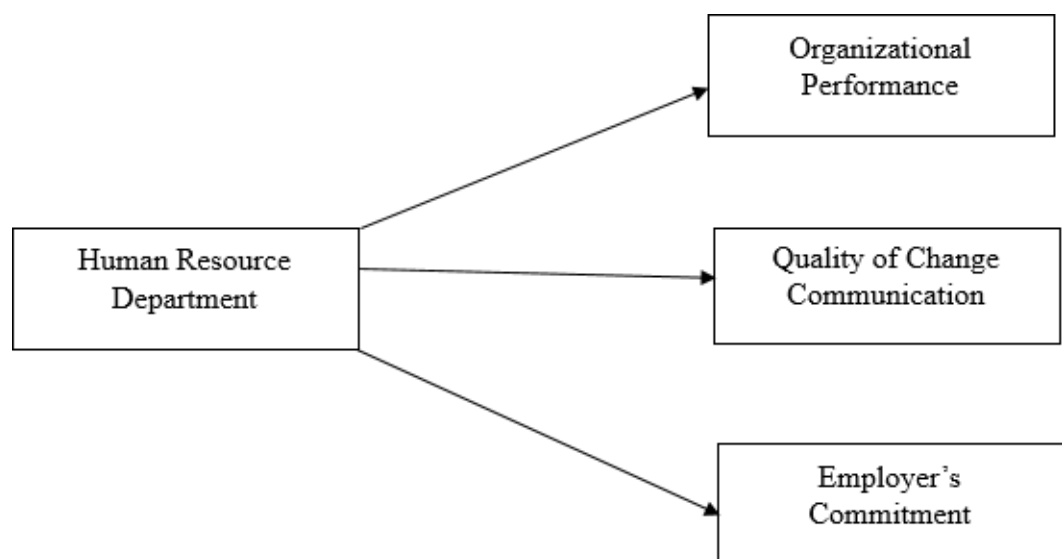


Figure 1: The Research Model

Source: Prepared by the Researcher

Definition of Terms/Concepts

AMO: Ability, Motivation, and Opportunity

Appraisal: A judgment of the value, performance, or nature of something or somebody.

Capacity: The ability to understand or do something.

Change Management: The systematic way of controlling change to gain a required result.

Change: To become different, to make something or somebody different (Oxford Advanced Learner's Dictionary).

Commitment: The willingness to work hard and give your energy and time to a job or an activity (Oxford Advanced Learner's Dictionary).

Department: A section or a large organization such as government, business, university, etc. (Oxford Advanced Learner's Dictionary).

Drive: To force somebody or something to act in a particular way.

Effective: Producing a result that is wanted or intended, producing a successful result.

Efficient: Doing something well and thoroughly with no waste of time, money, or energy.

Examine: To consider or study an idea, a subject, etc. carefully.

HCM: Human Capital Management

HR: Human Resource – Personnel, workforce, staff, or employee of an organization.

HRM: Human Resource Management – The systematic way of controlling an organization's human resources to attain organizational goals.

Human Resource Department: Part of an establishment that is responsible for effectively managing the organization's human resources.

Management: The act of running and controlling a business or similar organization.

NIPM: National Institute of Personnel Management

Organizational Change: The alteration of structural relationships and roles of people in an organization to attain better organizational goals.

Performance: How well or badly you do something.

RBV: Resource-Based View

SHRM: Strategic Human Resource Management – Systematic approaches employed in controlling human resources to achieve the desired result.

Strategic: Done as part of a plan that is meant to achieve a particular purpose or gain an advantage.

Strategy: A plan that is intended to achieve a particular purpose.

CHAPTER II

Literature Review

Research related conceptual definitions, descriptions and information related to the subject that already exists in the literature are given in this chapter.

Theoretical Review

Several theories have been propounded and invented to address the issues of HRM. these theories include Taylorism, theory X, and theory Y before the invention of Elton Mayo's Hawthorne experiment. These theories focus on better ways of managing people in a work environment. Therefore, the invention of Elton Mayo's Hawthorne experiment began the new phase of workforce management popularly known as human relations. With the changing business world as a result of globalization and advancement in technology, personnel management systems surfaced which eventually has transformed into what is today HRM. The adoption of the HRM concept has attracted many studies agitating loads of findings that generate a lot of arguments among scholars and professionals.

This study adopted Resource-based view (RBV) theory, Ability, Motivation, and Opportunity (AMO) theory, and change management theories. RBV and AMO are the most popular theoretical frameworks used in studies that have to do with HRM and organizational performance. This is also confirmed in the study of Paauwe & Boselie (2005). These theories adopted the discuss the relationship between HRM and organizational performance as well as HRM and organizational change. RBV proposes that organizations can have different strategies due to the heterogeneous nature of the organization as a result of various resources. These resources are classified into heterogeneous and immobile (Jurevicius, 2013). It is believed that each organization has different skills and capabilities which make the organization unique and different from others. As a result of the uniqueness of these organizations, different strategies and approaches can be adopted to promote competitiveness in the market. Looking at the immobile resources, it is believed that resources own by organizations cannot be transferred from one organization to another. Therefore, it is difficult for organizations to obtain the immobile resources of their competitors since those resources have an important value for organizations (Jurevicius, 2013, Nancy,2013).

AMO theory propounded that job performance is determined by employees' Abilities, Motivation, and Opportunities to contribute to the realization of organizational goals. The theory suggests that these three independent work system components shape employee characteristics and contribute to the success of the organization. Therefore, organizational goals are best met by a system that attends to the employees' ability, motivation, and opportunity. They propose that a combination of an individual's ability (A), motivation (M), and opportunities (O) can give rise on individual's performance (P). This can simply be expressed as $A+M+O= P$ and this provides the basis for developing HR systems that can attend to employees' interests. As cited by Nancy (2013), these interests include skill requirements, motivations, and the quality of the job. According to scholars such as Bailey et al, (2001); Boxall and Purcell (2008, 2003), HRM practices have a great influence on individual performance which can lead to the overall organizational performance if they encourage discretionary efforts, develop skills, and provision of opportunity to perform. Theories of change management are discussed in the course of this review.

Conceptual Review

Human Resource Department

According to Susan Heathfield (2020) HR and Management Consultant, the HR department is part of an establishment charged with the responsibility of effectively managing a company's HR, which are its employees. Also refers to as HRs, the department's mission is to ensure that employees are adequately managed, appropriately compensated, and effectively trained to achieve the organizational goals. The department is a support system and a critical component of employee well-being in any organization no matter how small is the organization.

Departments are the entities that shape organizations that assemble individuals, disclose partnerships, and operate in a manner that better promotes the achievement of the organization's goals. Functions such as HRs, marketing, administration, and sales are usually organized by departments. In companies, HR departments and divisions usually carry out a variety of tasks, including employee compensation management, recruiting, development, success assessment, and promoting (e.g., handling pay and incentive systems) (Pauuwe & Boon, 2009, Buettner, 2015). The Department of HRs also deals with labour relations, i.e., the

distribution of corporate. Furthermore, the department is also involved in organizational change management and industrial relations matters (Klerck, 2009). The department role helps to ensure that the mission, strategy, ideals, or guiding principles of the organization, company metrics, and influences that keep the company based on performance are streamlined (Towers, 2007). A company's HRs department manages various facets of jobs, such as compliance with labor legislation and employment requirement, employee compensation administration, and some aspects of recruiting and dismissal.

The establishment of the HR department as a separate department in organizations can be traced back to the early 20th century during the rise of the human relations movement. The advent of the human relations movement prompted the documentation of policies to create business value through strategic and systematic management of the workforce. History has it that, the then function of the department was primarily dominated by transactional work which includes payroll and benefits administration. However, with advancement in technology, globalization, and further research, the department has started focusing on strategic initiatives that are in line with the continue changing business world. Such initiatives are mergers and acquisition, talent management, succession planning, labour relations, and diversity amongst others (Mamin,2012).

The Concept of Human Resource Management

HRM as the term implies is a management practice that deals with recruiting, hiring, deploying, and managing an organization's workforces. Also referred to as HR, the department is charged with the responsibility of creating, putting into effect, and overseeing policies governing workers and the relationship of the organization with its employees. Daniel & Kabiru (2017), viewed HRM as the strategic and coherent approach to the management of an organization's most valued assets. These are people working in the organization who individually and collectively contribute to the achievement of the objectives of the business.

Some scholars viewed HRM as the "art and science" of management organization's workforce. It is an art of managing people by recourse to creative and innovative approaches and a science because of the precision and rigorous application of theory that is required.

Prachi Juneja in his article sees HRM as the process of controlling employees in an organization in a structured and systematic manner. HRM covers activities such as staffing, retention of people, payroll management, performance assessment, and change management. As posited, this is the traditional definition of HRM which led some experts to define HRM as the modern version of personnel management. In his view, HRM embraces not only the management of people in organizations. That is controlling people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. Accordingly, HRs function in modern-day organizations is concerned about the philosophies of employee empowerment, development, and emphasis on making the employment relationship fulfilling for both the management and employees.

According to the National Institute of Personnel Management (NIPM) of India, HRM is the part of management that focuses on employees and their relationships within the organization. This is aim at bringing together and developing employees into an effective organization of men and women who can make a meaningful contribution in the attainment of organizational goals.

Edwin Flippo HRM involves the traditional activities of HRs (planning, organizing amongst others) carried in attaining the organizational goals. In the views of Decenzo and Robbins, HRM is focused on the people dimension in management. Since organizations are made up of people, doing everything to enhance continue commitment to the organization is essential to achieving organizational objectives. Others view HRM as the art of handling an organization's workforce in such a manner that enables them to put in their best for the attainment of the organization's set goals.

According to research, the term HR was first used in the early 1900s, and then more widely in the 1960s, to describe the workforce of an organization. With the evolving global business world and advancement in technology, the modern HR technology term Human Capital Management (HCM) is gradually replacing HRM. Many medium organizations including HRs software developers are adopting the term HCM in place of HRM. According to DeGraff, 2010, the term HRM is used to describe the formal processes built within an organization for people's management. Hence, the HR manager's duties fell into three main areas which are personnel, job pay and benefits, and job definition/design. Essentially, HR management aims to optimize an organization's competitiveness by maximizing its employees'

performance. In terms of the ever-increasing rate of transition in the corporate world, this mandate is unlikely to change in any fundamental way. As Gubman (1996) noted in the *Journal of Business Strategy*, "the fundamental mission of HRs will always be to attract, grow, and retain talent; match the workforce with enterprise, and be an outstanding company contributor. Those three challenges will never change." Until recently, the HRs department of a corporation was frequently consigned to lower levels of the organizational structure, even though its mandate is to replenish and nourish what is often honestly cited as the greatest assets of an organization, the employees. Yet the awareness of the value of HRs management to the financial wellbeing of an organization has risen significantly in recent years. This understanding of the value of HR management applies to small companies, and while they typically do not have the same amount of HR needs that bigger corporations do, they often face challenges with workforce management that can have a decisive effect on corporate health. As Burstiner (1988) pointed out, attracting the right people and teaching them well can sometimes mean the difference between scraping out the cheapest livelihoods and steady business growth. Personnel concerns do not differentiate between small and large businesses. You will find them, irrespective of cost, in all industries. Company consultants note that many overriding values govern contemporary HR management. Perhaps the paramount concept is a clear understanding that an organization's most valuable assets are HRs; without good control of this capital, a corporation will not be competitive.

Another essential concept articulated by Armstrong (2014, 2010) is that business success is more likely to be accomplished if the company's management practices and processes are closely related to the accomplishment of organizational goals and strategic plans which make a substantial contribution to them. A third guiding principle, close in nature, maintains that the HRs department has to locate, protect, lead, and cultivate workers whose strengths and interests are consistent with the company's operational needs and potential objectives. A third guiding principle, close in nature, maintains that the HRs department has to locate, protect, lead, and cultivate workers whose strengths and interests are consistent with the company's operational needs and potential objectives. It is committed to shaping a fitting organizational culture and implementing initiatives that represent and reinforce the company's core values and ensure its sustainability. The duties of the HRs department can be subdivided into three fields: individual, organizational, and

professional (Conaty& Ram, 2011). Person leadership includes having workers recognize their strengths and weaknesses; fixing their weaknesses; and making their best commitment to the business. Via several practices such as performance assessments, preparation, and research, these functions are undertaken (Conaty& Ram, 2011). Meanwhile, organizational growth focuses on promoting a competitive structure that as part of broader corporate objectives, maximizes human (and other) capital. This critical responsibility often requires the development and maintenance of a transition policy that helps the organization to adapt to external and internal influences that are changing.

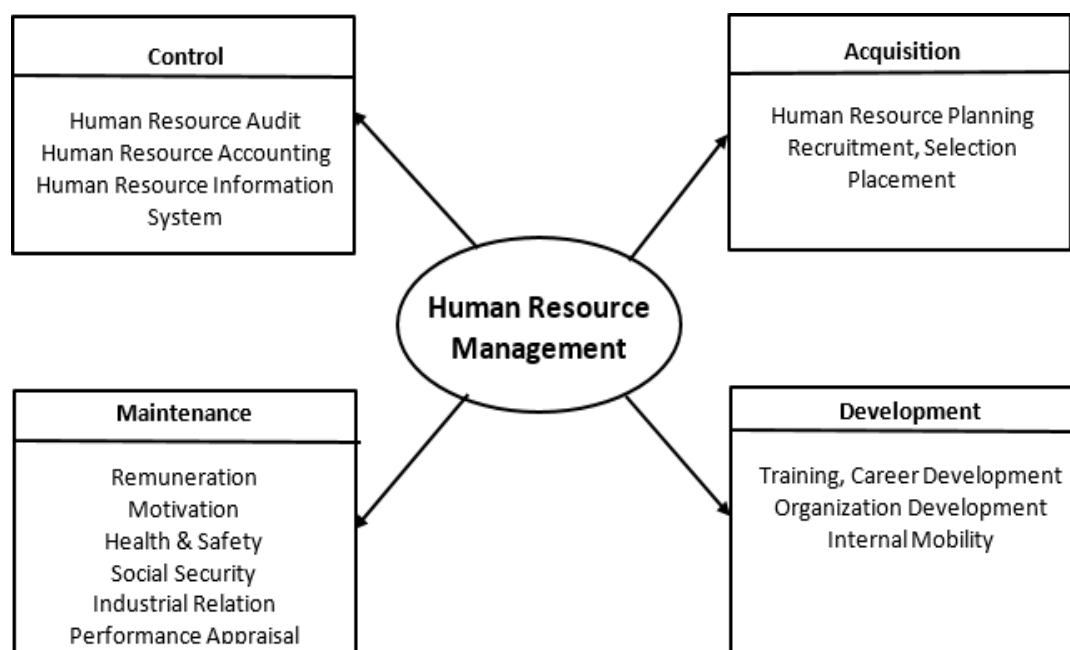
The roles of HR management are ideally located near the organization's theoretical core, with connections to all business fields (Wright, 2011). As the department or manager of HRs is responsible for overseeing workforce productivity and growth at all levels, HRs employees should have access to and the encouragement of key decision-makers. Furthermore, the department of HRs should be positioned in such a manner that it can communicate efficiently with all parts of the organization (May, 1945). Structures for HR management differ greatly from company to business, influenced by the organization's form, complexity, and guiding philosophies that they represent. But most organizations arrange HR management activities in a single area around the groups of persons to be aided. They perform procurement, managerial, and other duties. For each agency, different workforce selection groups are expected to train and develop staff in specialist fields, such as manufacturing, manufacturing, communications, or executive education. In addition, certain units of HRs are largely autonomous and are grouped solely by purpose. For and department, separate workforce growth groups are required to train and develop staff in specialist fields, such as manufacturing, manufacturing, marketing, or executive education. For example, certain units of HRs are fully separate and are grouped solely by purpose. For starters, the same training department serves all the organization's divisions.

Over recent years, however, analysts have cited a strong movement toward radical reassessments of the structures and positions of HRs. "A wave of shifting market dynamics, changing corporate systems, and changing leadership has caused divisions of HRs to change their opinions almost instantly on their position and work," Johnston (1996) wrote. Today, senior management wants HRs teams to transition to a more streamlined, decentralized support role beyond their

conventional, compartmentalized "bunker" strategy." In light of this shift of priorities, Johnston (1996) observed that an increasingly popular practice in HRs is to decentralize the function of HRs and make them accountable to individual line management. Similar to its communications, financing, and logistics counterparts, this increases the possibility that HRs are treated and included as an important part of the corporate process. However, in cases where specialist knowledge is needed, such as wages and recruiting roles, HRs will maintain a centralized functional partnership.

Scope of Human Resource Management

The scope of HRM is very vast and wide; the objectives range from human resources needs, assessment to management and retention. The department is responsible for the management of the organization's HR. this activity involves effective designing and implementation of various policies and programs. Therefore, the scope of HRM involves the acquisition, development, retention, and control of HRs in the organization. The figure 2 below depicts the scope of HRM. However, the National Institute of personnel Management, Calcutta, India has specified three



aspects as scope of HRM, labour aspect, welfare aspect, and industrial relations aspect.

Figure 2: Scope of Human Resource Management

Source: National Institute of personnel Management, Calcutta, India

- a. **The Labour or Personnel Aspect:** This aspect deals with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay-off and retrenchment, remuneration, incentives, productivity, etc.
- b. **Welfare Aspect:** It deals with working conditions, and amenities such as canteen, creches, rest and lunchrooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.
- c. **Industrial Relations Aspects:** This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary actions, settlement of disputes, etc.

Importance of Human Resource Management

The importance of HRM can never be overemphasized, the role of HRM practices is to manage the workforce to achieve the organization's mission and reinforce the culture in the organization. Hence, HR managers help in recruiting new professionals who have the prerequisite skills to further the organization's goals. Also, they aid with the training and development of current employees to meet the set objectives of the organization. Therefore, HR management helps bridge the gap between employees' performance and the organization's strategic objectives. Stated below are some of the importance of HR managers as highlighted by the German International School of Management and Administration(GISMA):

- a. **Strategy Management:** This is the systematic process of carrying out plans to ensure that the organizational business goals are reached.
- b. **Benefits Analysis:** Through HRM, HR professionals can work out strategies towards reducing the cost of operations. HR professionals are well trained to carry out efficient negotiations with potential and existing employees of the organization ensuring that costs are minimized to the barest minimum.
- c. **Training and Development:** The HR department contributes significantly to the training and development program of an organization. HR professionals are directly involved in the training and development of employees. Their contribution cannot be overemphasized, they contribute to the growth of employees within the organization, enhancing employee satisfaction and productivity.

- d. **Interactivity within Employees:** HR professionals are saddled with the responsibility of conducting activities, events, and celebrations in the organization which gives way to team-building opportunities. Moreover, it enhances interactivity within employees and instils a sense of trust and respect among peers.
- e. **Conflict Management:** The department in its professional approach ensures that issues and conflicts are resolved effectively among employees as well as employees and the organization. Moreover, HR professionals help employees understand various ways of developing effective work relationships and the importance of not letting personal judgment affect their behaviour.
- f. **Establishing a Healthy Work Culture:** A healthy work culture is essential in bringing out the best in employees. HR professionals contribute significantly to setting up a healthy and friendly work culture, which further translates into efficient productivity among employees.
- g. **Compliance:** HR professionals work towards making the organization compliant with employment laws, as well as maintaining records of hiring processes and applicants' logs.

According to research and a known fact, HR professionals handle the activities of HRM. They are responsible for the execution of day-to-day HR-related tasks ranging from procuring to training and development amongst others. Typically, HRs comprise an entire department within each organization. The HR departments across different organizations vary in size, structure, and nature of their positions. Larger organizations such as Alerzo have more specialized roles, with individual employees dedicated to functions.

Objectives of Human Resource Management

The core and primary objective of HRM is to ensure the availability of the right individuals for the right jobs to attain organizational goals effectively and efficiently. In an online article written by PrachiJuneja (2015) and an article shared online by Smriti Chand, the HRM objectives are categorized into societal objectives, organizational objectives, functional objectives, and personal objectives.

Figure 3: Objectives of Human Resource Management



Source: Adopted from PrachiJuneja (2015) and Smriti Chand Article

- a. **Societal objectives:** These are measures put into place that respond to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.
- b. **Organizational objectives:** This has to do with actions taken to enhance the efficiency of the organization. These actions include providing training, hiring the right number of employees for a given task, or maintaining high employee retention rates.
- c. **Functional objectives:** This deals with the lay down guidelines and principles that guide the operations and functionality of the HR department within the organization. These activities include ensuring that all of HR's resources are being allocated to their full potential.
- d. **Personal objectives:** This entails resources used the support employees' personal goals such as offering opportunities for education or career development as well as maintaining employee satisfaction.

HR Management Practices and Responsibilities

Over the years, many researchers have identified different HRM practices by different terms. Gnan and Songini (2003) and Matlay (1999) in their study refer to HRM practices as “professional.” Some scholars refer to certain sets of HRM practices as best practices and high performance (Huselid, 1995) and others sophisticated (Wager, 1998, Golhar and Despande, 1997). Pfeffer in his 1994 and 1998 studies argued that the most appropriate term for HRM practices is “Best HRM practices.” One of the haunting questions in HRM research is about the existence of a

single set of practices that epitomizes a universally superior approach to people management as cited by Chandler and McEvoy in their study of the year 2000. Based on evidence and finding, theories on best practices propose that universally, certain HRM practices either separately or in combination yield improved organizational performance.

Apart from finance, which plays a very supportive role in every organization, the HRM function more than any other support function. The HRM is charged with the responsibility of ensuring that the organizational policies and procedures are implemented and also taken into consideration the grievances of employees. Furthermore, different areas of HRM oversight can be the following as highlighted by Redman and Mathews (1998) and others:

- a. Employee recruitment, on boarding and retention.
- b. Talent management and workforce management.
- c. Job role assignment and career development.
- d. Compensation and benefits.
- e. Labour law compliance.
- f. Performance management.
- g. Training and development.
- h. Succession planning.
- i. Employee engagement and recognition.
- j. Team building.

Below is a table showing HRM objectives and supporting functions:

Table 1: HRM Objectives and Supporting Functions

Serial	HRM Objectives	Supporting Functions
(a)	(b)	(c)
1.	Societal Objectives	<ol style="list-style-type: none"> 1. Legal compliance 2. Benefits 3. Union management relations

2.	Organizational Objectives	<ol style="list-style-type: none"> 1. Human resource planning 2. Employee relations 3. Selection 4. Training and development 5. Appraisal 6. Placement 7. Assessment
3.	Functional Objectives	<ol style="list-style-type: none"> 1. Appraisal 2. Placement 3. Assessment
4.	Personal Objectives	<ol style="list-style-type: none"> 1. Training and development 2. Appraisal 3. Placement 4. Compensation 5. Assessment

Source: National Institute of personnel Management, Calcutta, India

According to the article shared by Smriti Chand, the functions performed by the HR department are classified into two categories which are managerial and operative functions (Figure 3).

- a. **Managerial Functions:** As depicted in the figure 3 below, the managerial functions of the HR department are planning, organizing, staffing, directing, and controlling. Planning is the process of determining and formulation of policies in the achievement of organizational goals. Organization as a managerial function of HR deals with the structure and allocation of jobs. Organizing is the process of assigning a specific task to a subordinate and establishing channels of authority. Staffing as a managerial function of the HR department involves the employment of employees. Directing is the process of stimulating efforts to achieve the desired goals. Controlling means setting principles for performance, checking to ascertain the actual performance compares with the set principles and taking corrective measures as needed.

- b. **Operative Functions:** The operative functions of the HR department vary from department to department depending on the nature of the department. These functions include procurement, development, compensation, and maintenance. Procurement means is getting the right set of human resources in the right number to be filled in the organization. The activities of procurement range from manpower planning to induction. Development as an operative function of the HR department involves activities meant for the improvement of employees' knowledge, skills aptitudes, and values to enable efficient performance. Compensation function means the determination of wages and salaries equivalent to employees' contribution in attaining the organizational goals. Maintenance is concerned with protecting and promoting employees. Under this approach, benefits and several social security measures such as housing allowance, medical allowance, provident fund, group insurance, and gratuity amongst others are put into consideration.

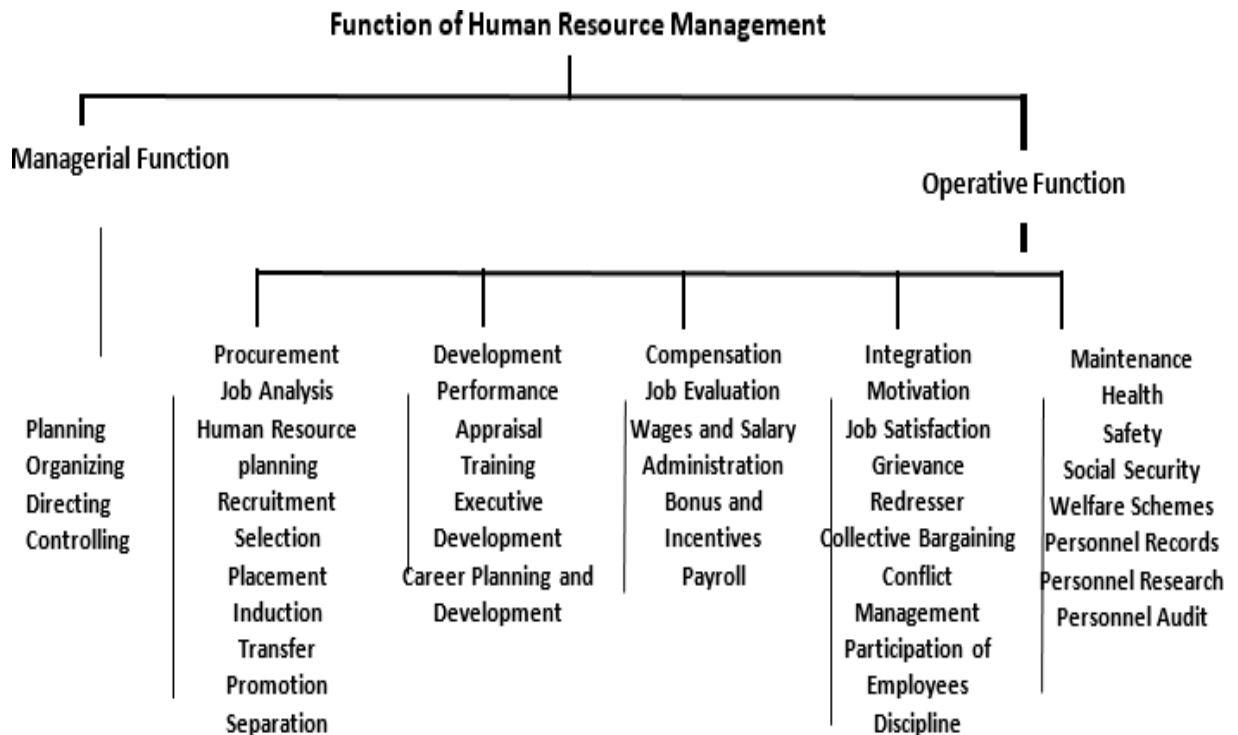


Figure 4: Functions of Human Resource Management

Source: Adopted from Prachi Juneja (2015) and Smriti Chand Article.

According to the 3Cter framework of HRM practices developed by Saxena and Tiwari (2009) through examining the HRM practices of leading IT companies like Infosys, Wipro, and TATA, culture building, career development, compensation, and benefits amongst others were identified as important HRM practices. A notable research work conducted by Appelbaum et al, (2000), identified three types of generic people management practices that they thought were critical to organizational performance. Firstly, laying more emphasis on recruitment, selection, and learning. According to the research, skill-enhancing practices are important, however, changes in work organization are only effective if employees have adequate skills to up these opportunities. Secondly, motivation-enhancing practices are critical. They opined that even if it is assumed that employees have the prerequisite skills and opportunity, it is imperative to motivate them to take up the opportunities. Lastly, the research also identified that involvement enhancing practices are concerned with designing

online and offline work systems so as employees can have the chance to be involved and participate in decision making.

Strategic Human Resource Management

This is an imperative aspect of any organization and it plays a pivotal role in HRM processes especially in today's evolving changing global business world. HR managers manage strategies to ensure the organization reaches its business goals, as well as contributing significantly to the corporate decision-making process. According to Cania (2014), Strategic Human Resource Management (SHRM) is a practice comprising the use of an all-encompassing method in the advancement of HR policies incorporated into the overall goal of the organization. He further emphasized that these strategies define objectives and procedures connected to general organizational concerns including the effectiveness of the institution. These strategies also engender the phases of managing people resourcing, learning, and developing, as well as rewarding and managing employee relations.

According to Purrel as cited in Cania (2014), SHRM highlights activities that differentiate the organization from its competitors. Unlike HRM which is responsive in nature, SHRM is a preemptive management function. Again, whereas HRM regards managing an organization's HR, SHRM emphasizes aligning HR with the organization's overall objective (Difference between HRM and SHRM, 2014). The importance of this distinction is to indicate that there is a significant relationship between organizational strategy, HR policies, and performance in SHRM. The capacity of HR policies in driving organizational change is the focus of this study. Thus, the link between these concepts is vital to the study.

The Concept of Organizational Change

Before diving into the concept of organizational change, first and foremost let's understanding what the term organization, organizational and change means.

“The art of progress is to preserve order amid change and to preserve change amid order.”

- *Alfred North Whitehead*

The above is a wonderful insight on the concept change from Alfred North Whitehead, a renowned philosopher and mathematician. Nowadays HR managers

have to worry about addressing organization and customer needs in a fast-paced environment impacted by social, economic, political and cultural shifts. Light of the foregoing, organizational change is the transformation or adjustment to the way an organization function. According to Wikipedia, organization “is an entity such as a company, an institution, or an association comprising one or more people having a particular purpose.” The Cambridge English Dictionary defined organizational as “relating to the ability to plan things carefully and keep things neat.” According to Merriam Webster Dictionary change “is the act of becoming different or of causing someone or something to become different.” In the same vein, the Cambridge English Dictionary defined change as “to make or become different.” Putting this together organizational change can be seen as any alteration that occurs in total work environment. Therefore, organizational change refers to the alteration of structural relationships and roles of people in organization in order to attain better organizational goals especially in the near future.

According to Tim (2020), a marketing specialist and contributing writer for Harvard Business School Online; organizational change is activities taken by an organization to modify major elements of its organization to attain efficient results. Some of these elements are changes in organizational culture, technologies use for operation or the internal operating processes. Organizational change is the progress of an organization from one level of affairs to another. Organizational change can be drastic and adjust the way an organization operates, or it may be incremental and gradually change the way things are done. Organizational change is inevitable in a progressive culture. Modern organizations are highly dynamic, versatile, and adaptive to the multiplicity of changes.

The principle of organizational change theory applies both in the short and long term. Most organizational change is a reaction to the negative impact of an incident and needs to be changed. It is often a response to changes in the environment that will affect the business environment negatively. Organizations can estimate that the age of the workforce is on the rise. In response to this, organizations could realize that as the workforce gets older and the types of benefits may change. As the workforce rapidly ages, it is possible that employees who are not satisfied with the current work situation and could retire thereby creating a vacuum and sudden loss of valuable expertise on the part of organizations. Therefore, the organization must devise strategies to retain employees and also plan for their

retirement. The precarious issue is finding ways to develop strategies and approaches to addressing age-related stereotypes which is a hindrance in the retention of employees.

Forces of Change

Organizational change takes many forms. It may involve a change in an organization's structure, strategy, policies, procedures, technology, or culture (Stanley, 2002). Therefore, the forces of change can be classified into external and internal forces (See the figure below for details).

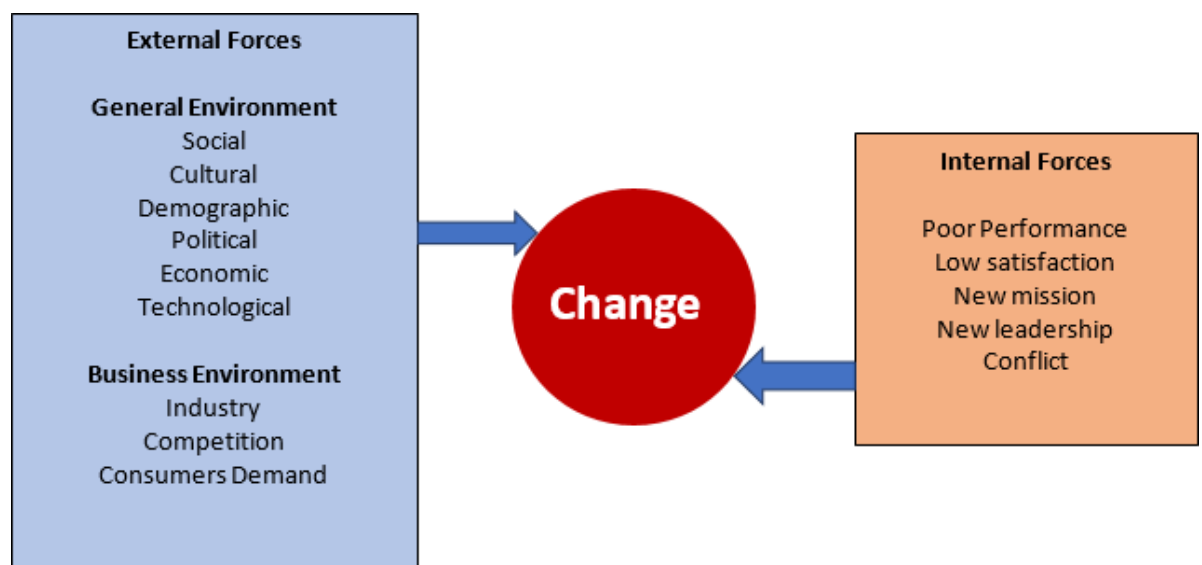


Figure 5: Forces of Change

Source: Adopted from lumenlearning.com/wm-organizational-behavior/chapter/forces-of-change/

External forces are factors from outside the organization that forced the organization to change. As showing in the figure above, some of these external forces are social, cultural, demographic, political, economic, and technological forces. Organizations can also experience internal forces of change. These forces of change arise from inside the organization and are related to the internal functioning of the organization. Epidemic and pandemic can force organization to change especially

those in the healthcare sector. The current pandemic, Corona Virus (COVID-19) has forced the global business world to adopt new ways of doing business.

- a. **Social:** Changing social trends have a great impact on organizations which causes the organization to adopt new approaches of productions and services to meet up with the trend. Nowadays, consumers are becoming more environmentally conscious. This trend has pushed many companies into changing their mode of production and services such as fast-food restaurants, detergent production companies, manufacturers of cleaning products, tobacco companies, and so on. For instance, fast food restaurants have replaced Styrofoam containers with paper, and manufacturers of cleaning products are forced to change product formulas to omit phosphorus and other environmentally threatening chemicals.
- b. **Political:** Incoherent and unfavourable government regulations often force organizations to change positively or negatively. For instance, in Nigeria increased of Value Added Tax (VAT) to 7.5% has forced many organizations to change in the mode of operations to meet up with the organizational goals. In some cases, when the government enacts new laws and regulations that affect organizations, businesses have to change their operations to cope with the challenges imposed by the change e.g., new healthcare system laws.
- c. **Technology:** Advancement in technology has forced the organization to change their policies to meet up with the global trend. This can be seen in the creative industries such as music/entertainment, healthcare sector, and Information Technology (IT). Such change is motivating corporations to rapidly change their technology. In the entertainment industry today, consumers have stopped renting videos to enjoy the cheaper and more convenient streaming services like Netflix and also iTunes for buying and selling music, etc.
- d. **Economic:** Economic downturns have a major impact on organizations. Recession can force organizations to file for bankruptcy, change their mode of operations, or short down operations. According to research, during the 2008 recession, consumers lost their jobs and cut back on their spending.

Giant Companies such as General Motors and Chrysler were forced to file for bankruptcy. General Motors and Chrysler were forced to file for bankruptcy. Also, we can look at the 2020-2021 economic recession due to the Covid-19 that has changed the way people do and transact business globally by working from home etc, that has also affected the way HRs go about their management process.

- e. **Poor Performance:** Poor or low performance within an organization forced organizations to change to enhance effective and efficient performance. The notion “nothing fails like success” is the most appropriate way to compare the relationship between company performance and organizational change. Research has it that, Polaroid Corporation the then number one producer of instant films and cameras in 1994 failed woefully in less than a decade. The company filed for bankruptcy thereby was unable to adapt to the rapid advancement in the 1-hour photo development and digital photograph technologies. However, to attain success in any organization, it is also found out that change in an organization’s top-level management is a motivator for change at the lower level. According to research, long-tenured Chief Executive Officers (CEOs) are unlikely to change their formula for success. However, new CEOs and new top management teams create change in a company’s culture and structure (Deutschman,2005).

Resistance to Change

Changing the mode of operations in an organization is often necessary and an imperative strategy to remain competitive as well as to survive in the market. Failure to accept change is one of the baffling problems a manager encounters because it can take many shapes. Change in an organization causes employees to resign, show tardiness, loss of motivation to work, increased absenteeism, transfer, and wild-cat strikes amongst others. According to a 2007 survey conducted by the Society for HR Management (SHRM), resistance to change is one of the major reasons why the approach in change management fails woefully.

There are different categories of resistance to change which include active, passive, compliance, and enthusiasm resistance. Those in active resistance to change

sabotage the change effort and are outspoken objectors to the new strategies. Passive resisters are those who quietly dislike the change and look for an alternative job without tabling their view about the change to the decision-makers. Compliance resistance involves individuals that are going along with the changes with little or no enthusiasm. They reluctantly accept the proposed change with no zeal to contribute to the achievement of organizational goals. Last but not least can be seen as an agent of change, this involves individuals who show enthusiastic support for the new strategies and encourage others to key in to support the change effort (Change Management,2007).

Change Management

Change management can be defined as an organized methodology to effecting change in an organization or business environment. It is the mode in which change is defined and implemented in an organization using both its internal and external processes. Designing a systematic approach towards change management is critical to help ensure a favourable transition while avoiding disruption. Dealing with change involves adopting a systematic approach and application of knowledge. However, the primary goal of change management is to effectively generate new ideas, create new products, implement new processes and business policies while curtailing undesirable outcomes (This is affirmed in an article posted on <https://www.shrm.org/resourcesandtools>).

As the global business world is changing every day, the significance of managing the workforce through change can never be overemphasized(<https://www.shrm.org/resourcesandtools>). Failure of managing employees through change is detrimental to the growth of an organization. Many models have been developed in the management of change. According to John Kotter Change Management Model, there are eight stages of managing change which include:

- a. **Create a sense of urgency:** According to him, these changes are influenced by market conditions, advancement in technology, demographic shifts, social trends, and incoherent government regulations. To enhance successful revolution efforts, change managers must first examine the market for changes that will help the organization to remain competitive in the evolving changing global business world.

- b. **Build a guiding coalition:** This stage entails the establishment of a group or groups with a common goal and enough power to lead the change. He further emphasized that to form a productivity coalition, members must show expertise, credibility, effective management skills, and proven leadership skills and abilities.
- c. **Form a strategic vision and initiatives:** The guiding coalition should generate a clear vision and SMART goals that will motivate people to take appropriate actions towards achieving it. The goals in achieving the vision must be specific, measurable, achievable, realistic, and timely.
- d. **Enlist a volunteer army:** Here once the vision is crafted, extensive communication on how the change will be actualized is necessary. According to Koffer, the important elements in effective communications include simplicity, use of examples, multiple forums, repetition, explanation of apparent inconsistencies, and two-way communication. This will aid the attainment of the change process.
- e. **Enable action by removing barriers:** This stage deals with removing all obstacles that could hinder employees from participating fully in attaining the vision created. These obstacles could be lay formal structures in the organization, lack of needed skills, bad information system and active change resisters e.g., some supervisors.
- f. **Generate short-term wins:** This deals with designing measures that could enhance the quick attainment of the vision. Short-term goals are more visible to employees and they will be encouraged to key in.
- g. **Sustain acceleration:** This has to do with entrenching the major changes achieved in the organization's culture in order not to make it vulnerable to resistance.
- h. **Institute change:** This final stage deals with linking the successful change to the organization's major corporate culture which are norms of group behaviour and shared values.

Another model of organizational change management includes a 6-phase change management process as depicted in the diagram below:

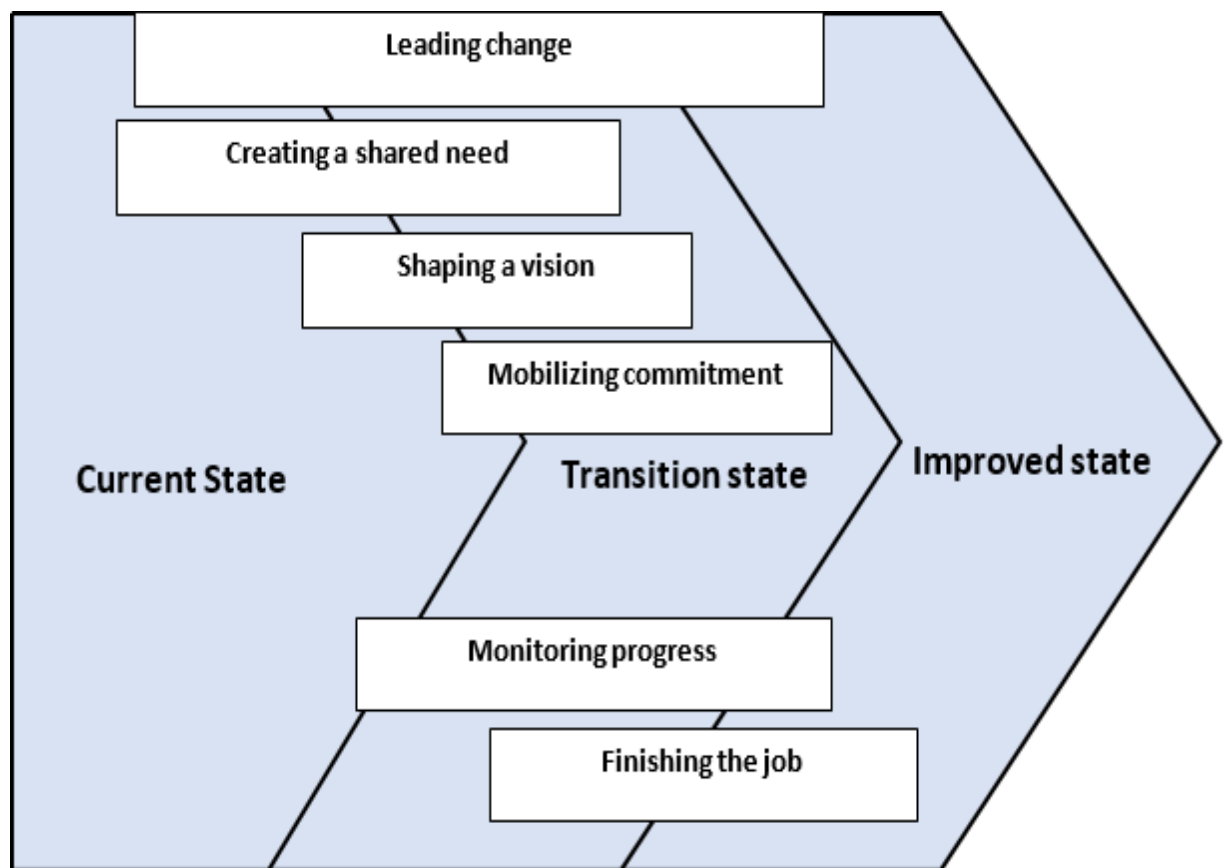


Figure 6: Change Management Model for Making Change Work

Source: Adopted from asq.org/quality-resources/change-management

As depicted in the diagram above, all organizational changes move from the current state, through a transition state into the desired improvement state. Change begins by categorically stating the need for the change which leads to the creation of a shared need. Thereafter, it is necessary to share the idea of the expected outcome which is now formed into the vision of the organization. After developing the vision, there is the need of mobilizing employees to achieve the vision. Furthermore, to attain the vision successfully, a monitoring system must be created to track the improvement of the change efforts. More so, a person or team must ensure that the change reaches completion. And finally, from the beginning to the achievement of the change process, the change effort must have the backing of the management. That is management should champion and lead the change effort.

Human Resource Management and Organizational Change

Based on the evidence and findings, it is becoming increasingly clear that HRM is an important component that can drive organizational change. Many researchers and organizations such as Altarawneh (2016) and Jayasinghe (2016) have identified HRM policies and practices as an imperative and crucial framework for the efficient and effective running of institutions. According to Harriet (2020), the effective management of these policies greatly improves organizational financial and operational performance when the organization adopts the right policy approach. According to Sikora & Ferris (2014), HR professionals can manage organizational change through the implementation of the right HRM policy.

Many studies such as Jayasinghe (2016), Fullan (2014), and Adeniji et al (2013) argued that organizational change initiatives do not yield the required result, mainly due to poor HRM policies. These studies further revealed that the HRM department could be used as an organizational change driver through the effective implementation of HRM policy frameworks and efficient practices. In light of the foregoing, Bratton and Gold (2012), in their study sees HRM as the process of connecting the HR function with the strategic objectives of the organization to improve performance.

In the quest for organizational change management, organizations are faced with challenges in their approach to improving performance to meet the organizational goals (Armstrong & Taylor, 2014). These challenges range from lack of understanding of HR frameworks that contain management policies to absence of management tools to effectively manage employees, ineffective HRM system, and high rate of litigation. Djabatey (2012), changing social trends, globalization, and technological advancement in organizations, have introduced challenges in HRM practices. These challenges prevent HR managers from achieving the desired result in the organization.

However, Djabatey (2012) elucidated that the quest for high performance explains the reason why companies pay significant attention to the HR department. Having skilled personnel and adopting the right policy framework will drive organizational change effectively. This is in harmony with the study conducted by Osibanjo and Adeniji (2013). The study indicated that having skilled personnel should begin by recruiting people with relevant expertise. Osibanjo and Adeniji (2013) went further to address the ability to conduct a good recruitment and selection process for

employees with high-performance skills who can increase the overall performance of an organization. According to them, HR managers must be persistent to use relevant processes, such as comprehensive job analysis, and attitude, behaviour, skills, competencies, and experiences needed for the vacant position. Companies must use objective judgment in recruitment and selection processes (Doldor *et al*, 2012).

Syed and Jamal (2012), in their study, affirmed that the HR department develops initiatives to effect organizational change toward a positive direction in areas such as talent management, knowledge management, and creating a healthy work environment for individual employees to achieve efficient organizational goal. They identified the key objectives of HRM as the attainment of staff development goals and career expectations, creating work conditions for the total quality concept, and stimulating teamwork and innovation. Others are guiding employees in a way to enhance maximum output, unification of HR strategies and organizational plans as well as ensuring that employees are committed to achieving organizational goals.

Nyakwara & Gongera (2014) and Nyakwara *et al* (2014) affirmed that HR departments are charged with the responsibility of developing initiatives that drive organizational change in a positive direction. Furthermore, they stated that poor working environment, excessive stress, inadequate employee satisfaction, and welfare issues usually lead to labour unrest and declining performance in the workplace.

Organisational Commitment

Organizational Commitment Conceptualization

This sub-section will discuss the conceptualization of the concept of organizational commitment, with a particular emphasis on the definition of organizational commitment, approaches to organizational commitment, and the various models of organizational commitment.

Definition of organisational commitment

According to Porter (1974), organizational commitment is defined as the relative strength of an individual's identification with and involvement in a specific organization. Organizational commitment, according to Mowday, Steers, and Porter (1979), consists of three components:

- 1) a strong belief in and acceptance of the organization's goals and values,

- 2) a willingness to put forth significant effort on behalf of the organization, and
- 3) a strong desire to remain a member of the organization.

Meyer and Allen (1991) classified organizational commitment into three broad categories: affective, continuance, and normative. Thus, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs of leaving the organization, and a moral obligation to stay with the organization. As a result, many definitions of commitment have been proposed, but one recurring strand appears to be the idea of a psychological bond; an intrinsic attachment or identification of a person with something outside of oneself (Firestone & Pennell, 1993). O'Reilly (1989) defines organisational commitment as an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation. From this perspective, organizational commitment is characterized by employees' acceptance of organizational goals and willingness to exert effort on behalf of the organization (Miller & Lee, 2001). Chow (1994) defined organizational commitment as the extent to which employees identify with their organization and its goals, as well as their ability to invest effort, participate in decision making, and internalize organizational values. According to Meyer and Herscovitch (2001) organisational commitment can be conceived as a binding force that is experienced as a mindset or as a psychological state that leads an individual towards a particular course of action. Employees are considered committed to an organization, according to Zangaro (2001), if they willingly continue their alliance with the organization and devote significant effort to achieving organizational goals. According to Cohen (2003), commitment is a force that binds an individual to a course of action that is relevant to one or more targets. This general definition of commitment is related to Arnold (2005) definition of organizational commitment which explain commitment as the relative strength of an individual's identification with and involvement in the organisation. Miller (2003) also opines that organisational commitment is a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation. This definition is also corroborated by Kreitner and Kinicki (1995). Best (1994) maintains that committed individuals enact specific behaviours due to the belief that it is morally correct rather than personally beneficial. Reichers (1985) isoftheschoolofthoughtthatorganisationalcommitmentasabehaviourisvisible

when organisational members are committed to existing groups within the organisation. As a result, organizational commitment is a state of being in which organizational members are bound by their actions and beliefs that sustain their activities and involvement in the organization (Miller & Lee, 2001). Organizational commitment is defined for the purposes of this study as a psychological bond that individuals have with their organization, characterized by a strong identification with the organization and a desire to contribute to the achievement of organizational goals. Allen and Meyer's affective commitment is referenced in this definition (Meyer & Allen, 1991).

Approaches to Organisational Commitment

Organizational commitment is conceptualized in numerous ways. According to Stevens (1978), the various conceptions of organizational commitment can be divided into two categories: exchange approaches and psychological approaches. Exchange approaches see commitment as the result of inducement/contribution transactions between the organization and its member, with a clear emphasis on the functionalities of membership as the primary determinant of the member's accrual of merit or demerit in the ongoing process of exchange. In contrast to the exchange-based conception of commitment, Porter and Smith's (1970) psychological approach is a more active and positive orientation toward the organization.

Exchange Approaches

The exchange approach consists of two approaches: behavioural and attributions.

(a) Behavioural Approach

Becker's (1960) work inspired the behavioural approach. This is known as the exchange-based or side-bet theory (Becker, 1960), and it holds that individuals are committed to the organization as long as they hold their positions and accrue better benefits (or incur higher costs at departure), which may discourage them from seeking alternative employment. Individuals are committed to the organization because the benefits of remaining in the organization outweigh the alternative opportunities and costs of leaving (Blau & Boal, 1987; Collins & Seller, 1988). Thus, commitment results from inducement or contribution transactions between an organization and its members (Blau & Boal, 1987). A drawback of exchange-based

measures of commitment, according to Stevens (1978), is the paucity of data that they can be, related to specific ongoing behavioural outcomes within the organization.

(b) Attributions Approach

This approach is concerned with attitudes that lead to the attribution of commitment. These attributions, according to Johnston and Snizek (1991), are primarily made to maintain consistency between one's behaviour and attitudes. This is a moral or attitudinal approach in which individual behaviour is guided by emotions or the heart, also known as affective/value rationality by Etzioni (Johnston & Snizek, 1991). Individuals are socialized by demonstrating active and affective participation in the organization's goals (Bar-Hayim & Berman, 1992; Randall, 1990). As a result, organizational commitment is defined as a state in which an individual identifies with a specific organization and its goals, and wishes to remain a member of the organization in order to facilitate its goals (Blau & Boal, 1987). According to the attributions approach (Reichers, 1985), commitment is an adhesion of the individual to behavioural acts that occurs when individuals attribute an attitude of commitment to themselves after engaging in volitional, explicit, and irreversible behaviours.

Psychological Approach

The psychological approach is concerned with the process of identifying and dedicating one's own efforts to the goals of the organization. A company must instil in its employees' feelings of commitment to their workplace, commitment to the company and its values and goals, commitment to one's occupation, commitment to one's career, and a strong moral compass (Cohen, 1995; Dalton & Tudor, 1993; Jaros, Jermier, & Sincich, 1993; Steers & Porter, 1985). This approach, also known as the psychological approach, defines commitment as an attitude or orientation toward the organization that links or attaches the person's identity to the organization. The three components of this orientation are;

1. Identification with the organization's goals and values,
2. high engagement in its work activities, and
3. A strong desire to remain a member of the organization (Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977).

According to Buchanan (1974), when these psychological approaches to commitment are considered together, they show a strikingly positive, high-intensity orientation toward the organization. Furthermore, they include, but go beyond, the reluctance to leave component, which has been the primary dimension represented in exchange-based measures of organizational commitment. Thus, there are two approaches to organizational commitment: exchange-based approaches and psychological approaches.

Models of Organisational Commitment

A review of the literature reveals that the study of organizational commitment can be divided into several models. Models are useful in the study of organizational commitment because they investigate the various perspectives studied and documented, as well as how they are expressed in an organizational setting. Organizational commitment is classified as either one-dimensional or multidimensional by the various models.

O'Reilly and Chatman's Model

As discussed in Meyer and Herscovitch (2001), O'Reilly and Chatman (1986) developed their multidimensional conceptual model on the assumption that commitment signifies an attitude toward the organization and that there are multiple techniques through which attitudes can develop. Based on Kelman's (1958) work on attitude and behaviour change, O'Reilly and Chatman (1986) argued that commitment can be divided into three types: Compliance occurs when attitudes and behaviours are incorporated in order to obtain specific rewards. Identification occurs when a person accepts influence in order to establish or sustain relationship. Internalisation occurs when influence is accepted because the attitudes and behaviours that an employee is encouraged to adopt are consistent with the current ones. The employee's psychological attachment can be influenced by a variety of these three psychological foundations (O'Reilly & Chatman, 1986). Organizational commitment is thus multifaceted, taking three forms: compliance, identification, and internalization.

Morrow's Major Commitments

Morrow (1983) identifies five major commitments in her book that she believes have a mutual influence on one another. These five commitments are classified into two categories. The first group looks at commitments that influence work attitude but have nothing to do with the organization where the worker works. It includes Protestant work ethic (Mirels & Garret, 1971), Career commitment (Greenhaus, 1971), and Job commitment (Blau & Boal, 1989). The second category includes commitments that are directly influenced by the organization in which the worker is employed, which includes both continuing and affective organizational commitments (Allen & Meyer, 1993). Morrow (1983) connects career commitment to persistence and affective commitment to the organization. In turn, sustained organizational commitment is related to affective commitment, and both of these commitments influence job involvement. Morrow (1983) asserted that the various levels of commitment are inextricably linked.

Etzioni's Model

Etzioni's model includes three perspectives: moral commitment, calculative commitment, and alienative commitment

(a) Moral Commitment

One of the two affective perspectives of organizational commitment is moral commitment. Etzioni (1961) defined moral commitment as emanating from a symbolic compliance structure. Acceptance and identification with organizational goals characterize moral commitment (Patchen, 1970). It can be thought of as a type of organizational identification, according to Hall (1970). Wiener (1982) labelled such affective organizational attachments (for example, moral involvement) as commitment. He used this label because he associated organizational identification with Porter and his colleagues' hard work (Porter, Steers, Mowday & Boulian, 1974; Steers, 1977). Thus, measures like Hall's (1970) and Porter's (1974) are currently being developed to operationalize affective dimensions of commitment, similar to Etzioni's (1961) moral involvement.

(b) Calculative Commitment

Calculative commitment is based on the employee being rewarded for matching contributions. According to Etzioni (1961), this type of organizational attachment is typical of compliance systems based on an exchange. Thus, it is conceptually based on Barnard's (1938) and March and Simon's (1973) exchange theory (1958). Calculated commitment does not have to be reduced to a desire to remain a member of an organization. It can be viewed in a broader sense as an instrumental organizational attachment. In fact, the traditional concept of calculative commitment – the retention or forfeiture of organizational membership – may be more closely associated with an affective form of organizational commitment. For example, a willingness to resign from an organization may be the result of anger (negative affect) toward the organization. According to Etzioni's (1961) model, such feelings are the result of alienation (affective organizational attachment) rather than a calculative commitment. Furthermore, membership retention may reflect a personal identification with the organization, and such positive affect in the Etzioni model may be more appropriately associated with moral involvement (Etzioni, 1961).

(c) Alienative Commitment

Alienative commitment is an emotional attachment to the organization. Etzioni (1961) first described alienative involvement as being typical of a prison or military basic training camp with a coercive compliance system in place. If one considers an employee's commitment to the organization as a result of a) a lack of control over the internal organizational environment and b) the perceived absence of alternatives for organizational commitment, alienation can be viewed as a basis for organizational commitment (Etzioni, 1961). Etzioni (1961) borrowed the term alienation from Karl Marx's work, which defined alienation as a lack of control, which is a perceived inability to change or control the organization in this context. Rewards and punishment may appear random to the alienatively committed worker rather than a direct result of the quality or quantity of work (Etzioni, 1961). The employee's perception sense of randomness contributes to the employee's sense of loss of control. As a result, the alienatively involved employee develops a negative affective attachment to the organization,

as Etzioni describes. An employee who is alienatively committed to the organization may remain due to a lack of alternatives or a fear of significant financial loss. Thus, alienative commitment, according to Etzioni (1961), is a negative organizational attachment characterized by low intensity intentions to meet organizational demands combined with intentions to retain organizational membership. Thus, organizational commitment is classified into several models, including O'Reilly and Chatman's model, Morrow's major commitments model, and Etzioni's model.

Meyer and Allen's Three-Component Model

Meyer and Allen made the most significant contribution to the literature on organizational commitment, publishing over fifteen studies beginning in 1984. Meyer and Allen's three-component commitment model was chosen for this study because it has received the most comprehensive empirical review (Allen & Meyer, 1996). Meyer and Allen (Allen & Meyer, 1990; Meyer & Allen, 1984) derived their three-component model from existing literature by identifying common themes in the conceptualisation of commitment. All conceptualisations shared the belief that commitment acts by binding an individual to an organization, reducing the likelihood of turnover. The main distinction is in the mindset assumed to characterize the commitment. The mindsets mirrored three distinct themes: emotional attachment to the organization, labelled Affective commitment, perceived cost of leaving, labelled Continuance commitment, and moral duty to remain at the organization, labelled Normative commitment (Allen & Meyer, 1990). According to Meyer and Allen (1991), organizational commitment is the belief that commitment is a psychological state that;

- a) characterizes the organization's relationship, and
- b) has implications for the decision to maintain membership in the organization

These three components are referred to as affective, continuance, and normative. The components are discussed in more detail in the paragraphs that follow:

(a) Affective Orientation(Affective)

The model's first component of organizational commitment is affective commitment. Affective commitment, according to Meyer and Allen (1997), is the employee's psychological bond to, identification with, and involvement in a particular organization. Organizational members who are emotionally invested in the organization continue to work for it because they want to (Meyer & Allen, 1991). Members who are emotionally committed to the organization stay because they see their personal employment relationship as congruent with the organization's goals and values (Beck & Wilson, 2000). It is defined by Kanter (1968) as the attachment of an individual's fund of affectivity and emotion to the group. According to Sheldon (1971), it is an attitude or orientation toward the organization that connects or attaches the person's identity to the organization. According to Hall (1970), the affective dimension is the process by which the goals of the organization and those of the employee become more congruent. It is also regarded as a partisan, affective commitment to the organization's goals and values, to one's role in relation to those goals and values, and to the organization for its own sake, apart from its purely instrumental value (Buchanan, 1974). Gould (1979) observed that some employees go above and beyond what appears to be integratively necessary for the anticipated reward, and attributed this to the affective component of organizational commitment. Meyer and Allen (1997) go on to say that job challenge, role clarity, goal clarity, and goal difficulty, as well as management receptiveness, peer cohesion, equity, personal importance, feedback, participation, and dependability, all have an impact on affective commitment. The development of affective commitment entails identification with the organization and internalization of organizational values (Beck & Wilson,2000).

(b) Cost Based(Continuance)

The second component of Allen and Meyer's organizational commitment model is continuance commitment. Meyer and Allen (1997) define continuance commitment as "awareness of the costs associated with leaving the organization." This definition is supported by Kanter (1968), who states that it is the profit associated with continued participation and a cost associated with leaving the

organization. It is calculative in nature due to the overall evaluation or weighing of the costs and risks of leaving the current organization (Meyer & Allen, 1997). Meyer and Allen (1991) go on to say that employees whose primary connection to the organization is based on continuance commitment stay because they have to. Continuance commitment can be viewed as an instrumental attachment to the organization, in which the individual's association with the organization is based on an evaluation of the economic benefits gained (Beck & Wilson, 2000). Another perspective on continuance commitment is that it is a structural phenomenon that occurs as a result of individual transactions and changes in side bets or investments over time (Hrebiniak & Alutto, 1972). Meyer et al. (1990) also contend that acquired investments and poor employment opportunities seem to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to. Individuals stay in organizations because of the investments they have made as a result of their time spent there, not because they want to. This differs from affective commitment, in which individuals remain in the organization because they want to and identify with the organization and its values.

(c) Obligation or Moral Responsibility(Normative)

Normative commitment is the final component of the organizational commitment model. Meyer and Allen (1997) define normative commitment as a sense of duty to continue working. Individuals are obligated to maintain membership in the organization due to internalized normative beliefs of duty and obligation (Allen & Meyer, 1990). The normative component is defined as employees' moral commitment to remain with the company, regardless of how much status enhancement or satisfaction the company provides them over time (Marsh & Mannari, 1977). Commitment behaviours, according to Wiener and Gechman (1977), are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also defined as the sum of all internalized normative pressures to act in a way that is consistent with organizational goals and interests (Wiener, 1982). Accepted rules about reciprocal obligation between the organization and its members influence the strength of normative organizational commitment(Suliman

& Iles, 2000). The reciprocal obligation is based on social exchange theory, which states that a person who receives a benefit has a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). According to Meyer and Allen (1991), this moral obligation arises from a process of socialization within the society or the organization. As a result, employees feel obligated to repay the organization's benefits by remaining on the payroll. Researchers were made aware of the multidimensional nature of commitment as a result of the integration of the forms of commitment. The nature of the underlying mindset distinguishes the various dimensions of commitment in the multidimensional conceptualisation. Meyer and Allen (1991) contended that affective, continuance, and normative commitment are components of organizational commitment rather than types, because the employee-employer relationship reflects varying degrees of all three. The multidimensional framework or conceptualisation does not appear to be mutually exclusive. According to Meyer and Allen (1991), the lack of agreement in the definition of commitment contributed significantly to its treatment as a multidimensional construct. Meyer and Allen (1997) employ the tridimensional model to conceptualize organizational commitment into three dimensions: affective, continuous, and normative commitments. Allen and Meyer (1996) urged researchers to systematically investigate the dimensionality of organizational commitment across cultures in order to determine whether multidimensional conceptualisations developed in the United States are applicable to other societies. A multidimensional approach to conceptualizing and assessing organizational commitment has been proposed and modified (Allen & Meyer, 1990; Meyer & Allen, 1984, 1991, 1997). Many studies have been conducted to investigate the construct validity of Meyer and Allen's (1991) three component model and its measures. Allen and Meyer (1996) examined data from over 40 samples and concluded that construct validity was strong enough to justify the subsequent use of scales. Many studies have been conducted to investigate its impact on work outcomes such as job performance. The models of commitment have been developed and tested in Western countries, Meyer and Allen write. More systematic research is needed to determine whether these models apply elsewhere (1997). The author wished to put this model to test in Nigeria. As a result, the Allen and Meyer model serves as the foundation for this research.

Commitment, according to Allen and Meyer (1997), is a multidimensional concept. This study focused on affective, continuance, and normative commitments using the tri-dimensional model.

CHAPTER III

Methodology

Introduction

This chapter describes the different methods that was used to collect and analyse data for the research. The research design, research targeted population, sampling technique, sample size determination, instrument for data collection, pilot study, data collection and statistical analysis procedures were covered in the methodology. It also includes data treatment, prior expectations, and ethical considerations

Research Design

A research design is a pattern for collecting, organizing, and integrating research data to unearth research findings (Yin, 2013). A cross-sectional research design was utilized for this study. Asiyanbi & Ishola, 2018; Babayanju, Animasaun, & Sanyaolu, 2017 opined that cross-sectional research design largely focuses on important fact, perception, demographic features, motives, and behaviour of respondents to a specified research instrument Cross-sectional design involves data gathering from a population, or a subset representative, at a particular time and it has merits over other methods of research that utilize individuals with unique features; with a sample population which usually a small portion of the entire population (Alobari, Naenwi, Zukbee, & Miebaka, 2018; Uwuigbe, Amiolemen, Uwuigbe, Asiriwa, & Jafaru, 2017). Also, in cross-sectional research design, the researcher, because the independent variables' effect has already taken place, has no direct influence over them (Mugenda and Mugenda (2009). Several authors have agreed on the suitability of this type of study design (Amsami, Ibrahim, & Hamid, 2020; Suh, Shim, & Button, 2018; Mboga, 2017; Taba, Ismail, Sobarsyah, & Tasrim, 2018) because they employ it in their respective studies.

Research Targeted Population

The primary targeted population of the study are employees of Alerzo company in Ibadan, Nigeria. The study was implemented among the employees of Alerzo company. The employees are preferred because they have rich information about the operation of the human resource department in the company. The study utilized all the staff levels in the industry owing to their pertinence in reporting their perception

as regards human resource department capacity to drive change and the effect on organizational performance, quality of change communication and employees' commitment.

Sampling Unit

The unit of sampling was employees who are full staff of Alerzo company located at Ibadan, Nigeria. The full staff were selected as sampling unit due to their expertise and level of experience which goes a long way in the provision of quality data needed to enhance the generalizability of the research. Choosing this class of workers as sampling unit was particularly taken into account because of their involvement in company roles which considerably enhanced the quality of data obtained in the field. More so, their perception of the capacity of human resource department to drive organizational change will give a true reflection of the human resource department capacity to drive change as they are the end- receiver of the outcome of any change which human resource department drives.

Sampling Frame

The sampling frame for the study was the total number of full-time staff in the selected Alerzo company, Ibadan, Nigeria. The number of the full staff was gotten from the organization. These include all categories of full-time employees (junior staff, mid-level management, senior management, and executive management and director).

Table 2: Alerzo Limited branches in Ibadan, Nigeria and their corresponding number of employees

S/ N	Location of Company branch	Number of full staff employee
1	Wofun	75
2	Ojoo	85
3	New garage	95
4	Jericho	130
	Total	385

Sample Size Determination

Sampling aims at making a conclusion about the population by taking representative samples from an entire target population. Yamane (1976) was used by the researcher

to calculate a sample size that is representative of the sample frame. In the formula, the sampling error was set at 5% which means a 95% confidence level used on the total population.

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

Where n = sample size

e= the desired level of precision (error term) (0.05).

N = population of the study

To give room for attrition, a 10% attrition rate was used to compute the new sample size. Substituting into Yamane (1976) formula:

$$n = \frac{385}{1 + 385(0.05)^2}$$

$$n = \frac{385}{1 + 385(0.0025)}$$

$$n = \frac{385}{1 + 0.9625}$$

$$= \frac{420}{1.9625}$$

n = **196.18** (which is approximately 196).

Table 3: Proportionate Distribution process among Alerzo Limited warehouse branch in Ibadan, Nigeria

S/N	Warehouse branch	Distribution process	Sample size
1	Wofun	75/ 385 x 196 =38.18	38
2	Ojoo	85/ 385 x 196 =43.27	43
3	New garage	95/ 385 x 196 =48.36	49
4	Jericho	130/ 385 x 196 =66.18	66
	Total		196

Sampling Technique

Systematic random sampling technique was used for this study. The idea of sample and sampling emanate from the probability that the investigator may be unable to access finite or infinite population. thus, a need for a portion of the total population (sample) particularly selected to represent the entire study targeted population. In choosing a suitable sampling procedure or technique suitable for a study, according to Odugbemi & Oyesiku, 2000, the researcher is required to elucidate in terms of timesaving, cost-effectiveness, reliability in dealing with respondents, representativeness, high level of accuracy, and absence of bias. In this research, the staffs of Alerzo limited, Ibadan branch were sampled. Proportionate sampling was used to ascertain the number of employees to be sampled in each of the branches of the company located in Ibadan, Nigeria. A simple random sampling method was then utilized in the final selection of participants so as for every staff to have an equal chance of being selected across the different cadres.

Method of Data Collection

To effectively address the research questions in other to achieve the study objectives, primary data was gathered, these were obtained from the responses of employees of Alerzo limited, Ibadan branches, to self-administered, semi-structured questionnaires. According to Onakoya, Moses, Iyiola, Salau, & Ayoade, 2018, in statistical surveys, it is vital to work on data from primary sources hence, the need to source for primary data. The research used a quantitative approach and relied on data from primary sources. Questionnaire administration method of data collection was adopted because it aids the collection of primary data that revealed the current state of the study participant and promote authenticity of the study (Binuyo, Ekpe, & Binuyo, 2019). More so, primary data source is suitable for cross-section study design since it gets a snapshot of information pertaining to the perception of respondents (Ehijiele & Sina, 2018). Furthermore, it assists in declining the likelihood of getting an inaccurate data and equally creates an avenue of gaining a deeper understanding of the subject/concept the investigator hope to study.

Research Instrument

The study adopted a semi-structured questionnaire as the research instrument for data collection. It gives the researcher the opportunity to ask questions about vast number of participants' behaviour, attitudes, preferences, perspectives, and intentions (Onakoya *et al.*, 2018). It assists in gathering feedback based on the perspective of the respondents on the variables of the study. Its use improves the comparability of results and makes it easier to demonstrate the relationship between variables. Its scale measurement system makes data collection from considerable number of full-time employees in industries convenient and swift without being narrow-minded of the opinion of the entire populace. According to Distanont, Khongmalai, & Distanont, 2019, questionnaire can be self-administered, and often convenient to utilize compare to the other survey instruments.

The reliability estimates of the organizational commitment scale are found by Meyer and Allen (1997) to be internal consistencies of the dimensions varying between 0.85 for affective, 0.79 for continuance and 0.73 for normative. The overall reliability estimates exceed 0.79 (Meyer & Allen, 1997). According to Allen and Meyer (1996), the median reliability estimates for the affective commitment scale from more than 40 samples representing more than 16,000 employees from various employment groups was 0.85.

The study data collection tool has five sections;

Section A- consists of the socio demographic information of the participants such as; gender, age, degree status etc;

Section B - consists of questions representing the variables on the capacity of human resource department to drive organizational change and their role;

Section C- consists of questions on quality of change communication;

Section D- comprises of questions on organizational performance,

Section E- consists of questions on employee's commitment.

Administration of Research Instrument

For administration and follow-up on the research instrument, the investigator employed the services of research assistants and administrative support from the branch head of the company. The research assistants helped to follow up on the contacts or group of employees provided by the human resources liaisons. The investigator ensures the maintenance of regular contact with the research assistants

and human resource liaisons to ensure that the assessment process ran as planned and by so doing, every bottleneck was given prompt attention

Pilot Study

A pilot testing was conducted at another industry which is similar to the company the investigator intended on using for the main study, this is done in order to spot anomalies, formulation errors, ambiguity, and maintain the consistency of the research instrument. To do this, 10% of the intended sample size was recruited for the pilot study, in line with Ghauri, Grønhaug and Strange (2020) suggestions for a pre-test. The response rate and time spent by each respondent in filling the questionnaire was noted as well as other important feed backs in order for the researcher to effect necessary adjustment before the administration of the instrument to the main respondents.

Validity of the Research Instrument

Content and construct validity were used to verify measurement validity. The content validity was carried out by the project supervisor and notable scholars with experience in this field of study. The questionnaire's grammatical structure, logical structure, and content were all reviewed to confirm that the information sought from participants was captured by the questionnaire. The questionnaire was partitioned into numerous sections for construct validity to ensure that each segment measured information for a particular aim while also maintaining a close relationship with the study's conceptual framework.

Reliability of the Research Instrument

To evaluate the internal consistency of the data collection tool a reliability test was conducted using Cronbach Alpha as a judge of reliability. According to Nunnally (1978) and Devellis (2003) a value of 0.7 implies that the tested items correlate highly among themselves and there is consistency in measuring the concept of interest. Cronbach's alpha coefficient is a measure that spans between 0 to 1. The stronger the internal consistency of the scale items, the closer the coefficient is to 1. Furthermore, according to George & Mallery (2003), the Cronbach's alpha coefficient: >.9–Excellent, >.8–Good, >.7–Acceptable, >.6–Questionable, >.5–

Poor, and < 5 – Unacceptable. As presented in the table, all the factors are within the acceptable range except for the quality of change communication scale. (Table 3)

Table 4: Questionnaire Reliability

Scale	Sub Dimensions	Cronbach's Alpha	Reliability
Capacity of Human Resource department to drive change and their contributions		.720	Acceptable
Quality of Change communication		.568	Poor
Organizational performance		.731	Acceptable
Employee commitment	Affective	.892	Good
	Continuance	.896	Good
	Normative	.897	Good
Employee commitment (Total)		.959	Excellent
Questionnaire Overall		.879	Good

The overall reliability of the research instrument is good; indicating a Cronbach alpha value of 0.879.

Methods of Data Analysis

A combination of descriptive and inferential analysis was used for the statistical analysis of the research. The statistical package for social sciences version 26 was used for the statistical analysis of the data while Microsoft Excel was used for the data entry. Frequencies, percentages, mean and standard deviation were used to present the descriptive analysis. The analysis result was presented using tables to enable the investigator to show the properties of the data collected from the respondents. The inferential analysis was done using Pearson correlation and regression analysis.

Data Treatment

To ensure the elimination of data entering errors, data was double-checked for proper verification of errors. Inconsistencies and missing data were verified with the original questionnaires. Afterwards, the questionnaire was coded into numerical variables on Microsoft excel and later exported into the Statistical Package for Social Science (SPSS) version 26 for statistical analysis.

A Priori Expectations

Every study has an expectation, most especially in the area of the effect and relationship/ association between the major and sub-variables of the study. The independent variables (capacity of human resource department to drive organizational change) would have an effect on the dependent variables (organizational performance, quality of change communication and employee's commitment). This refers to how the capacity of human resource department to drive organizational change relate to the performance of an organization, quality of change communication and employee commitment). Also, how the quality of change communication relates to organizational performance and employee's commitment.

Ethical Considerations

In this study the capacity of the researcher and research assistants to gather information from informed and willing respondents stands as the first ethical consideration. Hence, to obtain eligible participants consent in order to participate in the study, verbal consent was obtained from the respondents. This help to speed up the voluntary participation of the respondents. Also, the research instrument was designed with no option for respondent's identity declaration, that is, the respondents name, phone number and organization name as well as other personal identification variables that can be used to link up with the respondents were excluded from the questionnaire. This was to preserve the identity of the participants, as well as increase the confidentiality of the process. Furthermore, the investigator appropriately acknowledges, cite and reference all scholarly works being used in the study using the APA Referencing style. Plagiarism was avoided to ensure the originality of the study. Lastly, the study was carried out in accordance with the approved proposal by the University Research Ethics Committee.

CHAPTER IV

Findings and Discussion

This section reports the findings of the research, resulting from the analysis of the primary data gathered from the study sampled population. Descriptive analysis was performed to describe the demographic characteristics of the respondents. To test relationship between the variable the study implores the use of the Pearson correlation while multiple regression analysis was conducted to test the stated hypothesis. All the analytical procedure were performed using the statistical package for social sciences (SPSS) version 26. 196 instruments for data collection (questionnaire) were distributed and the study recorded 100% return rate.

The section presents the result that covers the following:

- Demographic information
- Organizational performance
- Quality of change communication
- Employee commitment
- The correlation between human resource department, organizational performance, quality of change communication and employee performance.
- Regression analysis of the effect of human resource department on the organizational performance, quality of change communication and employee performance.

The capacity of human resource department to drive organization change and the employee commitment was evaluated using a 5-point Likert scale. The employee commitment dimensions include; affective commitment (AC); Continuance commitment (CC) and Normative commitment (NC). Using a 4-point Likert scale measurement the organizational performance and the quality of change communication was examined.

Socio-demographic Characteristics of the Study Participants.

As showed in Table 5 the study respondents came in different age categories, however the respondents are averagely 32years old with the oldest being 50 years and the youngest participants being 20 years. The age category with the highest-level of participation is within the age of 26-31 years (40.3%), followed by those within

32-37 years (29.1%). Other age groups captured in the study are 20-25 years (10.2%), 38-43 years (17.3), 44-49 years (2.0%) and 50 years and above (1.0%). The sex distribution of the respondent comprised of 84 females accounting for 42.9% of the study participants while 112 of them were male covering 57.1% of all participants. The table also further reveal the respondent's highest educational qualification, most of the respondents (49.5%) were with either Higher National Diploma or Bachelor of science degree, followed by those with OND/Diploma qualification (38.8%). The lowest group are those with Ph.D. (n=1, 0.5%). Other qualification captured are O'level and Master/other equivalent degree accounting for 8.7% and 2.6% respectively. The current occupational role of most of the study participant is operational (n=65, 33.2%) whereas the other participants' current occupational roles; general management, teaching/training, information technology, administration, accounting/finance and programme officer/advisor/specialist were only (n=31, 15.8%), (n=20, 10.2%) (n=46, 23.5%), (n=9, 4.6%), (n=24, 12.2%) and (n=1, 0.5%) respectively. As it is obvious from the table above, the study participants spend an average of 3 years with the organisation. The highest years spent is 12 years while the minimum years is 1 year. Following the categorization, the higher rate of the participants was from 1- 5 years (96.4% n= 189). Whereas, the rest of the study respondents work experience, 6-10 years and 11 and above were only (3.1%, n=6) and (0.5%, n=1) respectively. Also, based on the participants current position/role, the average number of years spent by the study participants is 2 years. The least participants spent 1 year in their current job position while the highest years spent is 7 years. using the grouping, majority of the participants spent between 1-3 years in their current job role/position (n=181, 92.3%) meanwhile for 4-6 years (n=12; 6.1%) and 7 years and above (n=3,1.5%)

Table 5: RESPONDENTS' DEMOGRAPHIC INFORMATION (=196)

Variables		F	%
Sex	Male	112	57.1
	Female	84	42.9
Highest educational qualification	O' Level	17	8.7
	OND/Diploma	76	38.8
	HND/B.Sc.	97	49.5
	M.sc/other equivalent	5	2.6
	PhD	1	0.5
Age	20-25	20	10.2
	26-31	79	40.3
	32-37	57	29.1
	38-43	34	17.3
	44-49	4	2.0
	50 and above	2	1.0
Years of service in the organization	1- 5	189	96.4
	6-10	6	3.1
	11 and above	1	0.5
Years of service in current position	1-3	181	92.3
	4-6	12	6.1
	7 and above	3	1.5
Current occupational role in the organization	General Management	31	15.8
	Operational – i.e., delivering services	65	33.2
	Teaching/Training	20	10.2
	Information technology	46	23.5
	Administration	9	4.6
	Accounting/finance	24	12.2
	Programme officer/advisor/special	1	0.5
	Mean (Min ±	STD	
	Max)		
Age	32.40 (20 ±	5.838	
	50)		
Years of service in the Organization	2.74 (1 ±	1.703	
	12)		
Years of service in current position	1.73 (1 ±	1.289	
	7)		

Source: Researcher Field Survey 2021

STD- Standard Deviation; % -Percentage, F- Frequency, Min- Minimum, Max- maximum;

Descriptive Statistics of the Capacity of Human Resource department to Drive Organizational Change and their Contributions

The descriptive analysis as presented in table 6 below reveals that 0.5% of the respondent choose strongly disagree to the statement “Human Resources department manage the human capital of an organization and focus on implementing policies and processes” while 5.6% of the respondent choose disagree, 28.6% of the respondent were neutral, 44.4% choose agree and 20.9% of the respondent strongly agree with the statement. 3.1% of the respondent choose disagree as their response to the item 2 statement “Human resource department also ensure that employees are trained and have continuous development”, 16.3% of the respondent choose neutral, 51.5% agreed and 29.1% strongly agree. 2.0% of the respondents disagree to the statement “Human Resource is also concerned with organizational reform and labour relations e.g., balancing of organizational activities with collective bargaining and government law standards”, 27.6% of the respondents were neutral, 38.3% agrees and 32.1% strongly agree with the statement. 4.6% of the respondent choose disagree to the item 4 statement “Human Resources focus on recruiting, training, employee relations or benefits” while 41.8% of them agrees and 36.2% strongly agree with the statement. 39.8% of the respondent agree with the statement which reads “Human resource department have the capacity to drive organizational change” and 44.4% choose strongly agree as their response to the statement. 17.9% of the respondent indicate neutral, 3.6 % disagree, 37.2% agree and 41.3% of the respondents strongly agree with the item 6 statement “Human resource department hugely contributes to boosting organizational performance”. To the statement which reads “Human resource department does not drive change to promote employee's commitment” 1.0 % indicated Strongly disagree, 1.5% disagree, 21.9% neutral, 41.8% agree and 33.7% strongly agree. 33.7% of the respondent agree while 20.9%wereneutral,1.5%disagree,0.5%stronglydisagreeand43.4%stronglyagree

that human resource department does not promote organizational performance. Also, 43.9% of the respondent agree while 21.9% were neutral, 1.0% disagree and 33.2% strongly agree that the human resource department focus on alignment of talent management. Finally, 0.5% of the respondent choose strongly disagree to the statement “Human resource department works as a catalyst for change”,1.5% choose disagree, 12.8% were neutral, 29.6% agree and 55.6% choose strongly agree as their response to the statement

Item	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	STD
Human Resources department manage the human capital of an organization and focus on implementing policies and processes.	1 (0.5)	11 (5.6)	56 (28.6)	87 (44.4)	41 (20.9)	3.8	0.853
Human resource department also ensure that employees are trained and have continuous development.	0 (0)	6 (3.1)	32 (16.3)	101 (51.5)	57 (29.1)	4.07	0.758
Human Resource is also concerned with organizational reform and labour relations e.g., balancing of organizational activities with collective bargaining and government law standards	0 (0)	4 (2.0)	54 (27.6)	75 (38.3)	63 (32.1)	4.01	0.826
Human Resources focus on recruiting, training, employee relations or benefits.	1 (0.5)	9 (4.6)	33 (16.8)	82 (41.8)	71 (36.2)	4.09	0.870
Human resource department have the capacity to drive organizational change	0 (0)	4 (2.0)	27 (13.8)	78 (39.8)	87 (44.4)	4.27	0.772

Human resource department hugely contributes to boosting organizational performance	0 (0)	7 (3.6)	35 (17.9)	73 (37.2)	81 (41.3)	4.16	0.844
Human resource department does not drive change to promote employee's commitment	2 (1.0)	3 (1.5)	43 (21.9)	82 (41.8)	66 (33.7)	4.06	0.842
Human resource department does not promote organizational performance	1 (0.5)	3 (1.5)	41 (20.9)	66 (33.7)	85 (43.4)	4.18	0.850
Human resource department focus on alignment of talent Management	0 (0)	2 (1.0)	43 (21.9)	86 (43.9)	65 (33.2)	4.09	0.766
Human resource department works as a catalyst for change	1 (0.5)	3 (1.5)	25 (12.8)	58 (29.6)	109 (55.6)	4.38	0.805

Table 6: Descriptive Statistics of the Capacity of Human Resource department to Drive Organizational Change and their Contributions

Source: Researcher Field Survey 2021

Descriptive Statistics of Quality of Change

Table 7 below reports the descriptive statistics of quality of change communication, the descriptive analysis reveals that 2.6% of the respondent choose strongly disagree to the statement “There is good communication between human resource department and staff members about the organization’s policy toward changes” while 25.0% of the respondent choose disagree, 48.0% choose agree and 24.5% of the respondent strongly agree with the statement. 14.8% of the respondent choose disagree as their response to the item 2 statement “I am regularly informed on how the change is going”, 52.6% agreed and 32.1% strongly agree. 28.1% of the respondents disagree with the statement “Information provided by the human resource on change is always clear”, 43.9% agrees and 27.6% strongly agree with the statement. 12.8% of the respondent choose disagree to the item 4 statement “Information concerning the changes reaches us mostly as rumours” while 47.4% of them agrees and 38.8% strongly agree with the statement. None of the respondent indicated strongly disagree, 15.8 % disagree, 42.3% agree and 41.8% of the respondents strongly agree with the item 5 statement “We are sufficiently informed of the progress of change”. Also, 41.8% of the respondent agree while 15.3% disagree, 1.0% strongly disagree and 41.8% strongly agree that two-way communication between the human resources team and

the departments is very good. Finally, 0.5% of the respondent choose strongly disagree to the statement “Human resources department clearly explains the necessity of the change”,14.8% choose disagree, 40.8% agree and 43.9% choose strongly agree as their response to the statement.

Table 7: Descriptive Statistics of Quality of Change.

Items	SD F (%)	D F (%)	A F (%)	SA F (%)	Mean	STD
There is good communication between human resource department and staff members about the organization’s policy toward changes.	5 (2.6)	49 (25.0)	94 (48.0)	48 (24.5)	2.94	0.773
I am regularly informed on how the change is going.	1 (0.5)	29 (14.8)	103 (52.6)	63 (32.1)	3.16	0.682
Information provided by the human resource on change is always clear.	1 (0.5)	55 (28.1)	86 (43.9)	54 (27.6)	2.98	0.761
Information concerning the changes reaches us mostly as rumours.	2 (1.0)	25 (12.8)	93 (47.4)	76 (38.8)	3.24	0.708
We are sufficiently informed of the progress of change.	0 (0)	31 (15.8)	83 (42.3)	82 (41.8)	3.26	0.715

Two-way communication between the human resources team and the departments is very good.	2 (1.0)	30 (15.3)	82 (41.8)	82 (41.8)	3.24	0.745
Human resources department clearly explains the necessity of the change	1 (0.5)	29 (14.8)	80 (40.8)	86 (43.9)	3.28	0.729

Source: Researcher Field Survey 2021

Descriptive Statistics of Organizational Performance

Table 8 below presents the descriptive statistics of organizational performance, the descriptive analysis reveals that 3.1% of the respondent choose disagree as their response to the statement “Our company is expanding at a quicker rate”, 38.8% agreed and 57.7% strongly agree. 2.0% of the respondents disagree with the statement “Our company is now more lucrative”, 36.2% agrees and 61.7% strongly agree with the statement. 1.5% of the respondent choose disagree with statement “Our company is attaining better levels of client satisfaction” while 41.3% of them agrees and 57.1% strongly agree with the statement. Also, 36.2% of the respondent agree while 3.1% disagree, none strongly disagree and 60.7% strongly agree that the company is delivering higher-quality services. Finally, 0.5% of the respondent choose strongly disagree to the statement “Internal quality-oriented practices are used in our organization”, 1.5% choose disagree, 36.2% agree and 61.7% choose strongly agree as their response to the statement.

Table 8: Descriptive Statistics of Organizational Performance

Items	SD F (%)	D F (%)	A F (%)	SA F (%)	Mea n	STD
Our company is expanding at a quicker rate.	1 (0.5)	6 (3.1)	76 (38.8)	113 (57.7)	3.54	0.585
Our company is now more lucrative.	0 (0)	4 (2.0)	71 (36.2)	121 (61.7)	3.60	0.532
Our company is attaining better levels of client satisfaction.	0 (0)	3 (1.5)	81 (41.3)	112 (57.1)	3.56	0.528
Our company is delivering higher-quality services.	0 (0)	6 (3.1)	71 (36.2)	119 (60.7)	3.58	0.554
Internal quality-oriented practices are used in our organization.	1 (0.5)	3 (1.5)	71 (36.2)	121 (61.7)	3.59	0.552

Source: Researcher Field Survey 2021

Descriptive Statistics of Employee's Commitment

Descriptive Statistics of Affective Commitment Sub

Scale

Table 9a below shows the descriptive statistics of affective commitment sub-scale, the descriptive analysis reveals that 6.6% of the respondent choose strongly disagree to the statement "I would be very happy to spend the rest of my career with this organization" while 6.1% of the respondent choose disagree, 31.6% of the respondent were neutral, 34.2% choose agree and 21.4% of the respondent strongly agree with the statement. 5.6% of the respondent choose disagree as their response to the statement "I enjoy discussing my organization with people outside it", 29.1% of the respondent choose neutral, 36.7% agreed, 6.1% strongly disagree and 22.4% strongly agree. 7.1% of the respondents disagree to the statement "I really feel as if

this organization's problems are my own" 32.7% of the respondents were neutral, 35.7% agrees and 17.3% strongly agree with the statement. 6.6% of the respondent choose disagree to the statement "I think that I could easily become as attached to another organization as I am to this one", while 37.2% of them agrees and 20.9% strongly agree with the statement. 24.0% of the respondent indicate neutral, 5.6 % disagree, 35.2% agree and 29.1% of the respondents strongly agree with the statement "I do not feel like 'part of the family' at my organization". 33.7% of the respondent agree while 33.2% were neutral, 7.7% disagree, 7.7% strongly disagree and 17.9% strongly agree that they do not feel 'emotionally attached' to this organization. Also, 38.8% of the respondent agree while 28.1% were neutral, 7.1% disagree and 19.9% strongly agree that the organization has a great deal of personal meaning for them. Finally, 9.2% of the respondent choose strongly disagree to the statement "I do not feel a strong sense of belonging to my organization", 6.6% choose disagree, 21.4% were neutral, 27.0% agree and 35.7% choose strongly agree as their response to the statement.

Table 9a: Descriptive Statistics of Affective Commitment Sub Scale

Items	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	SD
I would be very happy to spend the rest of my career with this Organization	13 (6.6)	12 (6.1)	62 (31.6)	67 (34.2)	42 (21.4)	3.58	1.095
I enjoy discussing my organization with people outside it	12 (6.1)	11 (5.6)	57 (29.1)	72 (36.7)	44 (22.4)	3.64	1.080
I really feel as if this organization's problems are my Own	14 (7.1)	14 (7.1)	64 (32.7)	70 (35.7)	34 (17.3)	3.49	1.084

I think that I could easily become as attached to another organization as I am to this one	13 (6.6)	16 (8.2)	53 (27.0)	73 (37.2)	41 (20.9)	3.58	1.109
I do not feel like 'part of the family' at my organization	12 (6.1)	11 (5.6)	47 (24.0)	69 (35.2)	57 (29.1)	3.76	1.119
I do not feel 'emotionally attached' to this organization	15 (7.7)	15 (7.7)	65 (33.2)	66 (33.7)	35 (17.9)	3.46	1.107
This organization has a great deal of personal meaning for Me	12 (6.1)	14 (7.1)	55 (28.1)	76 (38.8)	39 (19.9)	3.59	1.075
I do not feel a strong sense of belonging to my organization	18 (9.2)	13 (6.6)	42 (21.4)	53 (27.0)	70 (35.7)	3.73	1.265

Source: Researcher Field Survey 2021

Descriptive Statistics of Continuance Commitment Sub Scale

Table 9b below reports the descriptive statistics of quality of change communication, the descriptive analysis reveals that 6.6% of the respondent choose strongly disagree to the statement “I am not afraid of what might happen if I quit my job without having another one lined up” while 4.1% of the respondent choose disagree, 27.0% of the respondent were neutral, 34.7% choose agree and 27.6% of the respondent strongly agree with the statement. 41.8% of the respondent agree while 28.1% were neutral, 5.6% disagree, 5.1% strongly disagree and 19.4% strongly agree that it would be very hard for me to leave my organization right now, even if I wanted to. 6.1% of the respondents disagree to the statement “Too much in my life would be disrupted if I decided I wanted to leave my organization now”, 31.6% of the

respondents were neutral, 36.2% agrees and 19.9% strongly agree with the statement. 5.1% of the respondent choose disagree to the statement which reads “It wouldn’t be too costly for me to leave my organization now” while 34.2% of them agrees and 25.0% strongly agree with the statement. 37.2% of the respondent agree with the statement “Right now, staying with my organization is a matter of necessity as much as desire” and 24.5% choose strongly agree as their response to the statement. 22.4% of the respondent indicate neutral, 6.1 % disagree, 40.3% agree and 26.5% of the respondents strongly agree with the statement “I feel that I have too few options to consider leaving this organization”. More so, 35.7% of the respondent agree while 31.1% were neutral, 4.1% disagree and 24.0% strongly agree that one of the few serious consequences of leaving the organization would be the scarcity of available alternatives. Finally, 5.6% of the respondent choose strongly disagree to the statement “One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here”, 3.1% choose disagree, 23.0% were neutral, 37.2% agree and 31.1% choose strongly agree as their response to the statement.

Table 9b: Descriptive Statistics of Continuance Commitment Sub Scale

Items	SD F (%)	D F (%)	N F (%)	A F (%)	SA F(%)	Mean	SD
I am not afraid of what might happen if I quit my job without having another one lined up	13 (6.6)	8 (4.1)	53 (27.0)	68 (34.7)	54 (27.6)	3.72	1.112
It would be very hard for me to leave my organization right now, even if I wanted to	10 (5.1)	11 (5.6)	55 (28.1)	82 (41.8)	38 (19.4)	3.65	1.020
Too much in my life would be disrupted if I decided I wanted to leave my organization now	12 (6.1)	12 (6.1)	62 (31.6)	71 (36.2)	39 (19.9)	3.58	1.067
It wouldn’t be too costly for me to leave my organization now	11 (5.6)	10 (5.1)	59 (30.1)	67 (34.2)	49 (25.0)	3.68	1.078
Right now, staying with my	12	11	52	73	48	3.68	1.092

organization is a matter of necessity as much as desire	(6.1)	(5.6)	(26.5)	(37.2)	(24.5)		
I feel that I have too few options to consider leaving this Organization	9 (4.6)	12 (6.1)	44 (22.4)	79 (40.3)	52 (26.5)	3.78	1.051
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	10 (5.1)	8 (4.1)	61 (31.1)	70 (35.7)	47 (24.0)	3.69	1.042
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here	11 (5.6)	6 (3.1)	45 (23.0)	73 (37.2)	61 (31.1)	3.85	1.073

Source: Researcher Field Survey 2021

Descriptive Statistics of Normative Commitment Sub Scale

Table 9c below reports the descriptive statistics of normative commitment sub-scale, the descriptive analysis reveals that 5.6% of the respondent choose strongly disagree to the statement “I think that people these days move from company to company too often” while 4.6% of the respondent choose disagree, 16.3% of the respondent were neutral, 36.7% choose agree and 36.7% of the respondent strongly agree with the statement. 36.2% of the respondent agree while 26.5% were neutral, 3.1% disagree, 7.7% strongly disagree and 26.5% strongly agree that they do not believe that a person must always be loyal to his or her organization. 4.1% of the respondents disagree to the statement “Jumping from organization to organization does not seem at all unethical to me”, 29.1% of the respondents were neutral, 45.9% agrees and 16.3% strongly agree with the statement. 6.1% of the respondent choose strongly disagree to the statement which reads “One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain” while 38.8% of them agrees and 29.6% strongly agree with the statement. 40.3% of the respondent agree with the statement “If I got

another offer for a better job elsewhere, I would not feel it was right to leave my organization” and 26.0% choose strongly agree as their response to the statement. 33.2% of the respondent indicate neutral, 1.5 % disagree, 35.2% agree and 24.0% of the respondents strongly agree with statement “I was taught to believe in the value of remaining loyal to one organization”. Also, 40.8% of the respondent agree while 20.9% were neutral, 6.6% disagree and 26.5% strongly agree that things were better in the days when people stayed with one organization for most of their careers. Finally, 6.1% of the respondent choose strongly disagree to the statement “I do not think that wanting to be a ‘company man’ or ‘company woman’ is sensible anymore”, 5.6% choose disagree, 23.5% were neutral, 31.1% agree and 33.7% choose strongly agree as their response to the statement.

Table 9c: Descriptive Statistics of Normative Commitment Sub Scale

Items	SD F (%)	D F (%)	N F (%)	A F (%)	SA F(%)	Mean	SD
I think that people these days move from company to company too often.	11 (5.6)	9 (4.6)	32 (16.3)	72 (36.7)	72 (36.7)	3.94	1.106
I do not believe that a person must always be loyal to his or her Organization	15 (7.7)	6 (3.1)	52 (26.5)	71 (36.2)	52 (26.5)	3.71	1.124
Jumping from organization to organization does not seem at all unethical to me	9 (4.6)	8 (4.1)	57 (29.1)	90 (45.9)	32 (16.3)	3.65	0.957
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	12 (6.1)	7 (3.6)	43 (21.9)	76 (38.8)	58 (29.6)	3.82	1.088
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	10 (5.1)	10 (5.1)	46 (23.5)	79 (40.3)	51 (26.0)	3.77	1.054
I was taught to believe in the value	12	3	65	69	47	3.69	1.047

of remaining loyal to one organization	(6.1)	(1.5)	(33.2)	(35.2)	(24.0)		
Things were better in the days when people stayed with one organization for most of their Careers	10 (5.1)	13 (6.6)	41 (20.9)	80 (40.8)	52 (26.5)	3.77	1.073
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore	12 (6.1)	11 (5.6)	46 (23.5)	61 (31.1)	66 (33.7)	3.81	1.147

Source: Researcher Field Survey 2021

RESEARCH HYPOTHESIS TESTING

Correlation between human resource department, organizational performance, quality of change and employee commitment

Table 10 show the correlation matrix of the research variables. The table revealed that all the variables are all correlated with one another at $p < 0.01$. From the table a strong positive relationship exist between the human resource department and the quality of change communication ($r = .625^{**}$; $p = .000$) where as a weak positive statistically significant relationship exist between the Human resource department and the organizational performance ($r = .347^{**}$; $p = .000$) and a weak negative statistically significant relationship exist between the human resource department and employee commitment ($r = -.415^{**}$; $p = .000$)

Table 10: Correlation Matrix of the Research Variables

		Correlations						
		HRM	QC	OP	EC	AC	CC	NC
HRM	Pearson Correlation		.625**	.347**	-.415**	-.410**	-.411**	-.353**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
QC	Pearson Correlation	.625**		.328**	-.324**	-.264**	-.330**	-.325**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
OP	Pearson Correlation	.347**	.328**		-.203**	-.203**	-.167*	-.204**

	Sig. (2-tailed)	.000	.000		.004	.004	.019	.004
EC	Pearson Correlation	-.415**	-.324**	-.203**		.924**	.962**	.945**
	Sig. (2-tailed)	.000	.000	.004		.000	.000	.000
AC	Pearson Correlation	-.410**	-.264**	-.203**	.924**		.831**	.782**
	Sig. (2-tailed)	.000	.000	.004	.000		.000	.000
CC	Pearson Correlation	-.411**	-.330**	-.167*	.962**	.831**		.897**
	Sig. (2-tailed)	.000	.000	.019	.000	.000		.000
NC	Pearson Correlation	-.353**	-.325**	-.204**	.945**	.782**	.897**	
	Sig. (2-tailed)	.000	.000	.004	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

HRM- human resource management department to; QC- Quality of change communication; OP- Organizational performance; EC- Employee commitment; AC- Affective commitment; CC- Continuance commitment, NC- Normative commitment

The effect of human resource management department on quality of change.

Table 11 below reports the result of the linear regression analysis investigating the effect of human resource management department on the quality of change. According to the result on the table, R-square equals to .391 which indicate that 39.1% of the dependent variables (quality of change) is affected by the independent variables (Human resource management department). The observed influence is statistically significant (P=.000)

Table 11: Linear Regression analysis result of the effect human resource department on quality of change.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.391	.387	2.11370
a. Predictors: (Constant), HRM				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	555.558	1	555.558	124.349	.000 ^b

	Residual	866.743	194	4.468		
	Total	1422.301	195			
a. Dependent Variable: Quality of Change						
b. Predictors: (Constant), CDC						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.230	1.433		4.348	.000
	HRM	.387	.035	.625	11.151	.000

a. Dependent Variable: Quality of Change

The effect of human resource department on organizational performance

Table 12 below reports the result of the linear regression analysis investigating the effect of human resource management department on organizational performance. According to the result, R-square equals to .120 which indicate that 12.0% of the dependent variables (organizational performance) is affected by the independent variables (Human resource management department). The observed influence is statistically significant (P= .000)

Table 12: Linear Regression analysis result of the effect human resource department on Organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 ^a	.120	.116	1.79666

a. Predictors: (Constant), Human Resource Department

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.767	1	85.767	26.570	.000 ^b
	Residual	626.233	194	3.228		
	Total	712.000	195			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Human Resource Department

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.615	1.218		9.537	.000
	Human Resource Department	.152	.029	.347	5.155	.000

a. Dependent Variable: Organizational Performance

The effect of human resource management department on employee commitment

Table 13 below reports the result of the linear regression analysis investigating the effect of human resource management department on employee commitment. According to the result, R-square equals to .172 which indicate that 17.2% of the dependent variables (employee commitment) is affected by the independent variables (Human resource management department). The observed influence is statistically significant (P= .000)

Table 13: Linear Regression analysis result of the effect human resource department on employee commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.415 ^a	.172	.168	17.05894

a. Predictors: (Constant), HRM

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11726.117	1	11726.117	40.295	.000 ^b
	Residual	56455.434	194	291.007		
	Total	68181.551	195			
a. Dependent Variable: Employee Commitment						
b. Predictors: (Constant), HRM						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	161.625	11.563		13.978	.000
	CDC	-1.776	.280	-.415	-6.348	.000
a. Dependent Variable: Employee Commitment						

Summary of Hypothesis Test Result

Hypothesis were rejected at p value less than or equal to 0.05, that is a p-value of less than or equal to 0.05 is statistically significant.

Table 14 below report the summary/ decision of the stated hypothesis which were being tested. To summarize; the regression analysis results lend support to the acceptance of all the stated hypothesis ($p < 0.05$).

Table 14: Summary of the Hypothesis.

Hypothesis number	Hypothesis	P- value	Decision/ Remark
H ₁	Human resource management department has significant relationship with the quality of change in an organization.	.000	Accept
H ₂	Human resource management department has significant relationship with organizational performance.	.000	Accept
H ₃	Human resource management department	.000	Accept

	has significant relationship with the employees' commitment		
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DISCUSSION

Ranking by the mean (table 6), this study revealed that human resource management department works as a catalyst for change (mean=4.38; STD= 0.805), human resource department has the capacity to drive organizational change (mean=4.27; STD= 0.772) and they contribute hugely to boosting organizational performance (mean=4.18; STD=0.850).

Also, from table 7 it could be seen that majority of the respondents agreed that human resource department clearly explains the necessity of change (mean=3.28; STD= 0.729), they sufficiently inform them of the progress of change (mean=3.26; STD= 0.715), two-way communication between the human resource and their department is very good (mean=3.24; STD= 0.745), although most information concerning the changes reaches them mostly as rumours (mean=3.24; STD= 0.708). The result from table 8 showed that, ranking by mean most of the respondents are of the opinion that the company is now more lucrative (mean=3.60; STD= 0.532), internal quality-oriented practices are used in the organization (mean=3.59; STD= 0.552) and the company is delivering high quality service (mean=3.58; STD= 0.554). This implies that the organization performance is high.

From table 9a, 9b and 9c the employee commitment was revealed following three sub- dimensions; affective commitment, continuance commitment and normative commitment. The descriptive statistics ranking shows that for affective commitment most of the participants agreed that they do not feel “part of the family” at the organization (mean=3.76; STD= 1.119), they do not feel a strong sense of belonging to the organization (mean=3.72; STD= 1.112) although they enjoy discussing the organization with people outside it (mean=3.64; STD= 1.080) while for continuance commitment most of the participants indicated that one of the major reason they continue to work with the organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits they have at the organization (mean=3.85; STD= 1.073), they feel they have too few options to consider leaving the organization (mean=3.78; STD= 1.051) although they are not afraid what might happen if they quit the job without having another one lined up (mean=3.71; STD= 1.112); meanwhile, the normative commitment shows that

majority of the respondents thinks that people these days move from one company to another too often (mean=3.94; STD= 1.106) although one of the major reason they continue to work with the organization is that they believe loyalty is important and therefore feel a sense of moral obligation to remain there (mean=3.82; STD= 1.088) however, majority also indicate that they do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (mean=3.81; STD= 1.147).

The result of the hypothesis tested reveals human resource management department has a significant relationship with quality of change, organizational performance and the employee commitment (table 10). Also, it indicates the acceptance of all the stated hypotheses showing that the human resource management department has effect on the quality of change, organizational performance and employee commitment. Thus human resource management department has the capacity to drive organizational change (table 11, 12 and13)

CHAPTER V

Conclusion and Recommendation

Conclusion

Human resource department works as a catalyst for change and they have the capacity to drive organizational change and more so, they contribute hugely to boosting organizational performance. The Human resource department possess quality change communication in that they clearly explain the necessity of change, sufficiently inform employee of the progress of change and maintain a two-way communication between them and other departments. The organization is now more lucrative, use internal quality-oriented practices and delivers higher-quality services. The employee's commitment can be viewed as being weak or imbalance in that there is a statistically significant weak negative relationship between employee commitment and organizational performance as well as with the capacity of the human resource department to drive organizational change. However, there is a statistically significant relationship between the human resource management department and organizational performance, quality of change and employee commitment. More so, the capacity of human resource department to drive organizational change has effect on the quality of change, organizational performance and employee commitment.

Recommendations

Based on the findings of the study the following recommendations were made, both to organizations and for further studies:

To organizations

1. Organizations should device means of strengthening its employee's commitment.
2. Employers through the human resource department should communicate change to it employee for good organizational performance.
3. Organization should smoothen the channel and quality of communication between the human resource department and other department within the organization.
4. Organizations who do not have human resource department should seek to create one in order to enjoy its benefits.

Recommendations for Further Studies

1. Other studies should seek to measure how the quality of change communication boost the capacity of human resource department to drive organizational change.
2. Studies should be carried out in the organization other branches across other states.
3. Comparative analysis of the view of the Human resource department, the management and the employee can be done to truly evaluate the capacity of the human resource department to drive organizational change.
4. The measure of the capacity of human resource department to drive organizational change can be improved upon.
5. Further study should identify and investigate factors responsible for the observed relationship between the capacity of human resource department to drive organizational change and organizational performance, quality of change communication and employee commitment

Managerial Implication

The human resource department should not only be apt in evaluating the resultant effect of their capacity to drive organizational change on organizational performance but should also evaluate themselves based on how their capacity to drive change affect the employee commitment in as much as the human resource is viewed as the most valuable asset to an organization. The human resource department should ensure that the affective, continuance and normative commitment are properly balanced in order to ensure that the capacity to drive change which is producing a good output does not lose its production tools. Therefore, the human resources department should be equipped to probe or assess ways to stabilize employee commitment, the human resource department should ensure they maximise the power of quality communication of change in order to boost the organizational performance. Practically, the human resource manager should;

1. Periodically review the quality of its staff change communication skills
2. Device means of building a stronger sense of moral obligation for employee to remain in the organization

3. Put strategies in place to enable employee adjust to new, challenging performance requirement.
4. Create smooth communication pathway with other department in the organization.
5. Give opportunity for career development within the organization.
6. Offer wages and benefits employees can counton.

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APPENDIX A QUESTIONNAIRE

Dear Respondent,

The main purpose of this study “Examining the Capacity of Human Resources Department to Drive Organizational Change” geared towards increasing organizational performance and employee’s commitment. This study is in partial fulfillment of the award of Master Degree to the researcher; **Linus Ndukwe** by Near East University. All the information you provide will be used solely for the purpose of this research. Please note that no name is required and your participation is voluntary. The result from this questionnaire will be treated with utmost confidentiality. Kindly answer each question as sincere as possible.

Thanks, in anticipation of your co-operation.

Section A

Demographic Information

1. Age at last birthday (In Years).....
2. Sex: Male () Female ()
3. Highest educational qualification: Illiterate/No formal education ()
First leaving school certificate () O’level () OND/Diploma ()
HND/BSc () M.sc/other equivalent () PhD ()
4. Years of service in the organization
5. Years of service in current position.....
6. Current organisational occupational role (tick the one that best describes your principal (that is, predominant day-to-day) employment responsibilities:
 - a) General management ()
 - b) Operational – i.e., delivering services to clients, e.g., social work ()
 - c) Teaching/training ()
 - d) Information technology ()
 - e) Administration ()
 - f) Accounting/finance ()
 - g) Programme officer/advisor/specialist ()
 - h) Other (please specify).....

Section B: Contributions of Human Resource Department and Capacity to Drive Organizational Change

Please answer each question in this section using the following scale: **SD= Strongly disagree; D= Disagree; N=Neutral; A=Agree; SA=Strongly agree.**

S/N	Item	SD	D	N	A	SA
1	Human Resources department manage the human capital of an organization and focus on implementing policies and processes.					
2	Human resource department also ensure that employees are trained and have continuous development.					
3	Human Resource is also concerned with organizational reform and labour relations e.g., balancing of organizational activities with collective bargaining and government law standards					
4	Human Resources focus on recruiting, training, employee relations or benefits.					
5	Human resource department have the capacity to drive organizational Change					
6	Human resource department hugely contributes to boosting organizational performance					
7	Human resource department does not drive change to promote employee's commitment					
8	Human resource department does not promote organizational Performance					
9	Human resource department focus on alignment of talent Management					
10	Human resource department works as a catalyst for change					

Section C: Process of Change (Quality of Change)

Items	SD	D	A	S A
1. There is good communication between human resource department and staff members about the organization's policy toward changes.				
2. I am regularly informed on how the change is going.				
3. Information provided by the human resource on change is always clear.				
4. Information concerning the changes reaches us mostly as rumours.				
5. We are sufficiently informed of the progress of change.				
6. Two-way communication between the human resources team and the departments is very good.				
7. Human resources department clearly explains the necessity of the Change				

Section D: Organizational Performance

Please score your opinions on a scale of 1 to 4 by crossing ('X') the most relevant box adjacent to each question as follows: **SD = Strongly disagree, D= Disagree, 3= Agree and SA = Strongly agree**

Items	S D	D	A	SA
1. Our company is expanding at a quicker rate.				
2. Our company is now more lucrative.				

3. Our company is attaining better levels of client satisfaction.				
4. Our company is delivering higher-quality services.				
5. Internal quality-oriented practices are used in our organization.				

Section E: Employee's Commitment

Please score your opinions on a scale of 1 to 4 by crossing ('X') the most relevant box adjacent to each question as follows: **SD** = Strongly disagree, **D**= Disagree, **N**= Neutral; **A**= Agree and **SA** = Strongly agree

S/ N	Items	S D	D	N	A	S A
	Affective Commitment					
1	I would be very happy to spend the rest of my career with this Organization					
2	I enjoy discussing my organization with people outside it					
3	I really feel as if this organization's problems are my own					
4	I think that I could easily become as attached to another organization as I am to this one					
5	I do not feel like 'part of the family' at my organization					
6	I do not feel 'emotionally attached' to this organization					
7	This organization has a great deal of personal meaning for me					
8	I do not feel a strong sense of belonging to my organization					
	Continuance Commitment					
1	I am not afraid of what might happen if I quit my job without having another one lined up					
2	It would be very hard for me to leave my organization right now, even if I wanted to					
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now					
4	It wouldn't be too costly for me to leave my organization now					
5	Right now, staying with my organization is a matter of necessity as much as desire					

6	I feel that I have too few options to consider leaving this organization					
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here					
	Normative Commitment					
1	I think that people these days move from company to company too often.					
2	I do not believe that a person must always be loyal to his or her Organization					
3	Jumping from organization to organization does not seem at all unethical to me					
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain					
5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization					
6	I was taught to believe in the value of remaining loyal to one Organization					
7	Things were better in the days when people stayed with one organization for most of their careers					
8	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore					

THANKS FOR PARTICIPATING

Appendix B
Turnitin Similarity Report

Rapor

ORJİNALLIK RAPORU

% **10**

BENZERLİK ENDEKSİ

% **10**

İNTERNET KAYNAKLARI

% **5**

YAYINLAR

% **0**

ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	www.diva-portal.org İnternet Kaynağı	% 1
2	www.projecttopics.org İnternet Kaynağı	% 1
3	dspace.nmmu.ac.za:8080 İnternet Kaynağı	% 1
4	erepository.mkuit.ac.rw İnternet Kaynağı	<% 1
5	erl.ucc.edu.gh:8080 İnternet Kaynağı	<% 1
6	www.scribd.com İnternet Kaynağı	<% 1
7	boyzone2times.wordpress.com İnternet Kaynağı	<% 1
8	www.calltutors.com İnternet Kaynağı	<% 1
9	kupdf.net İnternet Kaynağı	<% 1

Appendix C**Ethical Approval**

YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

11.02.2022

Dear Linus Ndukwe

Your application titled “Examining the Capacity of Human Resources Department to Drive Organizational Change: Case Study of Alerzo Company, Ibadan, Nigeria” with the application number NEU/SS/2022/1181 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee