



MANAGING CHANGE, ETHICAL PRINCIPLES AND THEIR EFFECT ON EMPLOYEE
PERFORMANCE: A SURVEY OF THE ABUJA ELECTRICITY DISTRIBUTION COMPANY
(AEDC)

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Abstract

MANAGING CHANGE, ETHICAL PRINCIPLES AND THEIR EFFECT ON EMPLOYEE PERFORMANCE: A SURVEY OF THE ABUJA ELECTRICITY DISTRIBUTION COMPANY (AEDC)

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Many organizations are challenged with different issues arising from both the internal and external environments of the business. Despite these challenges, businesses need to remain competitive by identifying and managing such challenges effectively. Various works in the literature emphasize the importance of organizations successfully managing such changes. However, there exist some knowledge gaps as a result of many challenges that come with the process of change in an organization, leading to many organizations' failure in successfully implementing change. The objective of the research is to evaluate the effects of integrating ethical principles in organizational change on employees' performance through a survey of the Abuja Electricity Distribution Company (AEDC) in Nigeria. AEDC has approximately 3,378 employed staff. Using a mixed-method exploratory sequential approach, a qualitative research phase was conducted to explore participants' views. Ten participants were randomly selected to provide a complex textual description of employees' experience. Data were collected using focus group interviews and were analyzed using thematic analysis. Through the use of themes and coding, data were converted, transformed, and processed. Data generated from the first phase were used to develop an instrument that best fits the subject. The quantitative data were collected through an online survey questionnaire using Google Forms and were further analyzed using SPSS package. 345 participants' responses were gathered for the quantitative sample using Krejcie and Morgan's formula. The independent variables are the change processes identified by Lewin Kurt and John Kotter, and ethical principles while the dependent variables are the employees' performance identified. The study concluded that integrating the principles of ethics is a potential solution for managing change effectively and reducing employees' resistance. Important factors, including increased communication, stakeholder engagement that can impact customer satisfaction, and an enhanced relationship with customers, have been identified. Electricity utilities can improve their performance through ethical principles

integration. The improvements can contribute to general employee performance and economic growth within a nation.

Dedication

Special dedication to God Almighty for making this research work a success. I also dedicate this doctoral work to my dear Father who gave me all the necessary motivation to get a doctorate title. It is unfortunate that he is not here today to witness the outcome of the project. I however believe that his spirit guided me through the achievement of this work. Rest in peace Dad.

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List of Abbreviations

AEDC-	Abuja Electricity Distribution Company
ANOVA-	Analysis of variance
ATLAS.ti	IT Software Application for Data Analysis
ATC&C-	Aggregate Technical Commercial and Collection
BPR-	Business Process Re-engineering
CAQDAS	Computer Assisted Qualitative Data Analysis Software
CSSP-	Customer Service Standard of Performance
CSSP-	Customer Service Standards of Performance.
EPSR-	Electric Power Sector Reform
FCI-	Focus Group Interview
FCT-	Federal Capital Territory
FGN-	Federal Government of Nigeria
FGN-	The Federal Government of Nigeria
GDP-	Gross Domestic Product
GST-	General Systems Theory
NVivo	IT Software Application for Data Analysis
ICT-	Information and Communication Technology
IEC-	International Electro-Technical Commission
InCMS-	Integrated Commercial Services
I-O Psychology	Industrial Psychology
ISI-	Institute for Scientific Information
IT-	International Technology
KANN-	Kogi, Abuja, Nassarawa & Niger
KPI-	Key Performance Indicator
MANOVA-	Multivariate Analysis
MD/CCE-	Managing Director/Chief
NBET-	Nigerian Bulk Electricity Trading Plc
NEPA-	National Electric Power Authority
NERC-	Nigerian Electricity Regulatory Commission
OCB-	Organizational Citizenship Behavior
OCB-	Organizational Citizenship Behaviors
OD-	Organizational Development
PATC-	Positive Attitudes Towards the Change
PHCN-	Power Holding Company of Nigeria.
PTMAS-	Plans, Training, Mobilization and Security
RRA-	Reform and Restructuring Act
SA-	South Africa
SEM-	Structural Equation Modelling
SMART-	Specific, Measurable, Achievable, Realistic, and Time-bound
SPSS-	Statistical Package for the Social Sciences
SWOT-	Strength, Weaknesses, Opportunities and Threat
TSC-	Teachers Service Commission
UNICAF-	University
UREC-	University Research Ethics Council
USAID-	United States Agency International Development

CHAPTER 1: INTRODUCTION

Background

Researchers such as Okeke, Oboreh, Nebolisa, Esione, and Ojukwu (2019) assert that the rate at which change management influences employees and organizational performance in this contemporary age are on a leapfrog basis. This is why many corporate organizations are embracing the implementation of change to remain viable, achieve a high level of performance, and have a competitive advantage in the recent unstable environment. (Pieterse, Caniëls, & Homan, 2012).

Based on the above premise, it can be deduced that there is a growing importance and need for introducing change in organizations William (2016). This view was supported by Okeke et al. (2019), who stated that the need for change may arise as a result of technological change, change in customers' choices, goods, and services, globalization, etc. Corporate organizations need to implement a change process that can focus on creating a niche (Robbins, 2003).

In support of this statement, Ahluwalia and Joshi (2008) explained that by creating a niche, an organizational system is expected to be disrupted over time by some external or internal forces; meanwhile, in such cases, a necessity for change may occur. This change usually affects the entire system, and modifications may impact the structure or process of an organizational system (Bashir, Jibran, Afzal & Sara, 2008).

Some literature studies found that one of the best ways to manage change is to focus on the implementation of a change management process through implementing an organizational culture change, business process reengineering, automation of processes, and other related activities, as the case may be. This response may require adopting a structural approach that needs to transition

individuals, teams, and organizations from a current state to a desired future state to fulfill a vision and mission strategy.

However, some literature has stated that managers may implement change for the benefit of an organization only rather than concentrating on the picture of how it will affect both employees and the organization. Evidence gathered from various works of literature has revealed that managers who focus more on the gain of the organization without regard for employees could lead to the implementation of unethical decisions and activities.

In another view, Bashir, Jibran, Afzal, and Sara (2008) stated that organizations are expected to continuously adapt to change and align with their environment. Adapting to change usually takes a coordinated step based on different works of literature approaches. For example, Kotter (1996) identified eight steps of the change model, which include creating a sense of urgency, building a coalition for guidance, identifying a clear vision, sharing the clear vision, clearing obstacles through people, creating short-term wins, and keep moving and anchoring the change. The author stated that this process of change as carefully identified and properly adhered to by change managers may help an organization through successful implementation of the change process.

The above explanation led Bashir, Jibran, Afzal, and Sara (2008) to explain that the implementation of change covers many areas as it can be anticipated, unexpected, upsetting, or planned. This means that a manager's competency and knowledge are required in managing the process of change (Jain, 2007). Despite the different change management models introduced by many scholars, some scholars, such as Berry and Gordon (2000), have stated that there are knowledge gaps in the consensus on the process of managing change. This is because many organizations have to deal with employee resistance and some obstacles in successfully implementing the change process. This view was further elaborated in recent literature, where it was estimated that up to 70% of the organizations that implement change fail to achieve their intended objectives due to different

obstacles. Meanwhile, there is a general assumption that one of the many obstacles to organizational change is employee resistance, thereby rendering a change process ineffective.

Although so many factors have been identified as the cause of resistance, Berry and Gordon (2000) indicated that one of the causes of resistance could be a result of a lack of ethical consideration in the approaches to implementing a change process. The authors added that the lack of ethical conduct in the change management process should be addressed as a way of checking the excesses of the emergent approach when applied in a free market where the winner takes it all. The rationale for addressing the lack of ethical conduct was justified by the literature, which shared the view that ethical conduct is more significant than the maximization of profit and self-interest.

Given the view above, different scholars emphasized the need for ethics to be adopted during the implementation of the organizational change process. This is because standard ethical practice is beneficial to all stakeholders when organizations, teams, and individual employees focus on doing the right things in the right way (Weiss, 2006). A brief understanding of ethics in research was defined by Sekaran (2000), who stated that ethics refers to “a code of conduct or expected societal norm of behavior while conducting a research” (p.17). Another definition was given by Jones, George, and Hill (2000), who explained ethics as the beliefs of what is right or wrong, which gives a basis for criticizing the appropriateness of behavior and guides individuals in their dealings with one another. By this statement, it can be deduced that individuals, groups, and organizations have a significant impact on the adoption of ethical standards of organizations and society as a whole.

This view was supported by Dunphy (2007), who explained that the future of an organization depends on the type of ethical approach adopted by the individual, group, or organization as a whole for effectively managing and implementing a successful change, and they include doing the minimum the law requires in doing the right things in an environment; downplaying public concerns to identifying and addressing those concerns; and ignoring environmental advocates to seek to work

with them. This view was also emphasized by Robert, Janet, and Maria (2008), who stated that organizational managers are responsible to their employees and other stakeholders they serve and therefore should give valuable consideration not only to efficiency and effectiveness but also to ethical conduct during the implementation of a change process.

Kelrt (2000) supported the above view by adding that the change process must be on the premise of ensuring it does no harm and is conducted to an ethical standard. The ethical standards are guided by some principles as identified by Beauchamp and Childress (2001), and they include respect for autonomy, non-maleficence, benevolence, and justice. Given the identified standards of ethics, this article will concern itself with how managers of change management can successfully implement a change with consideration of the highlighted ethical principles to drive organizational performance.

The appraisal of this research work has its outcome expectedly on the dependent variable, which is Employee Performance. Senge (1990) described employees' performance as a general perspective regarding work-related conditions or the direction of the job. The author added that employee performance is a response to a specific job outcome. From an organizational view, employee performance is an important element because it leads to the higher organizational commitment of employees and, as a result, helps to achieve overall organizational success and development. This study emphasized that employee performance is a multifaceted construct that entails an extremely vital criterion that determines organizational successes or failures vis-à-vis its set goals and target performance. It is therefore in the opinion of the author that the satisfaction employees derive from their jobs makes them more willing and ready to provide service that exceeds customers' expectations and positively influences customers' attitudes towards their service. In contrast, employees who are dissatisfied with their job are likely to have more occupational stress and be less productive Bolm, Zwaal, and Fernandes, (2022). Thus, it is explainable from the

assertions that highly committed, high-performing, and happy employees are valuable resources to the organization.

The purpose of this research was achieved by surveying employees of the Abuja Electricity Distribution Company (AEDC). The AEDC is one of the eleven (11) distribution companies recently privatized in Nigeria by the Federal Government. The organization is currently undergoing a change process to achieve its goal, which was one of the primary reasons why the distribution companies were privatized. AEDC needed to make a huge investment in its infrastructure to improve its operations and meet both its short- and long-term goals.

The company (AEDC) made a steady investment in its assets and introduced some systems aimed at improving both technical and commercial performance. To achieve business transformation, the need for change was identified. The change process entailed a thorough analysis of how processes are currently undertaken to identify constraints, impediments, and gaps in operational efficiency and effectiveness. To buttress this statement, Armstrong (2010) emphasized that the potential areas where change can be implemented include mission changes, strategic changes, operational changes, and cultural changes and should follow a change process.

In explaining what a change process is, Burnes and Bargal (2017) recommended that a change process takes three stages: the unfreezing stage, moving stage, and refreezing stage. In the case of AEDC, the main focus of change was aimed at achieving improved operations through enhancing internal efficiencies as well as reducing losses. This was to be achieved by optimizing workflows, improving customer services and stakeholder relations, and overall improvement in working culture.

The status of change implemented at the AEDC is currently at the moving stage, implying that new processes, policies, and procedures are being implemented and modified where necessary. This research is aimed at providing valuable insights into the step-by-step process of change management adopted and if it was conducted with appropriate ethical or unethical standards and

principles. This research will be useful to organizational managers, business leaders, and scholars who are willing to gain additional insights into the effect of ethics or unethical conduct in the change process on employees' performance.

1.1.Statement of the Problem

Electricity distribution companies are part of the electricity value chain of the Nigerian power sector. Considering the direct relationship between electricity consumption and the gross domestic product (GDP) of a country, it can be argued that the activities of distribution companies are fundamental to the economic development of the country (Ogundipe, 2013). To improve the performance of electricity in Nigeria, the government of Nigeria reformed the power sector by privatizing 11 distribution companies in November 2013 (USAID, 2019). The main objective was to address the unstable and unreliable electric power supply situation in the country. At that time, customers were exposed to frequent power cuts and long periods of power outages. In addition, the industry was characterized by a lack of maintenance of power infrastructure, outdated power plants, low revenues, high losses, power theft, and non-cost reflective tariffs. Being a government owned organization at that time, there were poor working ethics and a high sense of entitlements without linking productivity to compensation (Abuja Electricity Distribution Company, 2013).

Abuja Electricity Distribution Company (AEDC) is one of the eleven distribution companies privatized by the Federal Republic of Nigeria. The organization was bought by a jointly invested shareholders known as KANN, a Nigerian registered organization that was founded in the year 2012 and jointly owned by Xerxes Global Investments Limited (A company owned by a Nigerian Investor) and CEC Africa Investments Limited (A company owned by Copper belt Energy Corporation PLC

of Zambia). Both organizations formed KANN to participate in the development of the Nigerian Power Sector. KANN generated its name from its areas of coverage which are namely Kogi, Abuja, Niger and Nasarawa.

After the conclusion of the privatization process, AEDC investors (KANN) and Federal Government of Nigeria (FGN) through the Bureau of Public Enterprise (BPE) entered into a performance agreement. One of the key deliverables is that AEDC was expected to reduce the percentage of ATC&C losses which was at 53% in November, 2013 to 22% 5 years later (USAID, 2019). Other ten distribution companies also signed similar agreement. To reflect improved productivity, the ratio of admin cost (which are largely the labor cost) as a percentage of turnover was required to be reduced from 37% at takeover to below 25% (compared to well transformed distribution companies such as Tata Power Delhi Distribution Limited (Abuja Electricity Distribution Company, 2013). There is a clause in the agreements which state that the Federal Government of Nigeria (FGN) had the right to reverse the privatization if the 5 years' key performance indicators were not met without acceptable justification.

To achieve this key performance objectives, AEDC management initiated a transformation process that was aimed at ensuring improvements that would enable it to meet key performance indicators that were agreed upon between the investors and the government. The transformation plan also focused on changing the culture from typical public service culture to that of a privatized commercial entity where compensation is linked to employees' performance. As outlined earlier, failure to integrate ethical principles increases the risk of not attaining the transformation objectives. Continuous evaluation of the progress of transformation plan taking into account various internal and external risks including how well ethical considerations are being integrated in the process should result in better performance. Based on this premise, there is need for AEDC and other Nigerian ten Discos to ensure that ethical principles are fully integrated in their plans. To date, no

study has specifically identified issues that undermine the change process by not recognizing the value of ethical. Furthermore, there is also no specific study in the Nigerian Power Industry to provide evidence on the level of integration of ethical principles into the transformation programs. Therefore, the study aimed at identifying the relationship between integrating ethical principles in the process of change management and employees' performance. The insight for such study can be used by managers of Discos in the formulation of robust transformation strategies that takes into account ethical considerations. The beneficiaries of the outcome of such studies are the eleven distribution companies in Nigeria and other similar distribution companies in developing countries. This study empirically identified the change models being implemented at the AEDC. More specifically, the study focused on potential change implementation gaps that are associated with a lack of ethical integration in the change process.

1.2. Purpose Statement

The purpose of this exploratory sequential design work was to first qualitatively explore with a small sample to design a feature on how to evaluate the effect of organizational change and the integration of ethical principles during a change on AEDC employees' performance and then to test this feature out with a large sample. Considering the high rate of failure in the implementation of change management processes in many organizations, a closer investigation of the change management process implemented in the Abuja Electricity Distribution Company will provide insight into how the change process has affected employees' performance in either a positive or a negative way. This study is expected to determine if the change process was conducted with appropriate ethical or unethical standards and principles.

The evaluation conducted by this research study will be useful to business managers in making decisions that can ensure that employees' resistance to change has been reduced, thereby

resulting in improved employee performance. The findings can also be useful to scholars who are interested in the study of the effect of organizational change on employees' performance and how the change process can successfully integrate the principles of ethics during its implementation. In the case of the Abuja Electricity Distribution Company, the findings can help management review the implementation of the change process from time to time and allow proper ethical principles to be operationalized and incorporated into the company's policy. The first strand of this exploratory sequential design study is a qualitative exploration of the subject matter where focus group data were gathered from the research participants. From this initial exploration, the qualitative findings were used to develop a quantitative feature that was tested with a large sample. For the subsequent quantitative strand, an online questionnaire was collected from AEDC employees to identify an ethical approach that could potentially contribute to poor employee performance. The study also addressed the research questions, hypothesis, and purpose of the study.

1.3. Aims and Objectives of the Study

The general aim of this research was to evaluate the effects of integrating ethical principles in organizational change on employees' performance through a survey of the Abuja Electricity Distribution Company (AEDC) in Nigeria. To fulfill the aim of this research, four specific research objectives were raised and addressed. These are:

1. To identify the organizational change model adopted by AEDC management that influence employees' performance;
2. To identify the ethical principles adopted by AEDC management that influence employees' performance;
3. To evaluate how ethical principles should be considered in the process of change management to influence employees' performance; and

4. To identify how the ethical principles in the organizational change process influence the AEDC's employees' performance.

1.4. Nature and Significance of the Study

This mixed-method research provided a complex textual description of employees' experiences and surveyed the Abuja Electricity Distribution Company (AEDC). This study helps to provide information about the behaviors of employees towards the change process implemented, the beliefs of researchers on considering ethical conduct in the process of change, and opinions and emotions of individual employees on the effect of the ethical change process. This method of design was selected because it is effective in identifying intangible factors. Hence, the method was achieved as it interpreted and gave a better understanding of the complex reality of the situation. This type of design according to Teherani et al. (2015) is consistent with a mixed-method research design that utilizes a sequential exploratory design. The general framework of this research method was to explore the phenomenon of the research.

The instruments employed for this study are very flexible. This is because the research study was conducted in an iterative style to elicit and categorize responses to questions during the semi-structured method of data collection. According to Creswell and Creswell (2018), quantitative and qualitative data collection could implement similar approaches that include interviews and observations. The quantitative method employs more of a closed-ended approach where set response categories are identified by researchers.

On the other hand, the qualitative method implements more open-ended approaches that allow the inquirer to ask general questions and respondents to manipulate responses. Teherani et al. (2015) stated that the qualitative method has three methods of data collection: participant observation, in-depth interviews, and focus groups. A quantitative method implements a numeric

description of trends, attitudes, or opinions. This may include cross-sectional and longitudinal studies using survey questionnaires or structured interviews for data collection to generalize from a sample to a population (Creswell & Creswell, 2018)

The major reason for a mixed method is to gather both qualitative and quantitative data using the same variables, constructs, or concepts. Creswell and Creswell (2018) explained that where there is a qualitative measurement of the concept of self-esteem, the same will be applicable during the qualitative data collection process. For this reason, this mixed-method strategy adopted a two-phase data collection where qualitative data collection is the first phase and quantitative data collection is used as a follow-up in the second phase. Following this view, the qualitative data analysis of this research developed an instrument that has some good psychometric properties for developing quotes, codes, and themes that were used to explore the quantitative phase. Additionally, important to note is that this mixed-method research conducted different data collection tools for the two approaches using different samples to survey responses collected from the qualitative phase in the second quantitative phase.

The qualitative phase of this study employed a semi structured focus group method to collect data. Teherani et al. (2015) stated that the use of focus groups in a semi structured qualitative method is to effectively elicit data on the cultural norms of a particular group to generate broad overviews of concerning issues. This is because the analytical objectives of this qualitative study are identified to include describing the existing variation in this case study, describing and explaining relationships, describing individual experiences during the process of change, and finally describing group norms.

To achieve the purpose of the first phase of this mixed-method study, the qualitative phase employed an open-ended question format. This is because the use of a qualitative method as a study design provides flexibility for participants' responses rather than forcing them to choose from a fixed response (Teherani, et al, 2015). Flexibility in this research study may include the addition or

exclusion of words used in a particular group response. According to Teherani et al. (2015), participants' responses may affect a researcher's next question; therefore, an adjustment may be needed. In addition, open-ended questions can evoke meaningful responses and are culturally salient to the participant. The author also explained that open-ended questions are unanticipated by the researcher and are rich and explanatory. On the other hand, this study employed a close-ended survey questionnaire for its quantitative phase to validate the data from the focus group participants.

Validity and reliability are other important requirements of any research study. Although Creswell (2018) mentioned that in mixed-method research, there is more focus on validity instead of reliability. According to Creswell (2018), high reliability provides assurance that results obtained from particular research are consistent, dependable, and can be replicated under similar circumstances. To achieve this study's objectives, reliability, which was aimed at reducing errors, was achieved through a rigorous method of selecting samples and repeating the experiment until saturation was achieved. This statement was supported by Creswell (2018).

This study is important because it will allow organizational managers to gain insights into the different processes of change management as postulated by theorists. Specifically, it will allow organizational managers to positively contribute to society by recognizing their responsibilities and roles to stakeholders. This study suggested that the recipient's assessments of change are partly rooted in ethical considerations of change. More importantly, an understanding of ethical principles will be gained by organizational managers. In addition, this paper will further help managers observe change process outcomes, especially its effect on employees' performance after the implementation of a change process and ethical principles adopted during the process if any.

The findings of this research provide different recommendations that many stakeholders may use in contributing to the effort of improving the implementation of a change process by adopting ethical principles in the process of change in their various organizations. The knowledge established

in this study further contributed to the acceleration of performance standards in Abuja Electricity Distribution Company (AEDC). In addition, the findings contributed to the improvement of customers' centrism across the coverage area. The employees of the AEDC will equally be motivated to improve the service rendered to customers as a way of increasing performance. Specifically, the recommendations from this study would be of great interest to other distribution companies within and outside Nigeria, who have faced challenges in successfully implementing a change process and failed to integrate ethical principles during the implementation of a change.

This study provided help in theory development by giving insights into the best practices to adopt during the implementation of a change process in the power industry. A review of different works of literature on this subject showed that other studies on change management have been conducted mostly in the developed world and sectors other than the power industry. Based on this premise, this study acted as a guide in developing frameworks of ethical considerations in the change management process. Such frameworks are made available for future theory building and empirical testing. The research will be useful to future researchers, students, and academicians who are willing to understand or gain more knowledge on the effect and importance of the different change management processes on employees' performance by exploring how this study revealed new findings and adding to the existing knowledge. The study will be beneficial to researchers in pursuit of knowledge about the challenges of successfully implementing a change management process and the practices to adopt ethical principles within an organization.

In addition, government policymakers, electricity regulators, financiers, consumer lobby groups, scholars, and investors would equally benefit from this research finding. Other employees of the AEDC are also likely to be interested in the change process framework, which may empower them to participate in the process of managing the change process in their businesses. The result may add value to the literature available on implementing change management initiatives, especially in

the power sector in Nigeria, and inculcating ethical practices in the process. The study findings are expected to benefit the management of the power sector to obtain effective performance from their workers by using new approaches to change the management process.

1.5. Research Questions

Within the framework of this research, several issues were grounded in the theoretical and practical analyses. For this reason, specific research questions stand out and are as follows:

1. What are the types of organizational change models adopted by AEDC management that influenced Employees Performance?
2. What are the ethical principles adopted by AEDC management that influenced Employees Performance?
3. How should ethical principles be considered in the process of change management to influence Employees Performance?
4. How do ethical principles in the organizational change process influence AEDC employees' performance?

1.6. Research Hypotheses

The following formulated alternate hypotheses are used.

H10. AEDC's Management did not adopt Organizational change models to influence employees' performance.

H1a. AEDC's Management adopted Organizational change models to influence employees' performance.

H20. AEDC's Management did not adopt ethical principles in the Organizational change models to influence employees' performance

H2a. AEDC's Management adopted ethical principles in the Organizational change models to influence employees' performance

H30. Ethical principles should not be considered in the process of change management to influence employees' performance

H3a. Ethical principles should be considered in the process of change management to influence employees' performance

H40. Ethical principles in the organizational change process do not influence AEDC's employees' performance

H4a. Ethical principles in the organizational change process influence AEDC's employees' performance

CHAPTER 2: LITERATURE

2.0. Introduction

The purpose of this work was to evaluate the effect of organizational change on employees' job performance. Considering the high rate of failure in the implementation of change management processes in many organizations, this research work took a closer investigation of the change management process implemented in the Abuja Electricity Distribution Company (AEDC) and provided insight into how the change process has affected employees' performance in either a positive or a negative way. Additionally, the study evaluated the impact of ethical principles that may have been taken into consideration during the implementation of change management in Abuja Electricity Distribution Company (AEDC) if at all there were any.

Over eighty-five percent (85%) of the peer-reviewed references included in this study were within the last five years and provided necessary contributions and explanations on the historical background of the evolution of change management, its role in improving organizational performance, and how various organizations failed as a result of employees' resistance to organizational change implementation. Additionally, this literature review provided a conceptual framework to clarify the research gaps and supporting evidence for describing the resistance to change implementation in organizations. Evidence to justify the need to integrate some identified ethical principles in the implementation of organizational change has been presented in addition to the possible contribution of this research to both practice and relevant theories. Finally, this review identifies some suggestions for future research.

2.1. Literature Review

2.1.2. Definitions of Change Management

Moran and Brighton (2011) defined change management as a continuous renewal of an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers. This means that change is not static and organizations must be prepared to move in the direction to avoid remaining static. This view was supported by Burnes (2004), who explained that change is a present feature of organizational life, both at the operational and strategic levels. Essentially, change management is becoming imperative and needs to be appropriately piloted by managerial skills and strategy.

Many organizational managers today would agree that change has become so essential and as such, must be attended to and managed properly if an organization is to survive. Taken from Burnes (2004), it is appropriate to state that changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products, and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding, and often devastating to those organizations that are unprepared or unable to respond (Burnes, 2004). This statement indicates that change takes place in stages and that organizations are expected to plan according to the stages.

In support of the view above. Lewis and Seibold (2008) stated that change management is regarded as a process involving unfreezing, moving, and refreezing values, practices, and procedures within organizations. The author explained that the unfreezing strand of change means the creation of a perceived discrepancy between the existing and ideal state of an organization that creates awareness of change necessary and reduces employee resistance to change. Moving strands according to the authors are the various processes such as training, education, and restructuring that

lead to the development of new behaviors, attitudes, and beliefs. Refreezing is a process of reestablishing a new state of equilibrium within the organization by stabilizing the new patterns through a variety of support channels.

Kimhi and Oliel (2015) emphasized the importance of change management in an organization. According to the authors, one of the requirements for organizations to succeed and maintain a high competitive standard is the need to be prepared to change continuously to fit into the high evolving demands of stakeholders. Given this statement, Kimhi and Oliel (2015) attributed the reason for a continuous change in an organization to be to develop an effective information and communication technology (ICT) system to increase the democratization of economies across the globe. This view was supported by Khosa, Rehman, Asad, Bilal, and Hussain (2015), who stated that organizational change occurs due to an intensely competitive environment and rapid changes that increase competition for gaining continuous revenues and growth. Despite several articles that have revealed basic understanding and an appropriate definition of change management, there is yet to be an acceptable universal definition of organizational change management (Kimhi & Oliel, 2015). This research, therefore, has put together different works of literature that have managed to define organizational change management.

In defining change management, Levy (2011) explained that organizational change management can be seen as a structural approach that helps people as an individual, group, and organization as a whole to transition from a present state of affairs to a future desired state to put in place a right vision and strategy. From this definition, it can be deduced that Levy (2011) draws its definition from three events: a systematic approach, means of transitioning, and a competitive tactic. In support of this definition, Khosa et al. (2015) explained the change as a series of events put together to support the implementation development process in an organization. The authors further

added that these processes may include rightsizing, new development and change in information and communication technology, operations rescheduling, and major partnerships.

In recent research conducted by Sung and Kim (2021), change management was stated to be a task that encourages organization employees to be involved at their will while minimizing potential shock and objection to the process of change. The authors further explained that since the process of change involves the law of nature and is mainly not familiar, organization employees are usually familiar and comfortable with a regular process against a newly introduced process as a result, and changing their current ways may prevent them from doing what they know as normal. Sung and Kim (2021) identified some factors that may obstruct a change process in an organization and including organizational stagnation, traditional culture, cost of transformation drive, and employee resistance, which may be conscious or unconscious. The authors stressed that the process of change commences when the factors that enable a change process to succeed over the obstacles of change. From this statement, it is important to state that a change management process must be well planned to ensure its success in an organization.

In response to the need to have a planned organizational change, Sung and Kim (2021) explained that the process of planning a change is to achieve an organizational goal. This process, according to the authors, involves changing the sublayers of the system of an organization, such as the climate, technology, structure, decision-making process, and organizational system. The authors perceived change as being wide and complex and having the potential of transforming organizational standards beyond a gradual stage-by-stage improvement.

The authors stated the stages of change to include triggering change, planned change strategies and techniques, confusion process, and standards. However, the author added that the commonly used change strategies are leadership, organizational communication, training, and education for innovations, behaviors, skills, and new management system techniques. The strategies

identified by Sung and Kim (2021) are possible indications for gaining employees' participation, sustaining continuity, and removing or limiting obstacles of resistance outside the organization. In the authors' opinion, education, participation and communication, support, negotiations and agreements, manipulations and cooperation, and coercion are very important ways to manage resistance. The authors explained that there are many processes for change and that they all have a significant impact on its effect and outcome. This means that the importance of the change process in an organization cannot be overemphasized.

In another view, Kimhi and Oliel (2015) emphasized the importance of change management in both academic research and industrial practice. This is because, in both fields, there is always the need to move from one's comfort zone to another as an arising need for change and explained that such movement is inevitable (Wanza & Nkuraru, 2016). This is different from the view of Kitur (2015), who explained that change comes in different forms, such as mergers, acquisitions, joint ventures, new leadership, new technology, organizational restructuring, and regulatory compliance. The author added that this type of change is categorized as an external factor because it influences the external environment of the organization. Consequently, some internal factors could also arise and require some changes. This statement was supported by Khosa et al. (2015), who stated that change occurs as a result of internal factors by explaining that organizational change involves a change in organizational mission, strategy, operation, and technologies to meet expected desires. However, Levy (2011) argued that, whether change occurs as a result of external or internal factors, it must be predominated by stating a clear vision to give the right direction for change in an organization.

From the general perspective analyzed above, it is clear that managing change effectively requires understanding and knowledge of the change itself in an organization. According to The Society for Human Resources Management (2015), there is a need for exciting understanding, tools,

and resources to manage change effectively. To support this view, Levy (2011) added that it is important to provide a road map as a tool for managing change effectively in an organization. Wanza and Nkuraru (2016) emphasized the need to focus on encouraging organizations and their employees to effectively manage change. From this statement, it can be stated that for organizations to effectively manage change, organizational leaders, managers, and key change agents must work closely together to successfully implement the actual and desired change needed.

2.1.3. Types of Organization Change Management

Different sources gathered from the works of the literature gave various definitions of change management. Based on the definitions, it can be stated that change management comes in different types. According to Shivappa (2015), the author explained that organizational change may take place from different dimensions, including continuous and incremental dimensions, discontinuous and radical dimensions, planned or unplanned dimensions, catastrophic or evolutionary dimensions, positive or negative dimensions, strong or weak dimensions, and internal or external dimensions. This view led to Jalagot (2015), who stressed the importance of every organization identifying the kind of changes that are right for their organization. The author further grouped the type of organizational change into four categories to include organizational-wide change vs subsystem change; transformational change vs incremental change; remedial change vs developmental change; and unplanned change vs planned change. An explanation of these types of change management is provided below.

2.1.3.1. Organizational Wide Change vs Subsystem Change

The organizational-wide change focuses on scaling down and the general transformation process of an organization from a different level to create stability and develop good planning (Jalagat, 2015). From this statement, it can be stated that organization-wide change is an elementary

reorientation of an entire business operation. On the other hand, Jalagat (2015) explained that subsystem change focuses on a smaller area, such as the supplementary or elimination of goods or services rendered, reorganizing a subdivision within an organization, or implementing processes. It can be stated that all operations are performed independently of each other in a predefined environment.

2.1.3.2. Transformational Change vs Incremental Change

Jalagat (2015) explained transformational change as an astringent and elementary change that occurs as a result of a change in organizational formation, system, and culture through a top-down hierarchical formation of a large number of self-managed teams. According to the author, this transformation may occur as a result of business process re-engineering (BPR), which involves an important change in organizational operations. From this statement, it can be deduced that transformational change is a shift in organizational structure and culture as a result of a change in the fundamental strategy and processes in use over some time. On the other hand, Jalagat (2015) explained incremental change as a gradual process of introducing change. According to the author, continuous improvement, quality management process, and new system implementation are all identified as a gradual process of change that requires training to improve efficiencies. The author added that in most cases, the change is unnoticed by employees due to the gradual pace it takes.

2.1.3.3. Remedial versus Developmental Change

Jalagat (2015) explained the remedial change as an urgent need for change to provide a solution or remedy to a present and existing problem. It can be deduced from this statement that this type of change is required to address the deficiency of a nonconforming product or service. Jalagat (2015) added that this type of change occurs as a need to ameliorate the poor performance of a particular good, solve burnout cases at the workplace, and solve large budget deficiencies. On the

other hand, developmental change aims to continuously improve the already existing system without a radical impact.

2.1.3.4. Unplanned versus Planned Change

Jalagat (2015) explained that unplanned change occurs as a need to solve immediate and sudden happenings causing discomfort or disruptions of organizational systems. This may be a result of a top management resignation without prior notice. Junena (2020) explained that unplanned change may occur as a result of geographical composition, performance gaps, government regulations, or global economic competition. On the other hand, planned change is explained by Jalagat (2015) as a need identified in a reorganized organization to achieve a major change from a strategic and proactive device plan. Junena (2020) added that planned change aims at improving the current operating system to derive a predefined goal. The author stated that examples of such change can be the employment of new employees, change in the welfare system, incentive system changes, restructuring, and team building.

2.2. Forces for Organizational Change

Works of literature have revealed that organizational change involves constant adjustment and reactions to some external and internal operating environment conditions. These conditions are said to have a great impact and control on the organization's environment and, in turn, may improve or negatively affect the productivity and performance of an organization. For organizations to be effective, the focus must be on these factors that cause environmental changes as well as organizational changes to reduce the dilemma of stability of change by establishing the right vision, flexible structure, and organizational norms.

Rizescu and Tileaga (2016) stated that the impact of internal forces on an organization could result in low productivity, union strikes, employee turnover, absenteeism, and sabotage, among

others. Once these forces arise, organizations must consider the immediate implementation of change. On the other hand, external forces are those factors that control the environment of an organization and limit them from functioning effectively. For example, new products introduced by competitors, discounts offered by competitors, changes in price, changes in technology, and the introduction of industrial robots for the rapid resolution of critical problems.

Rizescu and Tileaga (2016) added that some internal forces could be a result of communication, interpersonal relationships, decision-making processes, leadership, style of management, etc. external forces could be technological changes, political, social, economic, cultural, among others. These changes are very unpredictable, and organizations need to find a way to adjust quickly to these changes to achieve their performance. Rizescu and Tileaga (2016) stressed that technology, globalization, and innovations are major factors that can affect an organization's operations.

Other works in the literature have confirmed that change is unpredictable. Nevertheless, few theoretical and empirical works have been conducted to emphasize the general topic of unpredicted change and the possible challenges it may pose to organizations (Aronsson, Huusko & Wansulin, 2021). Meanwhile, some studies have revealed that where there is a high level of uncertainty in an environment and low external control, there are limits on rationality. This means that unpredicted change, where there is no advance knowledge, is different from planned change. This gives the reason why many studies have disregarded the subject of unpredicted change, which can lead to a huge crisis. For example, the COVID-19 pandemic is an unpredicted and unforeseen change that caused a major shift in organizational change across the globe.

A differentiation must be made on the reason and the nature of change in an organization, which was not the case at the time of the pandemic and led to many changes in organizations. From the view above, it can be stated that factors that affect change could be external or internal depending

on the type of occurrence. Aronsson et al. (2021) stated that the different types of change could generate various outcomes and may also lead to a devastating effect on performance as a whole. Aronsson et al. (2021) added that organizations are expected to be ready by improving on their competencies and resources and ways to utilize them. For this purpose, focusing on both internal and external change is important for organizational leaders to help effectively manage and achieve their demands and long-term learning.

Aside from ensuring that change is managed effectively by change leaders in an organization, many scholars have identified some forces that may hinder the implementation and acceptance of the organizational change. Research conducted by Szydlowska (2016) explained that as simple as a change process may seem to be when applied in an organization, there is a perception that organizational change is a complex process. According to the author, the reason for such perception is that organizational change may pose a threat to the existence of some stakeholders in an organization.

This is why Szydlowska (2016) defined organizational change as a process that brings disturbance to an organization. According to the author, such disturbance may be from an internal or external force. From the author's view, this study can deduce that there are forces that may hinder organizational change implementation and including external and internal forces. Examples of some of the external forces that may affect an organization was identified by Aronsson et al. (2021) to include Economical, Natural Disaster, Technological, Governmental, and Environment, amongst others. The authors also identified the forces of internal changes to include leadership, structure, strategy, people, technology, and cultural forces.

2.2.1. External Forces

External forces have been identified as one of the external forces that have a major influence on the organization as a whole (Aronsson et al. 2021). According to Aronsson et al. (2021), the effect may have a high impact on the structures and particularly the internal processes of an organization, and business leaders may not have specific control over the cause. This is because external forces occur as a result of uncertain occurrences outside the organization. Aronsson et al. (2021) identified some of these forces to include political, economic, technological, governmental, and natural disasters. The author stated that the identified forces are majorly the drivers of organizational change.

In another researcher's view, external forces are factors that surround the environment of an organization and have a direct or indirect impact on the functions of the organization (Szydłowska, 2016). Because organizations may not be able to move from one environment to the other due to external forces, it is expected that the organizations must adjust to the changes dictated by the environment (Szydłowska, 2016). Szydłowska (2016) identified some types of change in external forces, including technology, marketing conditions, social changes, and political forces. It is important to note that there are other types of external forces as identified by other literature; however, this study has only focused on the types identified by Szydłowska (2016) to gain an in-depth understanding and knowledge of the subject matter.

2.2.1.2. Technology Forces

Szydłowska (2016) emphasized the importance of technology external forces as the major force that may affect the external environment of an organization. According to the author, the impact of technology is a result of the adoption of improved technology in developed countries from time to time, thereby contributing to the essential requirements for many organizations to acquire many technological tools, such as computers, telecommunication systems, and flexible manufacturing

operational systems, with the expectation of improving business and creating positive encouragement for growth within such an environment.

Specifically, Szydlowska's (2016) review reveals that driving the change management process with technology is critical, and automating the process will make the application process seamless and reviewable. This means that the utilization of digital and non-digital change management tools can help change agents conduct seamless research, analysis, and organize and implement a successful change. An example of some digital and non-digital tools could be the use of spreadsheets, Gantt charts, and flowcharts, among others, which are usually applicable in small organizations where major software cannot be accessed or is expensive. It will be appropriate to say that management and owners of an organization are expected to be smart enough to identify the type of technology to employ in driving their change process.

Szydlowska (2016) explained the importance of technology as an essential factor for creating a wider span of control for managers, providing a swift response for business, reshaping an individual's job roles, encouraging skilled staff, and promoting the ability to multitask and enhancing effective decision making by organizational management.

2.2.1.3. Marketing Conditions

Szydlowska (2016) stated that for organizations to remain competitive, they are expected to adjust to the continuous change of the market that is no longer regarded as being static. According to the author, the market changes continuously as a result of demand from customers' needs, desires, and expectations. The author added that organizations must, therefore, be ready to adjust by manufacturing new products and innovative ideas from time to time. Regular innovations, particularly in the areas of branding and advertisement, are needed. The author stated that this will go a long way to increase the competitive advantage of the organization over time. The quest to remain competitive in a competitive market will prompt an organization to regularly introduce a

different pattern of change. This is in line with the assertions of Szydłowska (2016), who stated that marketing conditions necessitate product dynamics to withstand market competitiveness.

2.2.1.4. Social Change

Szydłowska (2016) identified social and cultural change as a type of external force of change that may influence an organization. Examples of a social change as stated by Szydłowska (2016) include education, knowledge, government regulations such as equal opportunities for women, equal pay for equal work, etc. The author added that organizations must ensure that social norms reshape their employment policy, marketing, and others within the system.

2.2.1.5. Political Forces

Szydłowska (2016) explained the importance of the political environment within and outside a country and its impact on transnational corporations. The author stated that the political environment poses a challenge to every organization because there are continual government interventions in many countries. The author also gave a holistic example using the regulation impact in many sectors in the country through different laws and regulations implementations regularly. The effect of the new implementation of laws has led to many organizations lacking the capability of control over political and legal forces they are challenged with; therefore, adherence to such pressure is expected for adjustment. Szydłowska (2016) noted that these regulations are now limited to the national levels only but are also applicable to the international level, thereby dictating different directions for many organizations. From the author's view, it is evident that political forces contribute greatly to determining organizational change.

2.2.1.6. Globalization

In addition to Szydlowska (2016) identifying external forces, Bucata and Rizescu (2018) explained that some other forces put pressure on change organizations. The author explained that the ability to respond to these factors allows an organization to be flexible rather than rigid to external pressures. The author noted that it is important for organizations to adhere to these changes to be dynamic and viable for survival. One of the forces identified by Bucata and Rizescu (2018) is globalization. According to the author, embracing a global economy indicates that a business is competing with companies across oceans. Attaining that height means that the company is on a multinational and transnational level and recognized as a power player. For this reason, organizations must be able to rethink efficient and effective ways to use and manage their resources, have a communication plan, and be ready to develop employees. Globalization, as stated by Bucata and Rizescu (2018), goes beyond mere cultural changes but also involves mind changes that require a swift response to the competitive environment by ensuring that they are capable of making new products and moving them to the market.

2.2.1.7. Workforce Diversity

Bucata and Rizescu (2018) identified workforce diversity as another important and powerful factor that may influence the external environment of an organization. Ogbo, Ukpere, and Kifordu (2014) explained workforce diversity as combinations of employee differences and similarities within the same organization. The author explained that the definition explores three main issues on workforce diversity, which stated that there are various ways or components of workforce diversity, implying that workforce diversity is peculiar to all organization employees regardless of age, race, or gender. By this statement, it can be stated that workforce diversity recognizes uniqueness and differences in every employee within an organization. Ogbo, Ukpere, and Kifordu (2014) stated that

effectively managing such a workforce requires dealing with both their differences and similarities. In addition, Bucata and Rizescu (2018) explained that workforce diversity is related to the globalization challenge. The author highlighted some trends that contribute to workforce diversity, namely, increased female participation as a result of female-dominated workers, cultural diversification as a response to globalization, and an aging workforce.

2.2.1.8. Managing Ethical Behavior

Managing ethical behavior was identified as another factor that could influence the need for organizational change by Ogbo, Ukpere, and Kifordu (2014). According to the authors, organization employees are challenged with some ethical dilemmas in the course of their work; thus, to manage such ethical behavior, there is a need to introduce several changes in an organization. This led to much literature emphasizing the need for organizations to create a culture that embraces ethical behavior. Ogbo, Ukpere, and Kifordu (2014) added that it is a social expectation that organizations must sustain ethical behavior practices for both their internal and external use.

2.2.2. Internal Forces

On the other hand, internal forces were identified by Aronsson et al. (2021) as another factor that influences organizational change. According to the author, internal forces occur within the organization and include leadership change, strategy, structural change, culture, and people. The author added that technological change may be capped as an internal force where new technologies are adopted by an organization to change an organization's internal operations. For example, the adoption of virtual meetings and calls led organizations to embrace a work-from-home policy.

In addition to the view above, Szydłowska (2016) stated that many forces affect organizational operations, which are categorized into internal and external forces. However, this section focuses on some predominant internal forces as identified by Szydłowska (2016). According

to Szydłowska (2016), internal forces are factors that influence the function of an organization within the system and may affect how the business sustains its performance. Some of these forces, as identified by Szydłowska (2016), include the nature of the workforce, change in managerial personnel, deficiencies in existing management structure, and avoiding the development of inertia.

2.2.2.1. Nature of the Workforce

Szydłowska (2016) explained that an organization's workforce has a great impact on the internal forces that drive change. According to the author, the nature of the organization the workforce is not static, thereby leading to different reactions to work values from different generations of workers. The author stated that the reactions exhibited by workers may influence the internal forces for change. Szydłowska (2016) added that some of these changes occur as a need for organizations to adjust policies to suit internal transfers and promotions. Organizations need to consider the rapid increase in the percentage of women employees and provide policies suitable for child and elder care as a response to two-career couples. Deductively, the author expressed the complexity of the workforce, how to manage the relationship between professional workers and other unskilled workers, senior cadres and junior cadres, the perspective of male and female workers in relation to their workplace activities, etc. All of these are what describe the nature of the workforce, and this has a great influence on the organizational change pattern.

2.2.2.2. Change in Managerial Personnel

Szydłowska (2016) explained the change in managerial personnel as a need arising as a result of promotion, retirement, transfer, or dismissal, thereby leading to the replacement of managers. The author stated that change in managerial personnel has a significant influence on internal forces that drive change in an organization. In most cases, change in managerial personnel occurs as a result of

different individuals' ideas, attitudes, and personnel in response to organizational change (Szydlowska, 2016).

2.2.2.3. Deficiency in Existing Management Structure

Szydlowska (2016) explained that many changes sometimes occur as a response to realigning some deficiencies in existing organizational structures, systems, and policies. The author identified such deficiencies as an unmanageable span of management, lack of departmental coordination, a chain of command that is too long, communication gaps, multiple committees, policy irregularities, and lack of cooperation among different levels. Szydlowska (2016) stated that all of these are contributing to the internal forces and are factors that dictate change needs in an organization, especially when a major crisis occurs as a result of any deficiency in a particular system.

2.2.2.4. Avoiding Developing Inertia

Szydlowska (2016) explained that organizational changes are sometimes needed to avoid disengaging inflexible forms of operational systems. According to the author, many organizations are perceived as rigid with their processes, policies, and structures, thereby leading to a weak system and unproductive workforce. Szydlowska (2016) stated that there is a need for organizations to employ dynamism in their operational systems to encourage flexibility in the business environment.

2.2.2.5. Employee Expectations

In addition to Szydlowska's (2016) list of internal forces, Ogbo, Ukpere, and Kifordu (2014) added some other internal forces that may influence organizational change. one of them is identified as employee expectations. The authors stated that where there is a significant change in the expectations of an organization employee, it may trigger a change in an organization. Some of the forces of such change could be the desire to be part of decision-making, the demand for an effective

organizational procedure, expectations of job satisfaction and a good working environment, and the need for an increase in pay.

2.2.2.6. Crisis

Özdemir and Balkan (2010) explained that in the early 20th century, an organizational crisis became a predominant occurrence that had not previously been encountered. The authors stated that some of them are caused by people either making a wrong decision, technological difficulties, or both. Özdemir and Balkan (2010) also explained that a crisis may otherwise be referred to as a threat or adversity, which implies that employees of an organization may be challenged with a negative outcome except if there is an intervention to correct the action, thereby leading to a change.

Ogbo, Ukpere, and Kifordu (2014) mentioned that internal crises may influence an organization's need for change. According to the author, industrial strikes and lockouts may influence changes in the wage structure. A crisis could also arise when an important decision-maker resigns from an organization and may force the organization to reposition its management team and role in the organization.

2.2.2.7. Changes in Work Climate

Another internal pressure for organizational change changes is in their work climate. Ogbo, Ukpere, and Kifordu (2014) explained that a lethargic, unsatisfied, and demotivated workforce is an important issue for organizations to address. For example, organizations that have experienced employee layoffs may lead workers who escape finding it difficult to be productive as a result of job insecurity. The authors stated that this factor can stimulate a change in an organization.

2.2.2.8. Declining Effectiveness

Ogbo, Ukpere, and Kifordu (2014) finally identified declining effectiveness as another internal pressure for change. The author explained that an organization that experiences losses is

driven to act on the impact and solution to the future repetitive case. For example, some managements in an organization lookout for the causes of the decline in employees' ineffectiveness and work out a solution rather than lay off employees. Some react to a decline in employees' ineffectiveness by laying off to ensure they cut down operational costs.

All the above-identified forces explained the above-necessitated change in organizations. Bucata and Rizescu (2018) noted that aside from the forces mentioned, an organization considering embracing diversity, where young generations are majorly considered for employment, will experience changes that may be different from the old workers' usual norm. Based on the above view from different works of literature, managers are expected to adopt changes where there is a strategic sense in them. This is because a change process is naturally overwhelming for employees and creates disruptions while identifying priorities. This means that there must be an evaluation of both internal and forces for change.

2.3. Historical Background of Change Management

Earlier literature dating back to the 1960s has few historical perspectives on change. This was because there was an open system approach and attention to human variables in an organization that helped to create much awareness of environmental interdependencies. This section provides a brief history and background of organizational change from inception to date. History has it that organizational change has been in existence since time immemorial (Burke, 2014). According to Burke (2014), organizational change is as old as the organization itself. A review of the story in the Christian bible recorded how Moses did a reorganization of his followers to relieve him from directly dealing with every individual. As seen in the bible, some rulers of good men were chosen to lead people in thousands and bring to Moses only issues that may be beyond their control (Ex. 18: 13-27).

Based on this, Burke (2014) stated that “changing organization is not exactly new”. The author added that “What is comparatively new however is the study of organizational change and what systematically seems to facilitate and enhance effective change”. Burke (2014) further identified 10 important forerunners of the modern study of organizational change: Scientific Management; The Hawthorne Studies; Industrial Psychology; Survey feedback; Sensitive Training; Sociotechnical Systems; Organization Development (OD); The Managerial Grid and OD; Coercion and Confrontation and Management Consulting.

2.3.1. Scientific Management

Frederick Taylor was known as the father of scientific management in the 20th century. To be precise, Burke (2014) stated that the period of scientific management was between the late 1800s and early 1900s. Taylor regarded an organization as a machine that should be studied scientifically. According to Burke (2014), Frederick Taylor’s approach was based on four propositions: a collection of data; selection and development of workers; a combination of both science and skilled workers; and division of the work of the business. Burke (2014) posited that Fredrick Taylor’s approach worked as it helped in reducing costs and increasing profitability in an organization. The author further argued that scientific management did not succeed as many organizations failed due to high expectations of profits and gains rather than applying the method appropriately.

In contrast, Stouten, Rousseau, and De Cremer (2018) reviewed key tenets of generally used expert-oriented change models to draw its proposition of what is known as debated, unproven, and underutilized change management with a scientific management approach. According to the authors, to effectively implement a scientific management approach for organizational change, some implications for practice include adaptation; pilot testing and principles; aligning individual,

workgroup, and organization goals; and administering appropriate speed without assumptions must be considered (Stouten et al., 2018).

The authors further identified 10 evidence-based steps: assessing the possible solution or problem motivating the change; selecting and supporting a guiding change unification; formulating a clear compulsory vision of the change; mobilizing appropriate zeal for change; permitting managers to execute; developing and promoting change-related knowledge and ability; identifying short-term wins and using as re-enforcement of the change process; monitoring and strengthening the change process over time; and institutionalizing the culture of change in the company, practices and management continuity. By this statement, practicing managers can make insightful use of the scientific management approach to obtain the desired performance.

2.3.2. Hawthorne's Studies

While Federick Taylor's work focused on disciplines of economics and engineering, Hawthorne's studies focused on psychology and sociology disciplines (Burke, 2014). Taylor's work began in 1924 and continued until 1933. According to Burke (2014), Hawthorne studied the effects of lighting changes on workers' productivity and morale. The experiments were performed in four categories: illumination observation, relay assembly group observation, interviewing program observation, and bank-writing group observation (Burke, 2014). A review of Hawthorne studies showed that they are relevant in the process of change management because it shows the influence of human factors on achieving productivity and morale, reveal worker satisfaction and job autonomy, give consideration to humanistic treatment, and encourage group dynamics (Burke, 2014).

Further to Burke's (2014) view, Busse, Ronald, and Warner (2017) stated that Hawthorne's studies focused on seeking psychological imprint rather than concerning themselves with the conditions of work framework in the context of economic ideas history. Busse et al. (2017) argued that aside from the management of the sociology field, the psychology field has fallen short of fully bringing on board the current state of evidence towards the experiments. The authors presented two main arguments to support their work. First, Busse et al. (2017) argued that Hawthorne's studies presumed and assumed a psychological interpretation over a fact-based explanatory approach toward work performance. Second, the psychology discipline failed to adopt the current critical state of evidence towards Hawthorne's studies against other required fields of economics, management, organizational behavior, and sociology.

2.3.3. Industrial and Organizational Psychology

Following Hawthorne's study, Fleishman postulated the theory of industrial and organizational psychology. Industrial and organizational psychology was introduced in the earlier days of World War II, which was between the late 1940s and early 1950s. For that reason, the study focused on business, industrial and military organizations within the period. According to Burke (2014), Fleishman's work focused on the study of leadership and the result of supervisory training. The author added that the study aimed to test along with studies of morale and efficiency. The tests revealed two significant functions of leadership: introduction of structure and consideration. Burke (2014) explained that Fleishman's industrial psychology study was considered because it gives a prominent view of organizational change.

In addition to Burke's (2014) explanation, Wikis (2014) added that industrial psychology can also be referred to as I-O psychology. According to the author, I-O psychology is the process of

scientifically studying the behavior of employees in the workplace by integrating psychological theories and principles into organizations. Wikis (2014) explained that I-O psychology contributes greatly to the success of an organization, as it helps to improve the organization's performance, satisfaction, safety, health, and well-being of its employees. The author further explained that I-O psychology is applied to the change management approach for conducting research on employees' behavior and attitudes and helped to examine how such behaviors and attitudes can be improved through recruitment practices, training programs, feedback, and management systems. By this statement, it can be deduced that I-O psychology has a large role in the process of transitioning organizations and employees during the period of change implementation.

2.3.4. Survey Feedback

Another forerunner of the modern study of organizational change is survey feedback. Since the focus of I-O psychology is on the use of data collection through questionnaires, Rensis Likert established the University of Michigan in 1946, which focuses on survey feedback after the collection of questionnaire data. Odor (2018) explained survey feedback as a systematic way of gaining knowledgeable information about an organization from an employee's point of view whereby the understanding of their perceptions is incorporated into an organization to initiate a change process. According to the author, the process includes two methods: survey – a method that allows data collection to be done through a questionnaire to gather employees' views on different factors of organization management; and feedback – where the survey is reported.

Other researchers, such as Bashir, Kabir, and Rahman (2016), have explained survey feedback in the context of students' education. According to the authors, survey feedback is an effective way of improving the learning process. Bashir, Kabir, and Rahman (2016) further suggested some important factors to consider to make feedback more effective and valuable in the learning

process, and they include understanding what constitutes good performance or goals; simplifying the improvement process of self-assessment or reflections in learning; providing quality information about learning; allowing peer dialogue in understanding feedback; inspiring positive motivational belief; providing opportunities to close the gap between current and desired performance; helping to reshape the learning process; giving positive feedback; choosing the right moment; and adopting various e-feedback techniques. Odor (2018) explained that the survey feedback was improved by Likert, who developed a “profile of organizational characteristics”, with a model consisting of six sections: leadership, motivation, communication, decisions, goals, and control. The author added that the application of this process may not be better than other change mechanisms if it is not systematically implemented.

2.3.5. Sensitivity Training

After World War II, people were interested in and engaged in a variety of creative learning. This led the Director of the Connecticut State Interracial Commission to request Kurt Lewin in 1946 to facilitate training to improve community leadership with a focus on interracial relationships. Burke (2014) stated that the training was referred to as sensitivity training. Sensitivity training focused on small group discussions otherwise known as the T-group, where the major source of learning information is the group members’ behavior (Odor, 2018). According to Odor (2018), each member participating in the training receives feedback from one another on their behavior in the group. The information gathered was used as a learning source for individual insight and development. The author added that this process enables participants to understand more about group behavior and intergroup relationships.

Other researchers, such as Karia, Omari, Mwanaongoro, and Kimori (2016), have explained training as an educational process in which organizations pass new information and relearn and

reinforce existing knowledge and skills. By this statement, it can be deduced that for organizational change to be successfully implemented, organization leaders must play many roles in developing organization employees through the enhanced effectiveness and efficiency training of employees to understand and participate in the change implementation process.

Since the implementation of change in an organization requires changing processes, employees' sensitivity training will help to facilitate organizations to adapt to new systems by increasing employees' performances (Karia et al., 2016). This statement indicates that training is required for understanding the basic change processes and takes place as a result of learning. From this theory, Burke (2014) gathered that such training groups are important vehicles for educating individuals on the change to improve organizational development.

2.3.6. Sociotechnical Systems Thinking

The period after World War II was productive for innovation and creativity. Burke (2014) explained that while sensitivity training was introduced in the United States, another social development project was being developed in the United Kingdom as a parallel, which led to Trist's postulated theory of sociotechnical systems thinking. Burke (2014) described sociotechnical systems as "a new field of inquiry and approach to organizational change" (p.13). According to Burke (2014), this approach was discovered by Trist, who identified the following primary principles: work organizations, work systems, workgroups, system regulation, and the individual worker. The author added that sociotechnical systems viewed organizational change as a way of gathering data from both social and technical systems but will regard both as being independent of each other. Burke (2014) explained that sociotechnical systems postulated that a change that affects a system will automatically affect the other.

In other researchers' view, the socio-technical system is a significant way of improving safety in the workplace environment (Carayon, Hancock, Leveson, Noy, Sznelwar, and Hootehem, 2015). In the work of Carayon et al. (2015), it was stated that organizations that are exploring socio-technical systems are liable to address the basic challenges identified with new technologies, emerging businesses, and the changing workforce. By this statement, it can be stated that the authors focused more on safety which may not be separated from other system functions and goals. Carayon et al. (2015) added that the deployment of system thinking to work systems appropriately may help to enhance the implementation of change effectively in organizations.

2.3.7. Organization Development

The emergence of organizational development was a result of both sensitivity training and sociotechnical systems thinking in the late 1950s. Burke (2014) stated that sensitivity training especially was later taken to organizations and used for the implementation of organizational change, thereby improving organizational performance. Organization development theory views organizational change as an applied behavioral science that relies on the action research approach (Odor, 2018). According to Odor (2018), action research uses four approaches: systematically collecting data to diagnose interviews collected from individuals or groups; receiving feedback; making decisions and plans, and taking action. Odor (2018) explained that organizational development helps to ensure that every member of the organization is involved in the change decision process, which may likely affect them to promote a good organizational culture.

Odor (2018) added that organizational development is one of the major approaches to organizational change management. According to McNamara (2015), an organization involves well-trained employees with special skills in enhancing successful organizational development. The

author stated that the objective of organizational development in an organization is to increase the capability of individuals and teams. One of the major goals of organizational development is to create an enabling environment for adaptive learning (Odor, 2018). By this statement, it can be stated that organizational development can be viewed in the context of organizational change.

This view was supported by Odor (2018), who identified some underlying strategies of organizational development interventions in organizational change including sensitivity training, survey feedback, process consultation, team building, and appreciative inquiry. The author added that the benefits of organizational development include continuous improvement, effective communication, continuous employee development, quality products and services, and an increase in the organization's bottom line. Maxton and Bushe (2017) concluded that if organizations implement the change appropriately by allowing leaders to effectively manage the change process, there is every possibility that the change implementation may be successful.

2.3.8. The Managerial Grid and OD

Building on the work of Fleishman in the 1950s, Blake and Mouton (1968) relabelled the two dimensions of leadership as identified by Fleishman as Initiation of structure and consideration of production and people, respectively (Cai, Fink, and Walker, 2019). According to Cai et al. (2019), the research by Blake and Mouton (1968) specified those organization leaders or managers have different concerns. In the authors' view, while some leaders or managers are concerned with getting their jobs done rather than getting people involved, some share a reverse opinion. The juxtaposition led to a result that Blake and Mouton (1968) called the "Managerial grid".

Cai et al. (2019) explained managerial grip as a two-way dimensional approach that describes managerial style. Furthermore, the managerial grid approach was applied to organizational change

(Cai et al., 2019). The authors stated that the approach was called “grid organization development”. Cai et al. (2019) explained that Blake and Mouton (1968) began organizational research that, according to them, generalizes to many organizations. (Cai et al., 2019) added that the report from the research identified a major gap that managers attribute to organizational performance barriers to communication problems and a lack of planning.

Cai et al. (2019) explained that to address these gaps, a six-phase approach was developed that includes managers’ training, teamwork development, intergroup developments, corporate strategy model development, implementation of the strategic model, and systematic criticism of the strategic model with a specific focus on barriers. This approach was said to have a positive impact on organizational performance (Cai et al., 2019).

2.3.9. Coercion and Confrontation

In the 1960s, there were protests against Vietnam’s war that led to students attempting to change their universities. Burke (2014) stated that although the protest was highly intrusive, it was nonviolent. According to the author, the tactics used were said to be coercion and confrontation strategies and techniques. Burke (2014) explained coercion and confrontation as disputes that may occur between laborers and management and thereby may result in violent actions or nonviolent protests. The author added that this is related to organizational change following the kind of social intervention used. Okay (2016) aligns coercion and confrontation to civil and violent

protest and describes them as tools used in implementing effective change management. Burke (2014) stated that groups who feel cheated by an organization confront or attempt to coerce management for necessary changes. This process is regarded as an in-group and out-group theory. Different scholars, such as Okey (2016), have helped to give insightful conceptualization in dealing

with such situations. Many scholars have adopted Alinsky's model, which includes entry, data collection, goal setting, and organizing.

2.3.10. Management Consultant

Fredrick Taylor was regarded as the father of modern times management consultants (Burke, 2014). Burke (2014) stated that Taylor's scientific management approach, which includes data collation, data analysis, hypothesis collation, hypothesis testing, action, and remedies, is the *modus operandi* for management consulting. The author explained that Mckinsey was impressed by the work of Taylor and further emphasized the engineering principles to help organizations improve and change. While the work of Taylor focused on scientific management, Mckinsey's approach focused on professionalism, and this approach was referred to as a management consultant (Burke, 2014).

According to Burke (2014), Mckinsey proposed a strict problem-solving process for management consultants upon which most consultants have been thriving, and they include gathering the client's organization's problem for conducting a thorough analysis, formulating a hypothesis, and analyzing a very highly structured process to suit the client's need and meet their satisfaction. This view was supported by Okey (2016), who further explained that the process of management consulting involves actual data that are collated on a client organization's problem using a mixed-method research process of both qualitative and quantitative analysis. Further to this approach, an intensive review is made followed by hypothesis analysis, and testing and recommendations are made regarding the next action. Burke (2014) added that other scholars adopted Taylor's approach and restructured it to suit their approach. The author concluded that management consulting had succeeded today because the practice over time inculcated change management in its practice.

2.4. Brief History of AEDC

Research revealed that the generation of electricity began in Nigeria in 1896, although the first electric utility company recorded was known as the Nigerian Electricity Supply Company, which was established in 1929. In 2000, electricity generation became a state-owned monopoly and was called the National Electric Power Authority (NEPA). This utility company was responsible for the generation, transmission, and distribution of electric power supply in Nigeria. Information gathered online from the history of Electricity in Nigeria revealed that the National Electric Power Authority (NEPA) operated as a vertically integrated utility company and had a total generation capacity of approximately 6,200 MW generated from 2 hydro and 4 thermal power plant sources. Practically, 6,200 MW was not sufficient to power the entire country, which had a population of over One Hundred and Twenty-Two Million plus (122 m +) population as of the year 2000.

The high demand and under-generated capacity led to an unstable and unreliable electric power supply situation in Nigeria. This situation prompted the need for the organization to expose customers to frequent power cuts and long periods of power outages. An organization characterized by a lack of power infrastructure maintenance, outdated power plants and equipment, low revenues, high losses, power theft, and non-cost reflective tariffs is expected to struggle for survival and stability compared to other world-class utility companies.

Given the facts above, the utility company was called for a transition in 2001, which began with the implementation of the National Electric Power Policy. The primary goal of the policy was to establish an efficient and effective electricity market in Nigeria. Some of its many objectives included the transfer of ownership and management of the infrastructure; the transfer of assets of the electricity industry to the private sector; and the creation of strategic structures required for forming, managing, and sustaining a utility company in Nigeria.

In addition to the reform, the Electric Power Sector Reform (EPSR) Act was legalized in 2005, and the Nigerian Electricity Regulatory Commission (NERC) was promulgated to serve as an independent regulatory body for the electricity industry in Nigeria. The transition process led to a change in name from the National Electric Power Authority (NEPA) to the Power Holding Company of Nigeria (PHCN). This was formed as a transitional corporation that led to the establishment of 18 successor companies, which included 6 generation companies, 11 distribution companies, and 1 transmission company.

The progress of transitioning led to the establishment of the Nigerian Bulk Electricity Trading Plc (NBET) in the year 2010, which serves as a credible off-taker of electric power from generation companies. The reform did not improve as much as expected, and a final decision was made in November 2013 to privatize all 6 generation and 10 distribution companies basically to minimize all identified challenges the organization was faced with, which in particular is the Aggregate Technical Commercial and Collection (ATC&C) losses. The privatization process was completed in November 2014 by the Federal Government of Nigeria (FGN), and it retained the ownership of the transmission company. The privatization process gave rise to the Abuja Electricity Distribution Company (AEDC), which is one of the 11 distribution companies.

Abuja Electricity Distribution Company (AEDC) is the electricity distribution network operator that covers 4 franchise areas at inception. The 4 areas include The Federal Capital Territory, Niger State, Kogi State, and Nassarawa State. Abuja Electricity Distribution Company (AEDC) is one of the eleven power distribution companies that was successfully privatized. The company was handed over to new investors who successfully bided and won on 1 November 2013. The shares of AEDC were distributed between KANN Utility Limited (KANN) and the Federal Government of Nigeria, where KANN Utility had 60% of the shares and FGN had 40% equity in AEDC. Abuja Electricity Distribution Company was charged with the responsibility of distribution and sale of

electricity in its geographical zone, which covers approximately 133,000 km² in the Federal Capital Territory Abuja, Niger, Kogi, and Nasarawa States. Since then, Abuja Electricity Distribution Company has been recorded as one of the best among the 11 distribution companies due to the approach it employed in carrying out services provided to customers, which are primarily purchasing and distributing electricity within its franchise area.

The organization is also responsible for the ownership and management of the distribution network and technical equipment. Other responsibilities include management of meter distribution and installation, servicing and billing of customers within the franchise area, and managing consumer credit and revenue collections. All these, AEDC was abreast of. Particularly the need to maintain and improve power quality in line with the set regulations highlighted by NERC and listed in their Customer Service Standards of Performance (CSSP). This standard of performance identified is also accepted at internal standard IEC 60050: Generation, Transmission, and Distribution of Electricity.

About this, the AEDC placed a priority on the optimum plan of improving power supply to customers and ensuring technical efficiency by investing in the network to achieve ATC&C losses reduction. One of the key steps initiated by the AEDC at its inception in 2013 was to set a new vision, mission statement, and strategy to facilitate the general business turnaround as a requirement for change. This led to the management's decision to commit to investing in constant projects to help to transform the company's processes and ensure a major cultural shift to ensure the organization operates efficiently, improves financial viability, and customers' service delivery as opposed to the existing one.

The organization also focused on the need to make a large investment in its infrastructures to achieve a significant improvement in its operations and meet its long- and short-term objectives. Other steady investments were made and included asset gains and the introduction of systems for improving both technical and commercial performance. Given that the organization was coming

from a public entity where the orientation of general stakeholders is different and the investments made were to be sustained, the management of the organization implemented a transformational change process to thoroughly analyze how the current process and culture of the organization is being conducted with a special focus on constraints, impediments, and gaps both in operational efficiency and effectiveness in operations. The transformational process adopted was aimed at enhancing internal efficiencies, assisting in the reduction of Aggregate Technical, Commercial, and Collection Losses (ATC &C losses), optimizing workflows, improving customer services and stakeholder relations, and improving work culture throughout the AEDC. Following the set objectives of its establishment after privatization, the AEDC had to go through a change process that was needed to align operations in line with the various environmental turbulence levels and thus study the effect of change management on the employees' job performance.

2.5. Change Management Model

Errida and Lofti (2021) explained a change management model as a parameter for enhancing or leading a change process by suggesting an actual process and stages that follow, demonstrating other factors affecting a change process, and by suggesting the forces used to implement a successful change management process. The author further stated that many change management models have been identified by different theories and disciplines over the years. The authors identified and distinguished between two major categories of changed management models: processual and descriptive models. According to the authors, the processual model dictates stages for organizing and managing change. Examples are Kurt Lewin's three-stage model of change, John Kotter's eight steps model of change, Karter's change wheel, IMM's ten steps model of change, and Locke's 7 step model of change. Errida and Lofti (2021) categorize them as processual models. On the other hand, Errida and Lofti (2021) explained the descriptive model as a model for specifying the actual variables

and factors that impact organizational performance and success. Examples are Parry et al.'s change tracking model of change, Cummings and Worley's change management model, Burke and Litwin's model of organizational change, and Nadler and Tushman's congruence model of change.

2.5.1. Descriptive Models of Organizational Change

Errida and Lofti (2021) explained that there are many descriptive models under organizational change models. According to the authors, descriptive models highlight the factors of the outcomes of organizational change initiatives with different approaches from a separate view. One such model is described as the 7-S model by McKinsey and used as a framework to assess changes necessary for achieving organizational effectiveness. The 7-S McKinsey analyzed seven interrelated elements: strategy, structure, system, staff, style, skills, and shared values. Errida and Lofti (2021) stated that the identified elements interact to establish many organizational patterns, but how the elements are affected by the external environment or affect one another is not clearly stated.

Errida and Lofti (2021) identified Burke and Litwin's change model as one of the descriptive models. According to the authors, the framework prescribed by Burke and Litwin hypothesizes the way organizational effectiveness and performance are influenced. The model further recognizes the influencing factors of organizational change and its interrelation. The authors explained that Burke and Litwin's model indicates the cause and effect relationships between some dimensions that affect organizational change in an organization. They include the external environment of an organization, organizational leaders, mission statement and strategy, organizational culture, management practices, structure, systems, work unit climate, motivation, task requirements and skills/abilities of employees, employees' needs and values, and organizational and employee performance. The authors added that this model reveals change as a process and content and shows a comparison between transactional and transformational strands.

Furthermore, Errida and Lofti (2021) defined transformational change as a response to an organization's external environment that has a direct impact on the organization's mission statement, strategy, leadership, and culture. On the other hand, Errida and Lofti (2021) explained transactional change as factors that directly impact management practices, structures, systems, and work climate within an organization. According to the authors, both transactional and transformational change drive employees' motivation and, as a result, influence employees and organizational performance.

Another model as identified by Errida and Lofti (2021) under the descriptive models was designed by Nadler and Tushman (1980) as the congruence model. According to the author, this model is centered on the transformation process and establishes the role of congruence between organizational elements in achieving an effective behavioral pattern. Errida and Lofti (2021) stated that the congruence model explains the four elements of an organization's transformation process, which include work and task, employees, formal and informal organizations, and how these elements affect and impact organizational change and performance.

Last, the Beckhard and Harris change model was identified by Errida and Lofti (2021) as one of the descriptive models. The authors stated that the Beckhard and Harris change model explains the necessity for overcoming change resistance in an organization by stating that some three variables, which are identified as current state dissatisfaction, vision, and first steps, are expected to be greater than change resistance before a change can occur. In addition, the authors explained that to achieve effective change management, three important competencies and skills are needed: managing transitions, dealing with organizational culture, and establishing the need for change.

2.5.1. Change Management Framework

Since the era of Frederick Taylor's management consultant, many organizations across the world have identified the importance of organizational change by introducing change through these

various works of scholars. To effectively implement change management as presented in the review, scholars have introduced different frameworks for a guide. These frameworks have been suggested to be followed systematically to implement successful change management (Change Management Coach, 2015). This view was supported by Odour (2018), who emphasized the importance of understanding the approach of the change process by organizations to survive and meet their competitive standing in the business terrain.

Bugubayeva, Sansyzbayevna, and Teczke (2017) argued that although change management is primarily an applicable tool for business management, there is no specific approach to change management that is generally accepted as the best. According to the authors, each approach suggested for managing an effective change is focused on different perspectives but complements each other rather than excluding each other. The authors also noted that the process of change is difficult and requires great managerial skills at the implementation stages. Bugubayeva et al. (2017) explained that the application of any approach should take into consideration some conditions regarding the organization.

The author suggested some steps in adopting a change approach for organizational use. First, the authors stated that an assessment of the specific situation and desired results should be conducted while learning how to effectively manage any considered change approach. Second, the focus should be on maintaining and sustaining a world-class level of competitiveness through the creation of high-tech enterprises for designing and producing market standard products. The authors concluded that all change management approaches are unique in different ways and should be considered complementary to each other rather than against each other. By this statement, it can be stated that the complexity of change management during implementation in an organization requires special knowledge that can be drawn from different approaches to achieve successful implementation. Given

this, this literature study has considered 3 major frameworks by Kurt Lewin, John Kotter, and Prosci's ADKAR model in the process of managing change.

2.5.2. Kurt Lewin's Change Model

Kurt Lewin's three-stage model is said to be a theoretical foundation of planned change management. According to Errida and Lofti (2021), the model introduces three major steps for managing a planned change: unfreezing, transition, and refreezing. The authors explained the unfreezing process as a stage of destabilizing the status quo by exhibiting the need and acceptance for change. The authors also defined the process of transitioning as a moving stage from a current position to a desired future state. Last, the authors stated that the refreezing process comes at the end of a change implementation whereby a new culture, behaviors, and practices have been established.

In addition to the view above, Odor (2018) presented Kurt Lewin's change management framework and explained that the process of change involves 3 steps: unfreezing, changing, and refreezing. Additionally, Cummings and Worley (2015) stated that the approach introduced by Lewin is a fundamental way of managing organizational change. In explaining the process, Odour (2018) first explained the first step as the need to unfreeze the status quo. According to the author, organizational leaders must identify change agents to source the required information needed to resolve identified problems.

During this stage, Change Management Coach (2015) emphasized the importance of educating and motivating subordinates to gain their buy-in to the process. This view was supported by Chand (2015), who added that individuals must be prepared for the change before introducing it into an organization. Second, Odour (2018) identified the second stage as presented by Lewin as the change process. The author explained this step as the movement to the desired position. According to Odour (2018), the process includes the introduction of new behavior and attitudes

and the change execution. Change Management Coach (2015) also emphasized that the change stage is crucial in the process and therefore requires extensive support from staff and sufficient communication.

Last, Odour (2018) identified the third stage of the change model as postulated by Kurt Lewin as the refreezing stage. Here, the author explained that it is the process of stabilizing the change intervention. Odor (2018) stated that at this stage, there must be a striking balance between the change drivers' forces and restraining forces through the implementation of adequate policies, processes, structures, and cultural norms. As a matter of importance, Change Management Coach (2015) emphasized the need to avoid the rush on employees during the adaptation process and the need to provide benefits of the change initiative to employees.

2.5.3. John Kotter's Change Model

Errida and Lofti (2021) identified Kotter's eight steps of change model as the second processual model. The authors stated that the eight steps identified by Kotter are an extension of Lewin's model. The second approach was postulated by Kotter in his 8-step change model. The work of Kotter according to Odour (2018) focused on the challenges encountered by many organizations during the implementation of change and stated that all change processes can only be successful if employees' recognitions and behaviors are changed wholeheartedly. On this basis, Kotter presented eight steps for implementing organizational change: improve urgency; build self-directed teams; acquire the right vision; communicate for employees' buy-in; facilitate action; create short-term wins; do not let up; and make it stick (Odour, 2018). Odor (2018) categorized Kotter's 8 steps of the change model into three categories. First, stages 1-3 of Kotter's steps focused on creating an enabling environment for the change. Second, stages 4-5 focused on engaging and enabling other members. Finally, stages 7-8 ensured stability and sustenance of the change.

These approaches have been recommended by many scholars, and organization leaders from different fields have also adopted either of these approaches in implementing their organizational change. From different literature, however, it was revealed that employees play a very significant role in the process of change (Martins de Andrade, Albuquerque, Teofilo, and Aguiar da Silva, 2016). This view was supported in the work of Okeke, Oboreh, Nebolisa, and Ojukwu (2019), who focused on change management and organization performance in some manufacturing companies.

The work uses Lewin's 3-step model of change and recommends that organizational leaders build strong organizational management strategies to build good relationships based on their norms, behaviors, perception, style, and mindsets, as the change design must encourage employees to participate and contribute (Okeke et al., 2019). From this statement, it can be stated that organizational employees play a significant role in the process of organizational change. This view was also supported by Geoffrey, Matekwa, and Omuya (2018), who revealed that there is a significant relationship between vision, strategy, and employee performance. The work of Geoffrey et al. (2018) focused on a bank in Kenya.

Another study reviewed by Al Jaradat, Naqrash, Jadallah, and Al-Shoqran (2013) in an official university library concluded that change is not flexible. In the work of the author, it was found that there is a positive relationship between the areas of change and worker performance. According to Al Jarat et al. (2013), human relations and technology are important to improve the performance of employees. In addition, USAID (2015) developed an approach by building on Kotter's 8-step change model. In the research, it was concluded that since USAID operates in a dynamic and continually changing environment, it is important for employees to be provided with the necessary tools to achieve successful change implementation.

Following the above framework review, it has been revealed that these frameworks thus far have been introduced into many organizations, such as health care, telecommunication, banks, and

universities. Despite this, Serban and Iorga (2016) explained that many organizations still fail to implement a change process. The continual failure of the implementation of change in many organizations has been the subject of interest to many researchers. A review of some literature emphasized that change management does not evolve on its own but with different stakeholders within and outside an organization and that they are expected to be involved before, during, and after the change process (Ng'ong' a and Alang'o, 2015).

However, many researchers explained that employees who are part of the stakeholders within an organization may resist change (Carnall, 2014). Carnall (2014) explained that the reason for employees' resistance may be personal, institutional, or the fear of uncertainty.

This view was supported by Harper and Maloney (2016), who gave some reasons why employees may resist change including the following: fear of job loss; fear of influential loss; employees' failure to understand reasons for change; failure to understand how the change will benefit workplace; management's failure to communicate effectively; and management failure to relay facts about the change process realistically and honestly.

Some researchers, such as Harper & Maloney (2016), have provided explanations for why employee resistance is a general problem creating hindrances in the successful implementation of change management. While some have identified some reasons for resistance, other researchers, such as Sorre (2016), have attributed the major reason to the lack of ethical principles in the process of change management. In addition, many researchers have presented some recommendations on resistance and ethical principles issues that can be addressed.

2.5.4. ADKAR Model

The third approach is known as the ADKAR model introduced by Prosci in 2001. According to Paramitha, Tobing, and Suroso (2020), the ADKAR approach was established as a need to

understand and gain knowledge on positive changes in an organization. By this statement, it can be stated that organization management can measure where they are in the change process. The author added that change could be effective if the stakeholders involved are aware of the need for change, desire to support the change, have adequate knowledge of how to make the changes, can participate in the change process, and are properly reinforced. Paramitha et al. (2020) stated that the ADKAR model is useful in four stages. First, it helps to diagnose employees' resistance to change. Second, it helps employees through the change transition process. Third, organizational management can create a plan for individual and professional improvement during the change process. Finally, a change management plan is being developed for organization employees.

In addition, Paramitha et al. (2020) explained that the application of the ADKAR approach in a situation is easy and simple to adopt. This is because it helps to proffer a solution to change resistance and provides applicable steps to achieve a successful change process. the author added it, the approach can be effectively adopted when the change initiative framework is well understood.

2.6. Importance of Change Management

Many organizations today are continuously faced with different challenges that hinder their general performance. To stay ahead of their games and maintain stability, Njuguna and Muathe (2016) stated that there is a need to continuously re-evaluate organization strategies, structures, policies, operations, processes, and culture to remain competitive and improve performance. Although it is very difficult for most organizations to continually change from time to time (Aninkan, 2018), organizations need to ensure they remain relevant and competitive. While Nickols (2016) explained the importance of change to General Systems Theory (GST), which includes psychology, sociology, business administration, economics, industrial engineering, and systems engineering, Martins de Ardrade et al. (2016) stated that the field of change management

is more important to the IT sector, as most organizations depend on IT to make the change happen within an organization.

However, the authors added that whether a change is important to the IT or GST field, organizations must have the utmost control of the change itself as a need to avoid difficulties and unnecessary costs. Jalagat (2016) also added that change is important because it has to do with everyone's lives and organizations as a whole. From the foregoing, it can be deduced that change is important to General Systems Theory (Nickols, 2016), Organizations (Jalagat, 2016), and Individuals (Ndahiro, Shukla & Oduor, 2015). For General System Theory (GST), change is important to improve innovations and technological development (Nickols, 2016). For organizations, change management is important for survival, remaining competitive, and improving performance (Jalagat, 2016). For individuals, change management is important for improved running and contributions to the organization's growth (Ndahiro, Shukla & Oduor, 2015). Additionally, change is important to individuals for personal improvement and encourages employees' performance (Ndahiro, Shukla & Oduor, 2015).

Stobierski (2020) postulated that organizational change is a necessity for every organization that is determined to succeed and grow. This is because change management serves as a driver for the effective and efficient adoption and utilization of change processes within an organization. Stobierski (2020) stated that change management helps organizational employees understand and participate in the process effectively. The author stated that where change management is not effective in an organization, a transition strategy will be difficult and may lead to a waste of resources and time. In addition, a lack of proper change management can reduce employees' motivation and thereby lead to organizational failure.

2.7. Change Management Resistance

Many scholars, such as Aninkan (2018), have identified change resistance as one of the important factors that may hinder successful change management implementation in most organizations. Ndahiro, Shukla, and Oduor (2015) explained that the process of organizational change involves a change in technology, policies, structure, processes, etc. This statement indicates that resistance is unavoidable when there is a major change in an organization. For this reason, organizational leaders need to understand what change resistance is and the factors that may lead to change resistance during the process of change. Many scholars have shown interest in giving a possible definition of resistance and the reasons for the resistance to change in organizations. Sorre (2016) reviewed different researchers' work and compiled some definitions from a variety of their works.

According to Sorre (2016), a researcher defined resistance as an act of behavior exhibited to prevent people from the effect of change in an organization. Another researcher, Sorre (2016), explained resistance as an act of an individual to maintain existing organization operations despite difficult challenges. Resistance in another researcher's view, as explained by Sorre (2016), includes employees' behavior that focuses on challenging, disrupting, assumptions, discourses, and power relations with regard to the change in an organization. From the following definitions, it can be stated that resistance occurs as a result of any change newly introduced to organizational employees for possible implementation. Following Sorre's (2016) review, resistance in an organization can be broadly categorized into three forms: cognitive state, emotional state, and behavior. This view was supported by Eryılmaz and Eryılmaz (2015), who stated that resistance has to do with specific behaviors, values, beliefs, and facts as observed by others.

In the work of Eryılmaz and Eryılmaz (2015), resistance was categorized into two forms: active and passive resistance. According to the authors, active resistance includes an act of sabotaging, distorting facts, fault-finding, starting rumors, arguing, etc. On the other hand,

passive resistance includes failure to implement change, procrastination, feigning ignorance, withholding information, etc. Similar to this research is the study conducted by Yilmaz and Kilicoglu (2013). The authors grouped resistance into three categories, namely, blind resistance, political resistance, and ideological resistance.

First, the authors explained blind resistance as employees having a knee-jerk response to change due to their intolerance for change regardless of the eventual result the change may bring. Second, Yilmaz and Kilicoglu (2013) explained political resistance as an act of objection to change with the belief that it may bring harm to employees. Finally, Yilmaz and Kilicoglu (2013) defined ideological resistance as a criticism usually received from intellectual people who may think the change will not work but will rather cause damage to the organization with their logical reasons for resistance. By this statement, it can be stated that critics may arise from rational and irrational people to ensure the change does not occur within a specific organization.

In the view of Serba and Iorga (2016), change resistance occurs as a need for business process re-engineering (BPR) project initiation. This is because many organization employees fear that it may lead to employees' loss of jobs. In contrast, the authors explained that BPR is implemented to enhance effectiveness and efficiency with fewer resources in an organization. From the definitions above, it can be stated that employees are the major cause of resistance to change in an organization. However, Levy (2011) identified some other resistance to change including communication breakdown, lack of training, staff turnover and exceeded budget costs. However, statistics have shown that employee resistance is still the major obstacle to change. In support of this view, Aninkan (2018) explained that despite some successful change plan proposals, the responsibility of implementing or breaking the change lies with employees.

2.7.1. Reasons for Employees' Resistance to Change

In research conducted by Serba and Iorga (2016) on employee resistance to organizational change through reengineering, it was established that many organizations are using business process reengineering (BPR) as a means for radical change in managing their businesses. This is because the BPR process is implemented for cost reduction and increased quality of service by redesigning the way work is being carried out for organizational support and improving employees' performance (Mekonnen, 2019). However, in the study conducted by Serba and Iorga (2016), the findings revealed that employees are the major cause of resistance during BPR implementation in an organization. Aninkan (2018) also added that despite several causes of resistance provided by many scholars, employee resistance is the most prominent one as a result of employees' treatment during change implementation in many organizations.

A justification for employee resistance was given by Levy (2011), who revealed that 76% of obstacles experienced during major organizational changes are a result of employee resistance. Aninkan (2018) stated that the high rate of resistance by employees has to do majorly with their low tolerance for change, among others, in regard to implementation. Some scholars, such as Yimaz and Kilicoglu (2013), have identified some reasons organizational employees resist change. According to the authors, reasons for employees' resistance include interference with employees' need fulfillment, individual selective perception, employees' habits, inconvenience or loss of employees' freedom, economic implications, security in the past, fear of the unknown, threats to power or influence, knowledge and skill obsolescence, organization structure and limited resources.

In the research conducted by Cornescu and Adam (2016) on organizational change – managing employee resistance – a theoretical perspective was presented with a focus on employee reactions to change. The study was conducted at the University of Bucharest, and the population includes one faculty member each from the university's faculty governing body. Data were collated using a questionnaire to identify organizational change aspects in each faculty member of the

institution to describe the orientation of the university towards organizational change. The research revealed that employee resistance to change varies for different reasons in most cases. According to the authors, employee resistance includes an individual's interests, a misconception of change by employees, an individual's beliefs, and employees' low tolerance for change.

First, the authors explained that an individual's interest may change from time to time as a result of their needs. Second, the misconception of change is explained by Cornescu and Adam (2016) as a misunderstanding of the process of change and the implication it may have on them. Third, employees believe that change management has no impact on an organization and may not as well have any significant benefit to them. Last, the authors explained that employees have a very low tolerance for change due to fear of the unknown, failure during the implementation process, resentment, frustration, and low motivation as a result of the change. The authors concluded that individuals have different interests in an organization and that their reactions to change may be guided by their emotions.

2.7.2. Overcoming Employees' Resistance to Change

Serbian and Iorga (2016) stated that the behavior exhibited by employees of most organizations may be managed to limit the level of resistance to change process implementation. Different works in the literature have been conducted with a focus on identifying key factors that may help organizational leaders eradicate or limit resistance to change in an organization to achieve the desired performance. However, many organizational leaders have yet to recognize the fact that employees' perception of change is an important factor in driving change success. Yimaz and Kilicoglu (2013) stated that organizational leaders who fail to acknowledge that understanding employees' behavior plays a vital role in the successful implementation of change risk encountering failure during the process of change implementation and organizational failure as a whole.

Given this, some scholars have identified effective ways organizational leaders should take to overcome change resistance. Yimaz and Kilicoglu (2013) gave six methods of overcoming employees' resistance to change: education and communication; participation and involvement; facilitation and support; negotiation and agreement; manipulation and co-optation; and explicit and implicit coercion. The study conducted by Yimaz and Kilicoglu (2013) focused on the education sector; therefore, the first method of overcoming and managing employee resistance was identified as education and communication. According to the scholar, it is not new that every organizational employee is known for objecting to a change implementation at the initial stage; however, organizational leaders are expected to explain the logic of change they intend to implement before the initiation. The author added that the method of providing accurate information will help to overcome employees' resistance in an organization.

Second, the author explained participation and involvement as a method of managing and overcoming employees' resistance to change. According to the authors, this method is a process of giving the responsibility of the planning, designing, and implementation of the change process to employees involved for their meaningful ideas and advice. Third, Yimaz and Kilicoglu (2013) explained facilitation and support as a method of managing and overcoming employees' resistance during a change process in an organization. The author stated that eradicating work constraints and difficulties that sometimes come with change, emotional, and material help for employees may help to deal with resistance. Most importantly, Yimaz and Kilicoglu (2013) added that ideas, problems, and complaints with merit received from employees will be solved together with the employees.

The fourth method, as identified by Yimaz and Kilicoglu (2013), is negotiation and agreement. The author explained that resisters' cooperation may be gained through negotiation and agreements of possible incentives. The author emphasized the importance of providing necessary incentives as a key factor for gaining resisters' buy-in, especially where resisters are seen to be

highly influential and powerful in the organization. Yimaz and Kilicoglu (2013) identified manipulation and co-optation as the fifth method of overcoming and managing employee resistance. According to the author, the manipulation and co-optation approach may be introduced where resistance has been proven difficult. Organizational leaders are therefore advised to gain special knowledge on the tactics for using this method to influence employees to accept the change process implementation.

Finally, explicit and implicit coercion was explained by Yimaz and Kilicoglu (2013) as a way of imposing a change on employees where acceptance seems to be impossible. According to the author, organizational leaders may threaten employees with unpleasant consequences when they resist the change. However, the author noted that implementing this strategy may come with some negative effects, such as frustration, fear, and revenge, among others, and this, in turn, may lead to poor performance, turnover, and dissatisfaction.

Similar to the identified methods for overcoming and managing employee resistance as presented by Yimaz and Kilicoglu (2013), Cornescu and Adam (2016) categorized the methods prescribed by different works of the literature into three methods. First, the author stated that organizational leaders must ensure that information and communication are provided effectively since a lack of information and knowledge of change has majorly contributed to employees' resistance to change in many organizations. Second, Cornescu and Adam (2016) identified employees' involvement and participation as a method of managing or overcoming employees' resistance. The author explained that an organization that is willing to lead in the promotion of a successful implementation of change must involve employees and encourage their participation during the change process. The author added that where employees are the key participants driving the process and implementation of change, they can provide useful information towards achieving the desired change and overcoming resistance.

Finally, management assistance and support have been identified by Cornescu and Adam (2016) as the third method of overcoming or managing employees' resistance. According to the author, where resistant behavior by employees is a result of problems encountered during the process of change, organizational leaders are expected to provide support and assistance by guiding such employees. The research conducted by Serbian and Iorga (2016) identified the five pillars model as a solution to managing or overcoming change resistance. This includes training, effective and active communication, positive motivation, participation, and involvement of employees, and participation and involvement of managers.

Serbian and Iorga (2016) identified the first pillar method as training. According to the authors, employee training is a key factor during an organization's re-engineering process. This is because employees can gain meaningful insight into the implementation of change and its process. The authors also stated that it is important that such training is conducted by external consultants and that the focus must be on change performers and organizational managers being the change drivers. The authors added that once the key individuals are trained, their involvement and acceptance of the change process implementation will help to drive the process throughout the organization.

Second, Serbian and Iorga (2016) identified effective and active communication as one of the solutions for overcoming and managing employees' resistance to change. The authors emphasized the need for clear, transparent, and honest communication and information as an essential factor for driving a successful change in an organization. The authors also explained that it is important that managers who are charged with the responsibilities of providing and disseminating necessary information as regards the change need are expected to ensure that such communication provided must be informative and sufficient enough with a focus on the importance of the needed change so that the objective can be understood by the organizational employees. The

authors added that the process of implementation is not the required information necessary for disseminating the initial process. This is to ensure that employees are not afraid of what comes to them (Serbian & Iorga, 2016). The impact of the change on employees must also be communicated to avoid rumors and to enhance respect and trust for organizational leaders (Serbian & Iorga, 2016).

The third solution for overcoming and managing employee resistance, as identified by Serbian and Iorga (2016), is called positive motivation. According to the author, organizational employees are usually expected to be motivated by some factors within the organization. However, those factors may result in either positively or negatively motivating employees, and their performance may be affected as a result of the motivation. The authors consider financial incentives as a major factor that is expected to positively influence employees' motivation. The authors emphasized that where the incentive is given as compensation to change resisters, it is seen as an exchange for the safety of the change initiated; thereby, resistance may be overcome.

The participation and involvement of employees were identified as the fourth solution for overcoming and managing employee resistance. According to Serbian and Iorga (2016), employees' support and knowledge of the change are required for a change process. The authors explained that employees are usually cooperative, where they are fully involved in the change effort, and their contributions are considered during their participation, considering that their experience, commitment, and creativity are employed for implementing effective solutions. The authors added that such contributions enhance successful directions of strategic action as a result of employees' participation.

Finally, Serbian and Iorga (2016) identified the last solution for overcoming and managing employee resistance as the participation and involvement of managers. The authors explained that change implementation requires different forms of finance, human effort, technology, etc., and such resources can be provided by organizational leaders. The authors stated that it is the responsibility

of organizational managers to take action in effectively and efficiently managing every required resource needed for successful change implementation. This in turn will help managers gain employees' respect and trust during the change process.

In addition to Serbian and Iorga's (2016) view, Errida and Lofti (2021) identified six critical factors for achieving successful change organizational implementation: shared change process, effective change leadership, powerful engagement process, committed local sponsors, strong employees' connection, and sustained employee performance. In a similar vein, another researcher listed five elements an organization must put in place to achieve a successful change implementation: a vision for change, availability of resources, skills, change plans, and incentives. In short, ten conceptualized approaches were developed to ensure successful change. Errida and Lofti (2021) explained that there must be a common theme and shared vision, employee rewards, and recognition, implementation of milestones and feedback, provision of guidance, management structure and process, effective communication and best practice, identification of quick wins, recognition of champions and sponsors, training implementation, the approach of change and effective symbols and signals.

The work of Makumbe (2016) argued that leadership, communication, employee engagement, and commitment are four main contributory factors that may influence change acceptance, thereby leading to successful organizational change implementation. According to the author, organizational managers are expected to manage the identified variables effectively to realize some of the many benefits that are associated with change. Although the author explained that different models have been identified for implementing a successful change process, it argued that the combination of the key variables identified as a basis for effective change is lacking in the literature. The author, therefore, summarized the four key variables identified by explaining that

leadership, employee engagement, employee commitment, and communication are key predictors of an effective change management process.

2.8. Employee Performance

Nduka (2016) explained that every organization's success is dependent on its employees' performance. In other words, for organizations to be productive and meet their competitive edge, employees have a great role to play, and those employees are expected to be treated fairly (Nduka, 2016). This is because organizations need employees who are ready to perform beyond their set goals and achieve greater performance to meet their expectations (Khosa et al. 2015). This brings the interest of this study to understand what employee performance is.

Noordzij (2017) explained that employee performance does not have a general overarching theory. However, the author stated that it is important to note that the act of managing, developing, and stimulating employees in an organization determines an organization's performance. According to Noordzij (2017), in defining employee performance, there is a need to consider people's management and behavior as a key influence on general performance. Given this, the author explains three different ways to determine employee performance with organizational performance: task performance, execution, and accomplishment.

In addition, the United States Office of Personnel Management (2017) explained that employees are required to know what task they need to perform, the process of executing the task and how well to accomplish the task. The author also stated that organizations must therefore consider developing elements and standards that are SMART Specific, Measurable, Achievable, Realistic, and Time-bound (Human Resources, 2017) to achieve vital effectiveness of employees' performance.

In achieving vital effectiveness of employees' performance, some scholars, such as Khosa et al. (2015), explained that there is a need for organizations to consider having and maintaining a long-term relationship with employees and avoid downsizing, mergers, posting, and time constraints to increase employees' performance. In response to this view, Pradhan and Jena (2016) explained that some organizations outweigh others in managing employees by giving lucrative incentives for motivation. However, some researchers have argued that financial increases might not significantly improve employee performance due to continuous changes in work nature and workers' knowledge. This study is therefore interested in what constitutes employees' performance, that is if monetary value is not a significant factor.

Shaikh, Tunio, and Shah (2017) outlined some factors influencing employee performance, including job stress, physical stress, psychological stress, organizational stress, motivation, and communication. To support this view, Khosa et al. (2015) added that leadership, communication, employee development, procedural justice, organizational culture, and tolerance to change should be put in place to overcome the deficiencies of employee performance.

In addition to Shaikh, Tunio, and Shah (2017), a literature review conducted by Tuffaha (2020) on the determinants of employee performance identified some factors affecting employee performance in an organization. The study was analyzed by literature in the ISI from 2015 through 2019. The study found that knowledge management, ICT, employee empowerment, creativity, innovation, and organizational culture are factors that significantly affect employee performance and attitude.

According to the author, first, the role of knowledge management on performance improvement can be analyzed through employees' skills, knowledge, and ability to create a strategy for gap identification and reduction between current and desired performance. Second, Tuffaha (2020) explained that the role of ICT in an organization is to ensure that the core assets of an

organization are in good condition, thereby encouraging workers to improve their performance. Third, the author stated that employee empowerment contributes significantly to employee performance in reshaping their attitude towards facing work challenges such as market threats and surviving competitive advantages. Tuffaha (2020) identified the fifth employee's performance influence as organizational culture. According to the author, the culture of an organization is perceived as an umbrella that motivates employee performance in providing solutions, innovations, and flexibility in reasoning in critical organizational situations.

The work of Conțu, E. (2020) established that the role of leaders in influencing organizational performance is important and cannot be overemphasized. According to the author, leaders are expected to create a conducive work environment and lead effectively to improve organizational performance. The author explained that effective leaders can engage employees emotionally and with empathy to provide solutions to challenges in a professional way. This is because individual performance has a major significance on a whole organization, which could be positive or negative in the short or long term. Conțu, E. (2020) concluded that organizational performance can be achieved where leaders create and provide value for achieving performance objectives, lay the example of what is expected, show a sense of responsibility and competitiveness that is effective and efficient, and allow their behavior to influence organizational performance.

2.8.1. Leadership

Zainol, Kowang, Hee, Fei, and Kadir (2021) researched managing organizational change through effective leadership. The journal evaluated how leadership styles influence organizational change and revealed that a good and effective leader can achieve employees' buy-in of a change initiative in an organization. Following this review, the authors explained leadership as the ability to drive employees' values, beliefs, attitudes, and behavior to achieve organizational performance.

This means that an effective and skillful leader can motivate and influence organizational employees for effective change to take place within the system.

Zainol et al. (2021) further emphasized that organizational change is not possible where effective leadership is absent. This is because leaders are expected to serve as the change agent while implementing a change process in an organization by creating a vision for the organization. In addition, Zainol et al. (2021) stated that the vision must be clear, smart, and achievable. The authors also added that some of the qualities an organizational leader must possess are a clear understanding of the strategies and organizational objectives that will help them to identify specific actions required to achieve their goals and evaluate the organization's current ideologies.

From the foregoing, it is clear that leaders have a role to play in ensuring organizational change is successfully implemented and that there are skills required for organizational leaders. Zainol et al. (2021) added to this view by indicating that leaders must pay attention to the formulation, implementation, and sustainability of change efforts in an organization. By so doing, the authors stated that they will be able to help employees to develop the required skills to cope with the changes implemented.

Another researcher shared a view on what the role of leaders is in an organization. Khosa et al. (2015) explained the role of a leader as one that influences people in a way of his behavior towards achieving organizational goals. The author stated that in an organizational setting, managers, and employees are influenced by leadership style to achieve their set goals. The author also added that leadership roles are achieved by rewarding, motivating, and giving moral support to employees in achieving actual tasks with extra effort. However, the type of leadership style implemented is very important in achieving either positive or negative employee performance and determining the success or failure of an organization.

Furthermore, Alkajeh (2018) explained the importance of leadership in determining the success and failure of any organization. The author who researched the impact of leadership styles on organizational performance focuses on six types of leadership styles: transformational, transactional, autocratic, charismatic, bureaucratic, and democratic styles. The findings of the study revealed that while charismatic, bureaucratic, and transactional styles of leadership have a negative impact on organizational performance, transformational, autocratic, and democratic styles of leadership have shown a higher positive significant effect on organizational performance. This statement implies that the style of leadership employed by organizational leaders gives actual direction and determines employees' motivation to achieve organizational goals.

This view was supported by Basit, Sebastian, and Hassan (2017), who researched the impact of leadership style on employee performance: A case study on a private organization in Malaysia. The study findings revealed that democratic, laissez-faire and autocratic leadership styles show a higher significant effect on employee performance. On the other hand, the autocratic leadership style shows a lower significant effect on employee performance. The study concluded that the democratic leadership style would automatically increase employee performance if implemented by organizational leaders, while the autocratic leadership style should not be considered in an organization to avoid negative employee performance.

Zainol et al. (2021) stated that there are two major types of leadership and identified them as transactional and transformational organizational leaders. The author explained transactional organizational leaders as leaders who reward promotions, increase salaries, and desire changes in job roles, among others, to gain follower loyalty. Such leaders also use a punitive measure such as punishment for employees who possess undesirable behaviors where they need to be. On the other hand, Zainol et al. (2021) explained transformational organizational leaders as leaders who influence employees by using their knowledge, expertise, and vision to achieve organizational

performance. The authors explained that transformational leaders can encourage employees to accept the change implemented. The foregoing discussion on transformational leaders and organizations indicated that there is a significant relationship between the role of leaders in driving organizational change.

2.8.1.1. Relationship between Leadership Role and Organizational Change

A book review conducted by the United Nations (2019) on change management in United Nations system organizations revealed that one critical success factor for organizational change implementation is the need for contribution to change by senior organizational leaders. The book revealed that there is a need to have a clear governance structure for change implementation reform to ensure that the process of change can be determined by some key stakeholders with regard to their role and structure. In addition to this view, Zainol et al. (2021) stated that employees' experience and capacity are important in conducting a change process. The author added that employees' experience is important for achieving good depth across major elements of change management.

Following this view, the United Nations (2019) explained that some leadership styles are suitable for effective organizational change. The authors identified good leadership practices, styles, behaviors, and strategic renewal as factors that significantly influence many successful change implementations. From this statement, it can be stated that the identified influential factors required to be exhibited and portrayed by organizational leaders help to build cordial relationships with employees and engage them in the strategic vision and goals using high levels of involvement and participation strategy. In another view,

Mwakisaghu (2019) researched how leadership acts as a determinant for strategic change management. The author found that strategic management adoption of change is based on trust,

organizational culture, learning, teamwork, and communication. This means that strategic management changes occur where there is effective organizational leadership. Leaders are therefore employed to create a clear direction for employees to motivate and influence them in the organization to achieve set goals and objectives.

Many works of literature have justified the motive that the leadership role plays a key significant part in driving organizational change. In a study conducted by Kuipers, Higgs, and Kickert (2014) on finding the gaps in recent literature conducted on change management in public sectors, the study explored literature responses on the lack of public contextual factors. Pieces of evidence were gathered from 133 related articles between 2000 and 2010. Analysis of evidence was gathered from seven areas: themes, context, content, process, the results, sectoral change, and change leadership. It was revealed that there is effectiveness in the field of change management and institutional theory.

Higgs and Rowland (2011) researched the impact of leaders' behavior on the successful implementation of change. The qualitative empirical study conducted interviews among leaders from 33 organizations. Evidence gathered from data revealed that leadership behaviors have a great effect on the implementation of change. In contrast, when leaders are very engaging and encouraging, there is an indication of improved change success. The study identified four leadership behaviors and explained that where leaders' behavior meets the four standards, there is a high level of success.

Atkinson and Mackenzie (2015) demonstrate how aligning leadership and strategies can shape high-quality performance cultures using a cautious selection of continuous improvement lean strategies. The study claimed that there is no change, improvement, or strategic thrust without leadership in an organization. According to the authors, for an organization to succeed or fail, a leader's role is important. This means that organizations are expected to have a good culture of

developing leaders, knowing fully well that leading by example is an important competence to establish in organizational policies, strategies, and processes for organizational sustainability. The study concluded that developing strong leadership capabilities and culture is an indication of sustaining organizational change drive and future competitive advantage. In support of this view, Mwakisaghu (2019) postulated that one of the success factors influencing and constantly encouraging and facilitating employees to change is the leadership role.

Finally, Gilley, Dixon, and Gilley (2008) researched the effectiveness of leadership in driving change and innovation. The study postulated that several variables affect a leader's effectiveness, and where these variables are absent, there is limited organizational success and skill deficiency. The research found that communication is a major variable for an effective leader in motivating employees and driving innovation and change. This means that organizations should focus on leadership skills and abilities for change effectiveness.

2.8.2. Communication

Khosa et al. (2015) explained communication as a means of transferring information, ideas, and knowledge among employees. Concerning an organization, the author stated that communication is a language tool used among teams, relationships, and networks in an organization to improve work effectiveness. The author also added that organizational communication is essential, as it helps to neutralize employees' negative impact, especially during change implementation, thereby enhancing employee positive performance. In the view of Shaikn et al. (2017), the importance of organizational communication cannot be overemphasized, especially as a process used in forcing bottom-line employees to grow support with regard to working creatively.

Research conducted by Atabo and Momanyi (2016) on the effect of internal communication on employee performance: a case study of Kenya power lighting company, south Nyanza region,

Kenya argued that despite the existence and improvement of information technology today, organizational communication is regarded as a very significant factor in improving employee performance. The study focused on three objectives: establishing the effects of downwards communication on employee performance, establishing the effects of upwards communication on employee performance, and establishing the effect of horizontal communication on employee performance.

It was revealed in the findings that first, using downwards communication in an organization, information is well received on time, and performance is effectively enhanced. Second, using upwards communication, feedback on performance is swiftly received by management from employees, and finally, the study found that horizontal communication was more essential for interdepartmental interactions, team building, and task improvement. Atabo and Momanyi (2016) concluded that effective communication used either upwards, downwards, or horizontally is an essential tool for improving employee performance, hence suggesting that strong communication systems should be deployed by organizations.

Another study conducted by Lantara (2019) on the effect of organizational communication climate and work enthusiasm on employee performance supported the work of Ataba and Momanyi (2016). The study findings revealed that an increase in organizational communication climate will improve employees' performance given that other factors that influence organization size are considered.

2.8.3. Employee Development

Khosa et al. (2015) stated that employee development involves training employees and organizational development. According to the author, the importance of employee development is key to achieving performance increases. From this statement, it can be deduced that for organizations

to be successful, employees must be trained to utilize extra skills and effort in achieving their set goals. Research conducted by Ibrahim and Dahie (2016) confirmed the importance of employee development in improving employee performance.

The study was conducted on the impact of training and development on employee performance at a united bottling company in Mogadishu-Somalia. It was revealed that an organization running without good working conditions and a lack of resources risks failure in achieving employees' performance. The research also recommended that management support, feedback processes, and continuous training should be improved in every organization to achieve the utmost performance from organization employees. In support of this view, Mozael (2015) researched the impact of training and development programs on employee performance. The study emphasized the importance of training on the impact on an organization's performance. The findings of the study revealed that there are different types of training an organization may employ to improve their employees' performance and save costs for the organization.

2.8.4. Procedural justice

Procedural justice focuses on ensuring equality of job distribution procedures and employee perception (Khosa et al., 2015). Taamneh (2015) explained procedural justice as the process of maintaining fairness in resolving disputes and allocating resources. From the following definition, it can be stated that procedural justice includes fairness, transparency, the opportunity for voice, and impartiality among organization employees. Khosa et al. (2015) added that, where these processes are implemented in an organization, the outcome results in achieving employee performance, job satisfaction, and organizational commitment.

Taamneh (2015), who researched the impact of practicing procedural justice on employee organizational citizenship behavior (OCB) in the Jordanian Ministry of Justice, recommended that

organization management develop an appropriate and fair mechanism for rewarding employees and deploying training programs to create awareness of procedural justice and its role in influencing organizational success. Research conducted by Saboor, Rehman, and Rehman (2018) on organizational justice and employee contextual performance: the moderating effect of organizational respect revealed that organizational justice influences contextual performance. The study suggested that by promoting organizational respect and fairness in an organization, employee performance can be effectively improved.

In contrast to the findings above, Kalay (2016) analyzed the impacts of organizational justice in three aspects: distributive justice, procedural justice, and interactional justice. The research focused on the impact of organizational justice on employee performance: a survey in Turkey and the Turkish context revealed that among the three aspects, distributive justice has a great significance on task performance, while procedural justice has no significant impact on task performance.

2.8.5. Organizational Stress/Job stress/Physical/Psychological stress

Shaikh, Tunio, and Shah (2017) explained job stress as a stage whereby employees are unable to harmonize job demands and provide resources with personal capabilities. According to the authors, the outcome of job stress on employees may result in psychological and physical distress. From this statement, it can be stated that stress from the employees' jobs may lead to low employee performance. Murali, Basit, and Hassan (2018) researched the impact of job stress on employee performance using employees from different sectors as their population sample.

In the study, four independent variables, including time pressure, workload, lack of motivation, and role ambiguity, were considered for measuring the level of stress. The study revealed that while time pressure and role ambiguity have significant value on employee performance, workload and lack of motivation do not significantly impact employee performance.

It was suggested in the study that managers may reduce role ambiguity and communicate time allotment and task completion periods with employees to avoid unnecessary time pressure.

Another study conducted by Hanafi, Zunaidah, and Ulfa (2018) on the effect of job stress on employee performance through the job satisfaction of PTMAS employees revealed that there is a strong significant value of job stress on employee performance. According to the authors, job stress is described as a state of psychological distress caused by organizational stressors on employees. The conclusion of the study's result was drawn from survey data conducted on 126 employees of PTMAS using a structural equation model for hypothesis testing.

However, Okeke, Ojan, and Oboreh (2016) stressed that stress can either be positive, otherwise known as eustress, or negative, otherwise known as distress. According to the authors, the outcome of eustress may enhance work performance and influence workers to make extra efforts in achieving job tasks. On the other hand, the outcome of distress may have an impact on employees' physical and psychological health and may lead to an eventual low level of performance. From the various reviews above, it can be stated that all forms of stress identified thus far, including job stress, organizational stress, and physical or psychological stress, have shown a significant effect on employee performance. Awadh, Gichinga, and Ahmed (2015) concluded that workplace stress, which includes time pressure, physical job demand, salary, and job security, may hinder employees' performance either positively or negatively.

2.8.6. Motivation

Shaikh, Tunio, and Shah (2017) explained motivation as the will to perform beyond what is expected to achieve some specific requirements. The authors emphasized the importance of motivation as one of the key drivers of employee performance and organizational success. According to Shaikh, Tunio, and Shah (2017), motivation is particularly essential to business activities and for

learning procedures, as it influences individuals towards achieving specific objectives, conditions, or behaviors.

Research conducted by Waiyaki (2017) on the effect of motivation on employee performance, a case of PAM Golding properties limited, Nairobi revealed that motivation plays a crucial role in organizational success. The study revealed that organizations are required to set up motivational programs to improve employees' motivation. Another study conducted by Sandhu, Iqbal, Ali, and Tufail (2017) on the influence of employee motivation on employee performance revealed that there is a positive relationship between employee motivation and employee performance. The authors suggested that organizational leaders are required to motivate their employees to a certain level of satisfaction for positive performance.

From the foregoing, it can be stated that an employee's performance must be valuable to an organization. According to Noordzij (2017), if it does not add any value to the system as a whole or as a unit, then the employees are not relevant to the system. The author further explained that the values may be for customers, shareholders, society, or colleagues within the same organization. Noordzij (2017) emphasized that every individual must bring his/her initiative and impact the board to avoid redundancy and improve continuous organizational performance.

2.9. Ethical Principles

Grigoropoulos (2019) researched the role of ethics in contemporary business organizations. The research found that ethics is a major preference in today's corporate and business world. The author explained that ethical practice is determined by different internal and external factors an organization faces, which may be analyzed using SWOT analysis. This means that the strength, weaknesses, opportunities, and threats of a business environment have a great influence on ethical practices. The author, therefore, suggested that it is the role of organizational leaders to integrate

ethical standards into their business policies to serve as guidelines and controls for all stakeholders. This is because leaders who are stated to be highly influential and powerful in any organization are charged with the responsibility of ensuring that the principles of ethics, morals, and values are integrated for employees' use. The author added that the integration of ethical practices would in turn influence organizational performance as well as stakeholders' benefits.

Many researchers, such as Kennett-Hensel and Payne (2018), have explained ethics as the ability to tell between what is right and wrong. According to the author, the general concept of ethics is perceived as morals that are expected to be known. Resnik (2015) stated that ethics is commonly seen as a common sense that is acquired naturally. The author explained that, other than looking at ethics as a rule that guides between right and wrong, ethics is simply regarded as the norm for conduct that differentiates between acceptable and unacceptable behavior. According to the author, ethical norms are usually like the rule of thumb, which is learned at every stage of an individual's maturity. The continual disagreements about what is acceptable or unacceptable became the concern of scholars; hence, the need to set some ethical principles in research became very necessary.

Resnik (2015) identified some principles extracted from various interviews in the literature. They include honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, confidentiality, responsible publication, responsible monitoring, respect for colleagues, social responsibility, nondiscrimination, competence, legality, animal care, and human subjects' protection. A review of different works in the literature has, however, shown that the ethical principles list is endless.

Following the above explanation, this study has considered some works of literature, such as GCU (2015), which has the list categorized into four different parts. According to the author, the main ethical principles include respect for autonomy, non-maleficence, beneficence, and justice. To support this, the work of the APA (2016) on ethical principles of psychologists and codes of conduct

highlighted 5 main ethical principles in research: beneficence and non-maleficence; fidelity and responsibility; integrity, justice; and respect for people's rights and dignity.

2.9.1. Respect for Autonomy

GCU (2015) explained that respect for autonomy protects research participants to choose their participation in research willingly without being held under duress. The author further explained that, during the process of this research, participants must be given adequate information as to what constitutes the research and the necessary implication of their involvement. GCU (2015) also added that researchers must ensure that participants can understand the purpose of the research to their satisfaction. This statement means that extra care must be given to protect the rights of those whose vulnerabilities impair autonomous decision-making. For this reason, APA (2016) stated that researchers must be cautious of participants' culture, origin, religion, age, gender, disability, orientation, and race where autonomy is concerned.

Another researcher, Singn and Hylton (2015), researched autonomy/respect for persons who guide clinical practice. The study emphasized the right of choice of patients and participants. According to the authors, medical professionals are obligated to observe the principle of ethics while dealing with patients. This statement means that every patient is free to make whatever choice that has to with their well-being provided they have been certified to have a sound mind. The study findings revealed that patients who were left to make their own choices recovered better and faster than patients who felt that their autonomy was not respected. Furthermore, GCU (2015) added that there is a need for researchers to seek participants' informed consent and guarantee them the choice of withdrawing without any unfavorable consequences.

2.9.2. Non-Maleficence

GCU (2015) stated that researchers are obligated not to cause any harm to research participants while conducting study research. The issue of inflicting harm on research participants became necessary under the principle of ethics. GCU (2015) explained that many researchers conduct their study without paying attention to any discomfort it may bring to study participants. The author explained that harm may be identified in the way research participants are asked certain questions that may lead to psychological harm. GCU (2015) further explained that a researcher is therefore responsible for identifying potential harm that participants may be exposed to as a result of the research study.

Following this view, APA (2016) stressed the importance of psychologist protection for those they work with to avoid the risk of causing harm to others. APA (2016) stated that conflicts arising among psychologists are resolved in a responsible way to minimize or avoid possible harm that may be inflicted on others. Research conducted by De Lange (2015) on non-maleficence as an ethical guideline to design indicated the need to resolve the difficult situation in South Africa (SA), where the true representative voice for design practice is absent. The author explained that SA advertising authorities set a standard for advertising that includes ensuring the legality of messages, honesty, decency, truthfulness, respect for customers, conformity to fair competition, and avoidance of diminishing public confidence in advertising.

De Lange (2015) stated that despite the available set standard, which is believed to conform with most developed countries, the principles are still being thwarted, thereby causing harm through misleading advertising practices. The work of De Lange (2015) therefore focused on the possibility of enforcing the principle of non-maleficence against utilitarianism in SA. The author suggested that the law should enforce honesty, decency, and truthfulness to avoid potential harm to others and misleading practices. GCU (2015) added that researchers must identify, assess, evaluate, and manage the potential risk that is likely to cause any harm to study participants.

2.9.3. Beneficence

Beneficence, on the other hand, is categorized by GCU (2015) into two categories: positive and utility beneficence. According to the author, positive beneficence ensures that researchers must do good by scientifically, practically, and educationally adding value and sense to a research study. Utility beneficence ensures that researchers strike a balance between benefits and drawbacks to achieve a tangible outcome.

Sweifach, Linzer, and La Porte (2015) explained beneficence as a moral standard act that guides researchers to act following the interests of others. The authors stated that such an act may include protecting and defending others' rights, preventing others from potential harm, removing potential harm to others, helping vulnerable people, and rescuing others from potential danger. Sweifach, Linzer and La Porte's (2015) study focused on beneficence and fidelity: serving social work clients in the aftermath of catastrophic events. The study further explained that social workers are to ensure that the principle of beneficence is strictly adhered to by serving the needs of people, especially the vulnerable ones that have the potential of being exploited, impoverished, and discriminated against.

Another study conducted by the ADA (2018) on the principles of ethics and codes of professional conduct explained beneficence as the act of 'doing good, while non-maleficence was explained as the act of 'no harm'. The study focused on the principles of ethics that dentists are obligated to follow. The study further identified some codes of professional conduct and professional demeanor in the workplace required under the principle of beneficence to guide professionals through ensuring the service to others. The code includes disruptive behavior in the workplace; reporting abuse and neglect; protecting patients and copyrights security; conducting beneficial research and development; regulation of the profession by the government; and conducting community service. Singh and Ivory (2015) emphasized the

importance of protecting others in the course of carrying out professional duties by doing good and doing no harm.

2.9.4. Justice

GCU (2015) explained the principle of justice to mean equality and fairness among people. According to the author, researchers ensure that an individual's rights are equally distributed and fairly accorded. By this statement, it can be deduced that the principle of justice obliges that each person must be treated according to what they deserve. In support of this view, ADA (2018) explained that the principle of justice simply means fairness. The author emphasized the need for professionals to treat patients, colleagues, and society fairly while dealing with them.

In the same vein, APA (2015) added that the principle ensures the need for every individual to have access to and benefit from a psychologist's contributions equally. According to the author, such contributions include processes, procedures, and all other services rendered by psychologists to be applied justly. GCU (2015) further explained justice using two rules: veracity and confidentiality. The author stated that veracity imposes the act of saying the truth and imparting information in an objective way to a researcher. This statement means that where truth is to be taken out, there must be a tangible justification included.

In support of this view, ADA (2018) simply defined veracity as truthfulness. According to the research, the researcher is obligated to communicate the truth of the study to the participants involved. The author further elaborated on the need for professionals, to be honest, and trustworthy to maintain intellectual integrity. On the other hand, confidentiality according to GCU (2015) sometimes interchangeably means anonymity. According to the author, anonymity is the act of protecting a study participant such that the researcher is unable to trace

the participant's information from other information provided. In simple terms, GCU (2015) defined confidentiality as the "prevention of disclosure, to other than authorized individuals of a participant's identity" (p.6).

2.10. Empirical Framework

Empirical research focuses on some phenomena observed and measured in research to gain more insight into experience other than from mere theory or belief. This section provides the findings of different research by other researchers first on the effect of change management on employees' performance, second on the effect of ethical principles integration in change management, and finally on the effect of workplace ethical principles on employees' performance.

2.10.1. Change Management and Employees' Performance

The evolution of change management has provided different dimensional measures by many scholars to ensure successful implementation in an organization. As stated earlier, this study focuses on examining how the implementation of change management can positively or negatively affect the performance of employees. However, some studies have reviewed many factors that may influence employees' performance during a change implementation process in an organization. These studies have been incorporated into this work to justify the purpose of this research work and achieve its general objective.

Research conducted by Wanza and Nkuraru (2016) involved collecting data from respondents working at the University of Eldoret to explore the factors influencing employees' performance. An investigation of the effect of change management on the performance of employees with changes in technology, organizational leadership, formation, and culture was conducted. The study used descriptive statistics to examine the influence of change management

on employees' performance. The study employed the use of a simple random sampling technique and purposive sampling techniques to select the teaching staff, non-teaching staff, and department heads. Questionnaires and interviews were used to collect data for analysis.

The findings of the study revealed that change management factors, which include leadership, culture, structure, and technology, have a significant influence on employees' performance at all levels in the university. Particularly, the study found that structural changes are very effective when the direction comes from a direct line of authority. This article agrees with the research conducted by Hao, Kasper, and Muchibacher (2012) and Kute and Upadhyay (2014), where the position of the articles emphasized the importance of infrastructures of organizational structure on performance. Additionally, the study found that technology changes affect employees' performance, and the implication of this may result in redundancy, employee turnover, and level of motivation. This statement indicates that a technology change has either a positive or negative significant impact on employee performance.

Evidence was reviewed in the research conducted by Cascio and Montealegre (2016) on how technology is changing work and organizations where the numbers of jobs and types of jobs that are affected by technological development were examined and its effect on employees. The study used four different technologies, including electronic monitoring systems, teleconferencing, robots, and wearable computing devices, to explain the impact of technology on work, systems, and organizations as a whole. The research concluded that information and communication technology, in particular, has a great impact on employees' work. Hence, maximizing the consequences of technology for employees and organizations to reduce its negative impact on employee performance is essential.

While the research conducted by Cascio and Montealegre (2016) recognized information and communication as technological tools in an organization, it is also important to state that

communication has a very vital role it plays in improving employee performance. This is revealed in the research conducted by Wachira and Anyieni (2015) on the effect of change management practices on teachers' performance. Data from the Teachers Service Commission (TSC) senior staff working in TSC headquarters and TSC county offices were used to assess the effects of change management practices on the performance of TSC in Kenya. Specifically, the data were used to explore the effect of communication on the performance of TSCs in Kenya. Using descriptive and inferential analysis, the authors examined the population with the use of questionnaires and selected respondents from the target population, which includes a group of senior staff in the TSC, by estimating the sample size using a sample size formula. A descriptive survey research design was used to analyze the 80 respondents eventually selected from the target population.

An excellent indicator of the valid results was determined by the rate of responses for the study, which was 93.8%. The findings reveal that communication has a significant impact on the TSC in Kenya. The researcher found that an improved understanding of communication access to the TSC department may enhance the performance of various functions. This article accentuates the importance of adopting the current communication technology to improve effective communication within its structure. The study did not generate separate results based on level or departments but clarified the essential area of research in change management practices apart from communication that influences organizational performance.

The work of Wachira and Anyieni (2015) agrees with the work of Farooq and Khatoon (2016), which focused on exploring the impact of organizational change on organizational performance. The study employed its population from both the public and private sectors of some industries, which were mainly from the manufacturing and service industries. The research conducted pilot testing and used exploratory factor analysis to determine its reliability and validity. Structural equation modeling (SEM) was used to determine the effect of the indicated dependent

variables on performance. The dependent variables include communication, participation, top management attitude towards change, leadership, and change readiness, while the independent variable is organizational performance.

The study findings revealed that the identified dependent variables are all aspects of change management in organizations. Subsequently, the results generated from the study's test revealed that the dependent variables have a positive impact on organizational performance. The study concluded that organizations are advised to adopt the implementation of change management as a means to positively improve the performance of an organization. More importantly, the study suggested that the implementation of change management in an organization may assist the organization in formulating real-life strategies effective for enhancing performance in an organization. From this statement, it can be stated that creating effective strategies for an organization is another important factor in improving employee performance during the implementation of change.

Nwachukwu, Chládková, and Fadeyi (2018) stated that strategy formulation is expected to be planned for proper implementation of the change process in an organization. This statement agrees with the work of Ndahiro, Shukla, and Oduor (2015), who researched the effect of change management on the performance of government institutions in Rwanda. In the study, a survey research design was adopted using the employees of RRA as the target population. Questionnaires and interviews were used for data collection, and analysis was performed using SPSS and Microsoft Excel. The findings revealed that changes implemented over four years in RRA have been properly planned. It was also revealed that employees accepted the changes made in the institution, thereby achieving organizational performance. From this statement, it can be deduced that the change management process must be well planned before implementing it in an organization.

This view was supported by Nwachukwu et al. (2018), who emphasized the need to have a specific framework in place bearing in the mind the current organizational structure, strategy, systems, shared values, skills, style, and staff. Other factors that may have a positive effect on employee performance were also analyzed in the research conducted by Jugmohun (2018). The study was conducted on the factors that influence the effectiveness of performance management system adoption in an organization. The purpose of the research was to make a meaningful contribution to general organizational and individual performance improvement. The findings of the study revealed that a balanced scorecard, top management commitment, reward management, culture, training, employee engagement, enterprise resource planning, and behavior are all contributing factors influencing the effectiveness of performance in an organization. This statement means that organizational leaders are expected to understand these factors as they may drive employees' positive or negative attitudes towards the change implemented in an organization.

The work of Osunsan (2019) explored the effect of organizational change on employees among commercial banks in Bujumbura. Burundi employed 104 employees of the bank as the research participants, and they adopted a cross-sectional design to achieve the following objectives: determining the effect of structural change on employee performance and determining the effect of technological change on employee performance.

The study found and concluded that there is a significant impact on employee performance when a structural and technological change occurs in an organization. Examples of organizational structural change as identified by the author include changes in job functions, removal of job duplication, new policy creation, alignment with market demands, and new department creation for performance improvement. Other structural changes can be a result of the vision and objective changes, and culture and behavioral changes are critical structural change factors that can significantly improve employee performance.

On the other hand, technological changes such as software customization and employees' know-how training also influence employees' performance in an organization. The study concluded that organizational change occurs as an influence of structural, strategic, and technological change and thereby impacts employees' performance. Following this review, the study suggested that the focus should be on such changes as an indication for achieving a successful outcome in an organization. Some recommendations were suggested for achieving organizational performance.

According to Osunsan (2019), first, organizational management is advised to employ periodic changes in their business to swiftly respond to the changing environment as a result of customers' demands. Second, organizational management should adopt strategic changes as an enabler for rendering services that meet customers' expectations. Finally, organization management should embrace technological innovations to improvements of their day-to-day business operations to meet customers' needs through efficient and effective service provided.

Another study was conducted by Giauque (2015) on the attitudes towards organizational change among public middle managers. The study aimed to identify the social and organizational antecedents of possible employees' positive attitudes towards the change (PATC) implemented. The study uses middle managers' employees in Swiss public hospitals as its population. It was believed that they were being confronted by underlying reforms in the hospitals. The study was able to control the partial effects of organizational commitment in the relationships between independent variables and PATC. The findings revealed that perceived social support and perceived organizational support are positively and significantly related to PATC. The employees have also shown the negative impact of stress on PATC. From this research, it can be explained that employees' positive attitudes toward change indicate that employees are satisfied and engaged in their job; hence, effective performance may be achieved.

A review of Ju-Chun's (2015) work on the impact of change management on employee satisfaction and engagement agrees with the work of Giaouque (2015). The study focus was on determining employees' attitudes towards the implementation of a new appraisal program. The study is also interested in determining whether three different types of appraisal processes affect employees' job satisfaction and engagement. The study also investigated the relationship between performance appraisal reform, job satisfaction, and employee engagement. A total of 1474 participants from 2046 total nonoperational employees in the large polyester and textile company were used as the study population. A descriptive statistical analysis of data was used together with one-way ANOVA, one-way MANOVA, Pearson correlation, content validity index, exploratory factor analysis, and reliability analysis.

The study revealed that employees who received the new performance appraisal program evaluated the program more positively and showed more job satisfaction than those who did not. Specifically, the effect of the implementation of the new performance appraisal program was highly rated by employees who used the KPI to rate their job performance. Meanwhile, it was also revealed that employees' attitudes toward the new performance appraisal program were positively related to their job satisfaction and employee engagement. Additionally, the majority of the employees saw themselves as engaged workers.

Finally, in the work of Ahmed, Rehman, ZAsad, Hussain, and Bilal (2013), the study researched the impact of organizational change on employee performance in the banking sector of Pakistan. The study used some primary and secondary data collection techniques to collect data. A questionnaire was used to collect the primary data. The study considered the following variables: leadership, communication, procedural justice, employee development, and tolerance to change. The sample population size used for this study was 252, and the techniques used were descriptive

statistics and correlation analysis using SPSS software. The findings revealed that organizational change had a positive significant impact on employee performance in the Pakistan banking sector.

2.10.2. Ethical Principles and Change Management

Jacobs and Keegan (2016) researched ethical considerations and change recipients. In the study, the authors stated that there is an underlying assumption that employees are egoistic and influenced by a utilitarian view regarding reaction to change. This is because organizational employees are concerned with the outcome a change will have on them as individuals, the impact on their colleagues, and the outcome on the organization as a whole. The study employed an in-depth interview in 26 large-scale planned change projects. The study found that it is important to engage employees meaningfully during a change process to establish that a change reaction has nothing to do with an individual. Following this view, the study highlighted the ethical stance, which indicates that moral motives trigger more change reactions against an ordinary change management implementation theory. The study argued that the theory of change management should consider the impact of change reactions on its stakeholders more systematically.

Different literature reviews have been conducted on the impact of integrating ethical principles in the change management process. While some scholars have stated that ethical conduct is not considered in most change management frameworks, some have explained why it is important for organizations to integrate good ethical conduct during the implementation of change management. This empirical study has identified the views of various scholars on the impact of adopting ethical principles in the change management process during implementation.

Sonenshein (2009) conducted a case study on the Fortune 500 retailer experiencing an extensive strategic change that was employed to explore and analyze the development of three

categories of ethical concern as illustrated by the author. The author's findings on what constitutes ethical issues during change implementation include the starting issues, trigger points, ambiguity, and the use of the employee welfare frame. Additionally, the theoretical implications for business ethics, sense-making research, and the practical implications for responding to ethical issues were examined. Multivariate sources of data, including interviews, documents, and survey responses, were used. The interview was conducted to expedite the comparison between different positions and participation levels. Documents were collected from both internal informants and online databases to indicate how managers construct the meaning of issues over time. A survey of 160 participants and 51 nonparticipants in the change process was anonymously collected and used to examine the employees' feelings about the change, reasons for change, type of change involved, and the effect of the changes on their jobs and workplace. This was done through an exploratory analysis of data collected during the interview.

The findings reveal that employees use a strategic frame to indicate the key aspects of the organizational strategy around the change, such as marketing efficiencies. The general analysis states that 22% of the participants used employee welfare frames, 24% used strategic frames, 18% used both frames, 11% used no frames and 25% used other frames without apparent patterning. This article clarifies the importance of the theory of ethical issue development in which some employees change strategic issues to ethical content. While improving understanding of the process of sense-making, the author gave an alternative explanation to the objectivists' views to direct researchers to concentrate on the intricate sense-making processes. The sense-making process explained how issues move between strategic and ethical views and described how ordinary business issues may be constructed to have important ethical implications.

Bashir and Afzal (2008) proposed three change management models that may serve as guidelines for the processes of implementing new changes in organizations. The proposition was a

result of the findings by the author that first, the ethics perspective is absent in Lewin's model of change management. Second, the Adkar change management model does not consider ethics, and third, Kotter's 8-step model of change management does not include ethical considerations. Given these findings, this research study introduced a new ethics-based framework for change management that may serve as a guideline for implementing change that is acceptable to employees while fulfilling the corporate social responsibility objectives of the organization and its employees. This study employed a narrative technique to evaluate three major contributions by theorists of change management, including their frameworks.

The findings revealed that issues related to ethical conduct were absent in existing frameworks of change management, as presented by Lewin, Kotter, and Adkar. The author argued that understanding the implementation of ethics while managing and executing change is important, especially as it relates to methodology, objectives, and employer's responsibilities. The study introduced a change management model to fulfill corporate social responsibilities by considering the rights of stakeholders, including employees.

The framework developed by this study is in support of earlier research by Bhaskar, Bhal & Ratnam (2003). The study also explained that if the change implementation process included ethical considerations, there is a possibility that the loyalty of employees towards an organization may be guaranteed and the change interventions may be accepted by the employees. This article is structured in a logical sequence and clear language that is easy to understand. Implications for organizational leaders, change agents, and scholars can be drawn from this research because it provides insight into the change management model, which can be used to bring practical successful change implementation in an organization.

2.10.3. Ethical Principles on Employee Performance

Some scholars have explained that ethical principles in a workplace environment may have a significant impact on employees' performance. Although the literature in this field is limited, it has not generally explored various fields of discipline to ascertain the statement. However, few works that have been conducted thus far have justified the importance of ethical principles as a significant factor in improving or enhancing employee performance.

According to Sunanda (2018), ethics may be either good or bad conduct exhibited by an individual in dealing with others. The author has also emphasized the importance of implementing good standard ethical conduct to enhance a successful business. On the other hand, the author explained that bad ethical conduct may destroy even a successful business in no time. This statement was justified in research conducted by Sunaada (2018) on the impact of both ethical and unethical behavior on the commitment and productivity of employees in India. The study used a descriptive survey research method to analyze the questionnaires collected from 100 employees of its population from various sectors in India. While the study used questionnaires for its primary data collection, secondary data were collected from some documented evidence. Analysis of the data was performed using structural equation modeling (SEM) and descriptive statistics.

The study conducted by Sunada (2018) concluded that for organizations to achieve a high productivity rate, all stakeholders are to ensure that good ethical conduct is observed during interactions with one another. Factors such as positive attitudes, effective teamwork, a high level of integrity, and self-discipline must be ethically considered. Meanwhile, the study findings revealed that for employees to successfully be ethically compliant, wage demands must be aligned with performance and productivity increases. From this statement, it can be stated that some factors may determine an employee's performance achievement in an organization.

The view was supported by Osibanjo, Akinbode, Falola, and Oludayo (2015) in the research conducted on work ethics and employees' job performance. The study postulated that some factors,

such as teamwork, self-discipline, quality, responsibility, and integrity, must be considered for an organization to achieve a level of employee performance. This study was justified by evaluating two categories of work ethics termed strong and weak work ethics. The findings of the study revealed that organizational leaders should promote ethical practice and discourage any act subjected to being unethical, which could damage the image of an organization. The authors also found that strong work ethics in every organization can enhance sustainable performance and successful work performance. From this study, it can be stated that organizational leaders have many roles to play in ensuring that employees are motivated in the right way to achieve the desired performance. This view was supported by Atiya, Naser, and Shebaib (2015) in the research conducted on ethical leadership: the effect on employees.

The research conducted by Atiya, Naser, and Shebaib (2015) used a structural approach to review and analyze different peer-reviewed literature conducted in the public sector. Data collated from journals, documents, and previous studies on similar studies retrieved from online databases and libraries such as Jstor and ProQuest, among others. The study concluded that ethical leadership has a great significance on organizational performance in the public sector. The author explained that ethical leadership qualities play a vital role in improving the transformational goal of leadership, which has to do with setting an organizational mission, policies, strategies, and procedures. The author stated that the efficiency of the standard laid by leaders enhances the employee's performance.

The study by Atiya, Naser, and Shebaib (2015) further revealed the importance of organizational leaders establishing a positive relationship for creating moral values and actual obligations. The author further stated that these qualities of leadership are achievable where ethical considerations are implemented. The study, therefore, recommended that organizational leaders leverage ethical leadership factors that are inherent in creating value for business excellence to increase employees' loyalty and drive their successful performance.

Considering the research by Atiya, Naser, and Shebaib (2015), it is important to note that consideration for ethical conduct in an organization is dependent on both employees and employers to achieve overall organizational performance. This statement indicates that as employers have the duty to consider ethical conduct in their mode of operation, employees are also not left out. GBES (2019) stated that when an organizational leader sets the right ethical standard, employees are expected to know how to behave and what is expected of them in the organization. According to GBES (2019), employees are obligated to ensure that a moral standard is maintained. Loyalty, moral duties to customers and coworkers, and trust are all identified as the standard business ethics expected of an employee towards an employer to integrate shared values across the organization. It can be deduced from this statement that good business ethics have a great significant impact on enhancing organizational performance.

The work of Ezeanyim and Ezeanolue (2021) explored business ethics and organizational performance in southeastern Nigeria. The focus of the research was on the effect of ethical climate, unethical standard practices, ethical culture, and behavior on organizational performance. A total of 4871 employees were selected as the study population, of which 936 participants were selected as the sample size. Analysis of data for the study was collated using frequency counts and percentages, and panel regression analysis was used to test the hypothesis.

The study found that ethical climate, unethical standard practices, ethical culture, and ethical behavior had a significant impact on organizational performance. The authors concluded that employee satisfaction is highly achieved when there is a positive business ethics implementation. The authors further recommended that organizations consider the implementation and use of ethical conduct as an indication of improved organizational performance. This may be achieved through the establishment of adequate resources and commitment to enforcement in an organization. measures should also be put in place to ensure that there is an implementation of a workable system to identify

and resolve ethical problems by enforcing an open, accessible, and independent management system, eradicating bureaucracy and implementing a whistle-blowing culture.

The authors added that business ethics should involve solving societal needs with sincerity, controlling the conduct of their employees, and ensuring that employees' duties are ethically monitored. A related study was conducted by Ehijiele and Arilesere (2019) on the impact of business ethics on employees' performance in the banking industry in Nigeria. The study employed the use of questionnaires for its primary data. The questionnaires were distributed among 60 members selected from four Nigerian banks. Forty respondents' questionnaires appropriately completed and submitted were analyzed using Pearson's correlation technique and SPSS. The study found that an actual understanding of business ethics is needed for any business to thrive.

Research on predicting employee productivity based on work ethics and learning was conducted by Faregh, Jahanian, and Salimi (2021). The study employed a descriptive correlation method. A sample size of 205 employees of social security organizations was selected out of 404 employees using Cochran's formula and a random sampling method. The study's data analysis revealed that work ethics and organizational learning had a significant impact on employee productivity, although an increase in employees' productivity can be influenced by many other factors. This means that both dependent variables are effective on the independent variable. The study concluded that organizational management should focus more on organizational work ethics and learning to achieve improved organizational productivity.

The role of ethics in 21st-century organizations was researched by Grigoropoulos (2019). The study recognized that ethics in business has recently been the subject of business in today's corporate world. The author postulated that some parameters that control the level of ethics have been analyzed by recent works in the literature, such as intangible assets, talent management, globalization, and technology. The study further established the fact that organizations that are

aiming at achieving a high level of performance are considering proper ethical standards, morals, values, and policies are put in place as well as communicated and practiced. The authors stated that the responsibility for implementing and enforcing this practice in organizations is on the organizational leadership. This is because leaders are considered to be very influential in every organization, and the process of imbibing such culture should be promoted by them according to the organization's set objectives, mission, and vision. Although the study recognized some external and internal factors associated with organizational leaders that may pose opportunities and/or threats, it was suggested that integrating ethical practices into the policies of an organization will improve organizational performance as a whole.

Ethical conduct was suggested by the study to be encouraged among employees for improved performance. The author explained that encouragement of ethical conduct among employees is important because employees are responsible for effective customer service; therefore, organizational leaders are equally charged to treat employees fairly with respect and compensation to encourage good business ethics. The author stressed that this in turn will enhance employee performance in an organization. The study concluded that clearly stated mission statements and standard ethical values have a significant influence on employee behavior, thereby improving employee performance in an organization.

2.11. Theoretical/Conceptual Framework

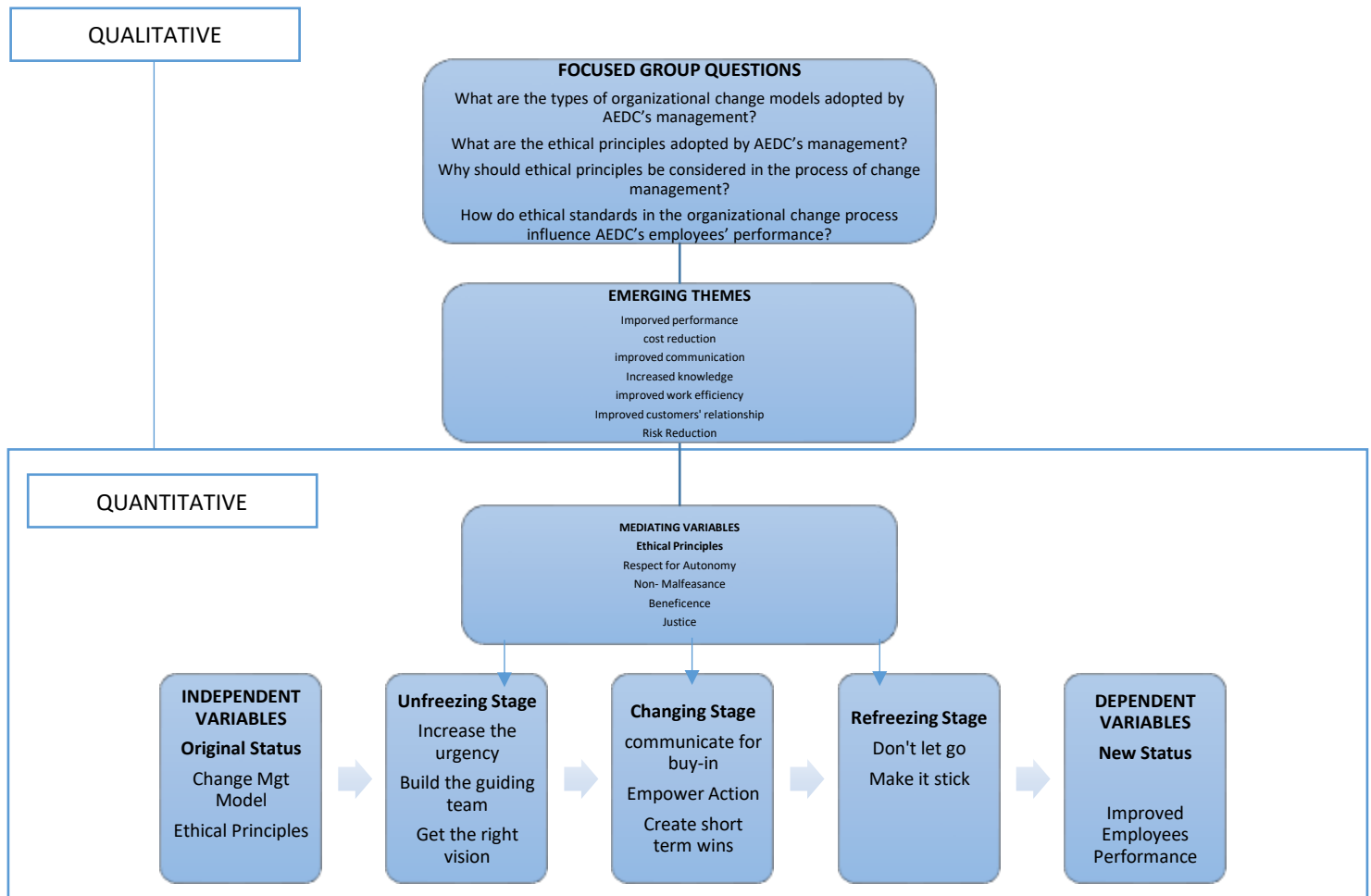
The theoretical and conceptual framework of a study gives the actual direction of research with grounded support in theoretical constructs. The general aim of both theoretical and conceptual frameworks is to provide more insights and meanings to a research finding that can be acceptable to the general theoretical constructs in the research field and can be generalized. Additionally, important to state is that theoretical and conceptual frameworks help in invigorating research as they

establish the impact of knowledge by providing both direction and impulsion to a research investigation. By so doing, it gives a research work accurate rigor and encourages empiricism. This statement indicates that both conceptual and theoretical frameworks bring life to a research study.

For this purpose, this research has introduced theoretical and conceptual frameworks to make it easier for readers to ascertain the academic position and some fundamental factors to this study's claim. This research. Therefore, analyses with a clear understanding of the theoretical/conceptual framework discussions of organizational change management, which are often ignored by major scholars. It is also important to stress that organizational change does not occur on its own without involving employees in the process of the change (Ng'ong'a and Alang'o, 2015). This study, therefore, focuses on the role of employees in the implementation of change in an organization. The framework of this study is grounded in the works of two scholars who postulated some frameworks for managing organizational change. These scholars' models are Kurt Lewin's three-step change model and Kotter's 8-step change model, as discussed in this review.

This study design is informed by theoretical assumptions that organizational change has a significant effect on employees' performance and that ethical principles integration in the process may bridge the gap in employee resistance. Given that there is little or no research work done thus far in this subject area to identify the identified gaps, the argument in this study has been developed carefully as a guide. The theoretical assumptions are based on findings from previous research that involved the change management process in different sectors. Applying this theory to the electricity business leads to the assumption that the implementation of ethical principles during a change management process will improve employees' performance in the organization. Based on this assertion, the diagram in Table 1.1 below illustrates the conceptual framework used in this study. This diagram gives a general view of what is expected in the study.

Table 1 1 Conceptual framework used for the study



The model presented in table 1 above serves as a basis for this research work. This view was supported by Creswell and Clark (2018), who explained that a conceptual framework gives a general view of what is expected in a particular study. The main objective of this work is to evaluate the effects of conducting ethical principles in organizational change on employees' performance. The framework designed for this study has taken into consideration two change models as postulated by Lewin and Kotter. This study tends to draw strength from each model and assumes

that there will be a significant impact on employees' performance if ethical principles are integrated with the organization's change framework.

The justification for this is supported by Welch (2016), who explained that Lewin's model of change is presented in a simple way rather than a complex way. The author added that the process may only be applicable in a small organization. Welch (2016) also stated that Lewin's model described the change as a discrete event rather than seeing it as a continuous process. On the other hand, Welch (2016) stated that Kotter's work gave a robust map of a change process and guides through the step by step of process. The author added that the process is too mechanistic and can only be applicable in big organizations.

For this purpose, this study intends to provide a framework that can be generally used for all levels of organizations, irrespective of their size. It is necessary to note the importance of ethics in business. Odor (2018) added that all stakeholders in an organization are liable to gain more where things are rightfully done in the right way. In contrast, Ng'ong'a & Alang'o (2015) stated that many organizational leaders do not consider employees' emotions during the implementation of change. This justifies the need for integrating ethical principles into a change framework during the implementation of a change process. This study suggests that leaders need to acknowledge the underlying ethics, deal with such ethics, and test them about their impact on every step of the change process.

A brief explanation of this study framework categorizes both frameworks of Lewin and Kotter into three. First, the unfreezing stage as identified by Lewin helps to awaken the organization to the need to change. This step is explained in Kotter's steps 1-3, which include establishing a sense of urgency, creating a guiding coalition, and developing a vision and strategy. According to Odor (2018), stage one of Lewin's model and stages 1-3 of Kotter's model helped create a climate for change. This study model, therefore, stresses the importance of applying ethical principles during

this stage to ensure that employee resistance is limited or eradicated. Glasgow Caledonian University (2015) identified four main ethical principles: respect for autonomy, non-maleficence, beneficence, and justice. The framework, therefore, suggests that while creating climate change during the change process, employees' autonomy must be respected. Glasgow Caledonian University (2015) explained that employees' understanding is required to ensure their satisfaction.

Second, step 2 of Lewin's framework is the change process. At this stage, Welch (2016) explained that employees of the organization recognize and enact new approaches and responses believed to be effective in the future. According to Welch (2016), this step was further broken down in Kotter's steps 4-6, which include communication, empowering employees, and generating short-term wins. Odor (2018) categorized this stage as a process of engaging and enabling the whole organization. This study's framework suggests that organizational change leaders are obligated not to inflict harm on the employees, which may cause minor discomfort during this process. This means that communication must be swift, empowerment must be adequate, and the general change process must be done without any harm.

Last, step 3 of Lewin's model is the unfreezing stage. During this stage, Welch (2016) explained that the change is absorbed. This stage is further explained in Kotter's steps 7 and 8, which include consolidation of gains and production of more change, and anchoring new approaches. Odor (2018) explained this stage as implementing and sustaining change. The framework of this study suggests that the ethical principle of beneficence and justice must be applied to this stage. Glasgow Caledonian University (2015) explained that while beneficence ensures a balance between benefits and drawbacks to produce overall results, the principle of justice ensures that people are treated equally and fairly. From this statement, it can be stated that assessment of the benefit of change must justify the level of effort, resources, or risk of harm to the employees.

The framework designed for this study is expected to be used in the Abuja Electricity Distribution Company (AEDC). Based on the justification analyzed thus far, some questions were developed to determine the following: if organizational change models were adopted by AEDC management; if there are ethical principles in the organizational change models adopted by AEDC management; if ethical principles should be considered in the process of change management; and if an ethical standard in the organizational change process influences AEDC employee performance. However, similar research was conducted by Kennett-Hensel and Payne (2018), who also developed a guiding principle for ethical change management for organizations to see the need to intensify and understand the role of ethics in effective change management.

2.12. Importance of the study

The review of various studies has confirmed that there are limited studies conducted to explain the effect of integrating ethical principles in the change management process on employees' performance. More importantly, there is no study yet on the impact of integrating ethical principles in change management on employees of electricity distribution companies, particularly in Nigeria. Most studies reviewed ethical conduct practices in the change management framework, and its effect on employee performance has been conducted in other countries, such as Kenya, and other sectors, such as banking sectors. Evidence from various reviews of the literature has shown that such literature is yet to be conducted in the power sector, particularly in Nigeria.

Given that the power sector in Nigeria has newly been privatized and that there is much pressure on the sector to meet or exceed target performance, this study focused on this area, and its importance is primarily for organizational leaders in the power sector to understand the various aspects of the change management process and ethical principles for the future implementation of change. This study is also important because it addresses the identified gaps in the literature by

providing meaningful additional insights and knowledge to the various literature on the general subject of improving employee performance during a change management process by integrating ethical principles in each step of the change management framework as postulated by this study's conceptual framework. Specifically, this study will contribute to both the literature and the future practice of change management and good ethical conduct.

Areas of the importance of this study also include, first, using the evidence from this study to improve existing knowledge and understanding of the change management framework and its implementation for organizations. This is because it is important for organizations to continuously adapt to the rapid changes that occur for competitive survival and growth, and this study has elaborated on this importance for future study and practice.

Additionally, important is the need for change implementation for innovation, which requires adaptability for the organization and the appropriate use of a standard change management framework to suit organizational needs. By this statement, it can be stated that organizational leaders must carefully sift through the many frameworks as postulated by different literature and indicate the actual framework that will suit the need of their business considering the size and other internal and external factors as earlier identified by this study. This study has also emphasized the importance of stakeholders in an organization that includes employees and customers more specifically as related to the power sector. This study is important because the emphasis has been drawn to the various change frameworks by different scholars considering both internal and external stakeholders that are important to the business.

Although many scholars have identified different frameworks for change management implementation, this study has emphasized two different frameworks postulated by Kurt Lewin and John Kotter. These frameworks have been widely implemented by many organizations. In this study, the limitations of both frameworks have been identified and stressed, which is why this study has

emphasized the use of both frameworks given that the strength of one has been used to complement the weakness of the other.

Second, this study will contribute to existing and future practice by proving recommendations on how ethical principles can be integrated into the process of change management and how the process designed in this study's conceptual framework can improve employee performance. Based on information gathered from the literature review, the influence of conducting good ethical principles during the process of change management has been proven to improve employee performance. This study has provided meaningful insights into this importance and the influence of its results on employees for organizational understanding and future practice.

Finally, because the implementation of achieving a successful change process is mostly prevented by various resistant factors within both the internal and external environment of an organization, the combined effect of these contributions is that additional options for addressing the current problem of resistance to change by employees ranging from communication defect, leadership, stakeholder involvement, motivation, job stress, among others, will be an available and positive effect on employee performance will be enhanced for practice, in addition to the identification of new areas that will need future studies.

2.13. Contribution to the literature

This study will contribute to the few existing works in the literature on the effect of change management and ethical principles on employees' performance. The use of a mixed-method employed in this study provided more evidence on the relationship between ethical principles and change management, ethical principles and employee performance, and change management and ethical principles. In addition, the mixed-method provided more insights that can inform the integration of ethical principles in the change management process to achieve desired employee

performance. Where the assumption that the evidence from this research study supports the research questions, the other contributors to the literature will be an addition to the available options and the support of the empirical evidence on the resolution of the pending issues of change resistance faced by most organizations today. In the same manner, if the research questions of the qualitative study are not validated by the quantitative results, it will be stated that the integration of ethical principles in the change management process does not have any significant effect on the performance of organizational employees.

2.14. Contribution to the practice

If this study review confirms that the hypothesis derived is adequately supported, the immediate contribution to the practice is that integrating ethical principles in the change management process in the electricity distribution company, more specifically, would become a practical possible option to enhance employees' performance. The improved employee performance will also imply that resistance to change will be partially or eradicated in the organization. Given that the failure of implementing a successful change management process in an organization has been attributed to poor performance, particularly in the power sector, many organizations implementing a change management process as analyzed in this study would successfully achieve the change implementation for improving their services and reducing aggregate technical, commercial and collection losses, which is the primary goal for privatizing the power sector.

The improved performance of employees of the electricity distribution company as a result of the effective change process and ethical principles integration could enable an organization as a whole to remain highly competitive and successful in a business environment. As a result of their performance, the organization may attract real-time investors to support some set-aside

electrification projects to improve and accelerate services to their customers. This investment would further contribute to economic growth and improvement in the welfare of society at large.

2.15. Directions for future research

This research study focused on investigating whether integrating ethical principles into a change management process can have either a positive or negative effect on employees' performance in the Abuja Electricity Distribution Company in Nigeria. This is because the study of change management and implementation in many organizations has been proven to be difficult to achieve. Many studies have explained the importance of implementing a change management process in organizations to continuously remain competitive and survive.

This literature suggests that similar future studies may be conducted to investigate whether integrating ethical principles in a change process can be adopted in other sectors and successfully implemented. Since many works of literature have studied the implementation of change management across many organizations and have reviewed that organizations are unable to achieve positive employee performance due to the change management process implemented in the organization, a study can be conducted to provide some insights into the potential effectiveness of seamlessly implementing change management to enhance employee performance in other sectors considering the integration of ethical principles in the change management framework introduced.

The second direction for future research is a study focusing on implementing strategies other than a change management process to reorganize an organization and investigate its effect on employees' performance in other countries can be undertaken. Considering that the literature confirms that there is resistance to the change management process as a strategy for transforming an organization, other options for transforming an organization can be researched. Rather than implementing a change management process, a study can be conducted to assess whether an

organization can be re-engineered in a different manner other than the change process. Through this type of reform, organizations' employees may come to embrace such a process without resistance. The participation of wider stakeholders in the management of the other strategy for re-engineering an organization may result in employees' performance improvement.

Third, a review of the literature has shown that implementation of the change management process in an organization is inhibited by a lack of knowledge of both organizational leaders and employees. Additionally, previous research confirmed that the process for engaging organization stakeholders, especially the employees, for them to gain their buy-in is not well strategized. In other words, the communication gap has been the major problem of many organizations, as key stakeholders are not involved in the process of change. Further research could be conducted to develop a framework that will support the employees' process of communication in effectively understanding and engaging them in the process of change and how it can positively benefit them. Other research may also be conducted on the process organizational leaders may take to ensure they gain sufficient knowledge of the change management process before its implementation in an organization. This in turn may encourage employees to accept the change process introduced with the right strategy put in place.

Finally, the current study has focused on resolving resistance associated with the change management process implemented in many organizations using Abuja Electricity as a case study. A review of a few works of literature on a similar study reveals that the integration of ethical principles in the process of change management has shown some positive acceptance by employees and improvement in their performances (Bashir & Afzal, 2008). Welch (2016) explained that integrating ethical principles in a change management process where some change frameworks have been strictly adhered to would improve employees' performance across many organizations. However, the author suggested that frameworks postulated by Kurt Lewin and John Kotter on the process of

change are more proactive in dealing with employee resistance. However, further study may be conducted on integrating ethical principles into other frameworks of change management postulated by other researchers as an alternative to this study.

2.16. Summary

This review of the literature focused on the effect of change management and ethical principles on employees' performance using the Abuja Electricity Distribution Company (AEDC) as a case study. The study has explained the importance of change management and its need in an organization. Considering that the process of change management fails over time, this study's primary objective evaluated the impact of ethical principles during the process of change on employee performance. For this reason, some insights have been provided by this study on the effect of change management implementation on employees' performance. Different definitions of change management as provided by many scholars were analyzed for this purpose.

Given that there are different types of change management that this study has identified, the need for change leaders to understand the business environment for a successful implementation of the actual and desired type of change needed for a particular organization was emphasized. This review of the literature has also exposed the trend in which change management revolved through a historical background. This study explained the existence of change management since time immemorial and various factors that led to its acceptance and the evolution of different change forerunners in the modern study. Ten important forerunners, including scientific management, Hawthorne studies, industrial psychology, survey feedback, sensitive training, sociotechnical systems, organizational development, managerial grid, OD, coercion, confrontation, and management consulting, were explained as the development of one led to the other.

More importantly, this study mentioned that there are different frameworks introduced by scholars to successfully guide organizational leaders through the effective implementation of change. However, this literature review focused on three specific frameworks as given by the Kurt Lewin, John Kotter, and ADKAR models as a guide for successfully implementing a change management process in an organization. The limitations of the tripod frameworks identified by this literature review led to the study delving into the reasons for change management resistance in an organization. From this literature review, research work revealed that 76% of employee resistance is the key factor in negating the successful implementation of change management in an organization. For this reason, this study stressed that organizations must consider involving employees through the process of change management implementation to reduce resistance and improve employee performance.

While this study explained in detail the importance of employee performance in the implementation of change to be the need for organizations to maintain stability, remain competitive, and be relevant, it also emphasized the need for organizational leaders to understand the need for such change before its implementation and adoption. This study showed that many factors may hinder the successful implementation of change in many organizations. One important factor was stated to be the employees' resistance. According to an author, resistance was defined as behavior exhibited against acceptance to disrupt and challenge a new occurrence introduced in an organization (Sorre, 2016).

This study further identified two major types of resistance: active and passive resistance. However, there are other types of resistance that were also identified for general understanding. Furthermore, this study outlined some underlying factors influencing employee resistance including threats to power/influence, fear, low tolerance to change, misconception, belief, and lack of training. This study explained that factors influencing employees' resistance may be an unending list;

however, identifying these factors would help organization leaders easily manage and overcome possible resistance to change.

Following the need to overcome or manage employees' resistance to change, many works of literature have suggested ways of going about it. This study has therefore identified some key factors organizations may consider in managing and overcoming employees' resistance to change. Some of these are identified as education and communication, knowledge, participation and involvement, negotiation and agreement, training, and explicit and implicit coercion. However, the implications of implementing the identified factors for overcoming employee resistance were also analyzed depending on the method an organization may consider.

As indicated in this study, employees are responsible for achieving positive or negative performance depending on how they are valued. This study analyzed some underlying factors that influence employees' performance, including leadership, communication, employee development, procedural justice, organizational stress, job stress, physical stress, psychological stress, and motivation. The study also emphasized the need for organizational leaders to understand and manage their employees well to achieve their desired organizational goals.

Specifically, this literature review explained what ethical principles are and further identified four main ethical principles: respect for autonomy, non-maleficence, beneficence, and justice. Other similar research conducted by various scholars was discussed in this study's empirical framework to reveal the effect of change management on employees' performance, the impact of ethical principles in the change management process, and the effect of ethical principles on employees' performance using different organizations and countries as a case study. This study further explained how these principles can be integrated into the process of change management using both Kurt Lewin and John Kotter's framework as a benchmark for this study's conceptual framework. The aim is that the conceptual framework developed will provide possible solutions in resolving many unresolved cases

of change management that are a result of resistance in many organizations. Finally, this study explained the importance of the study, its contribution to the literature, its contribution to current practice, and directions for future research.

CHAPTER THREE

Research Method

3.0. Introduction

Recall that the purpose of this research work is to evaluate the effect of organizational change on employees' job performance. The purpose, therefore, informed four postulated research questions. First, the purpose of this research study is to identify the types of organizational change models adopted by AEDC management that influence employees' performance. Second, the study investigates the ethical principles adopted by AEDC management that influence employees' performance. Third, the study determined why ethical principles should be considered in the process of change management to influence employees' performance. Finally, the study evaluated how ethical standards in the organizational change process influence the AEDC's employees' performance. This mixed-method design is an approach to an inquiry that involves gathering both qualitative and quantitative data, integrating both forms of data, and adopting distinctive designs that may include philosophical assumptions and theoretical frameworks. It is assumed that the integration of both qualitative and quantitative data may lead to an in-depth insight beyond the already gathered information from the qualitative strand alone.

A brief overview of this research study indicated that electricity distribution companies are part of the electricity industry in the value chain of the Nigerian power sector. Considering the direct relationship between electricity consumption and the gross domestic product (GDP) of a country (Ogundipe, Alabi, Asaleye, & Ogundipe, 2019), it can be argued that the activities of distribution companies are very fundamental to the economic development of the country. To improve the performance of electricity in Nigeria, the government of Nigeria reformed the

power sector by privatizing 11 distribution companies in November 2013.

The main objective of electricity reform was to address the unstable and unreliable electric power supply situation in the country. At that time, customers were exposed to frequent power cuts and long periods of power outages. Additionally, the industry was characterized by a lack of maintenance of power infrastructure, outdated power plants, low revenues, high losses, power theft, and non-cost reflective tariffs. Abuja Electricity Distribution Company (AEDC) is one of the eleven distribution companies, and its areas of coverage are four states, namely, FCT, Kogi, Nasarawa, and Niger.

After the conclusion of the privatization process, AEDC leadership initiated a transformation process aimed at achieving improvements that would enable it to achieve key performance indicators that were agreed upon between the investors and the government. Unfortunately, the set objectives underlying the change process have yet to be realized due to some social, ethical, economic, and policy issues. However, an extensive review of some literature in this study revealed that some aspects of organizational change proved to be a suitable dimension resulting in a positive influence of change on employees' performance. However, few empirical studies have reviewed the extent to which aspects of change have been utilized in electricity distribution companies, particularly in the Abuja Electricity Distribution Company (AEDC). This study empirically identified the change models being implemented at the Abuja Electricity Distribution Company (AEDC). More specifically, this study focused on potential change implementation gaps that are associated with a lack of ethical integration in the change process.

For the purpose identified above, this study has adopted mixed-method research, first, to investigate the human interaction and performance in regards to a change process and ethical principles that should be included during a process of change in an organization. Second, we

checked the accuracy of the database generated from the qualitative strand and for a well-suited sample size.

This study method is in line with Creswell and Creswell's (2018) view, which identified three methods to include qualitative, quantitative, and mixed methods. First, in explaining what quantitative research is, the author stated that a quantitative method of research design process requires the collection of data, analyzing the data, interpreting the data, and writing results on a specific phenomenon using numbers to examine the relationships among variables. The author further explained that quantitative variables can be measured using a statistical procedure. Second, Creswell and Creswell (2018) explained mixed-method research as a process of collecting both qualitative and quantitative data, using both data and utilizing distinct designs that may include philosophical assumptions and theoretical frameworks. The author added that a researcher can gather additional insight information that outwits a single strand of the method.

The third research method is identified as qualitative (Creswell & Creswell, 2018). According to the author, qualitative research includes the use of words and closed-ended questions with more basic philosophical assumptions and strategies in a study. In support of this view, Mohajan (2018) explained that qualitative research is a type of social action that emphasizes the way individuals interpret their personal experiences to acquire more knowledge of their reality. This statement indicates that qualitative research is primarily interested in participants' beliefs, experiences, and meanings of a social phenomenon. Considering that this study explores and understands the meaning employees ascribe to a social problem of change implemented within an Abuja Electricity Distribution Company (AEDC), it can be argued that a mixed-method approach is suitable for this research.

Creswell and Clark (2018) explained that the appropriate design for this type of field study, which has two phases, is called mixed-method exploratory sequential design. This is

because the study relies on inquiry based on the assumption that collecting various types of data best provides a more detailed understanding of a research problem than either a quantitative or qualitative data strand alone. This study, therefore, began by focusing on qualitative, open-ended interviews to collect detailed views from participants. Creswell and Creswell (2018) explained that this type of research informs questions, procedures, collection of participant's data, inductive analysis from specific to general themes, and data interpretation. The author also added that a qualitative final written report is usually flexible in its structure; therefore, this study adopted an inductive style to focus on every word's meaning and the importance of outlining a difficult situation. It is also important to state that the inductive approach of this research strand helped to formulate clarifications from the response of participants who have experienced the change implementation within the organization. In the second phase, a broad survey was conducted to generalize the results to a population to help explain the initial qualitative survey. The authors clarified that qualitative data collection can be embedded within a quantitative design in three ways. Qualitative data can be collected at the beginning of the quantitative study, during the study, or after the study depending on the justification research objectives for collecting data.

This process is a contributory factor for recommendations to be made on the process of implementing a change in electricity distribution companies, especially in the AEDC, and whether ethical principles should be adopted during the process of change. Previous studies aimed at collecting data to explain or clarify phenomena are qualitative (Kelly, Dowling & Millar, 2018; Creswell & Clark, 2018).

3.1. Research Approach and Design

This mixed-method research section analyses the research approach and design for this

study. However, the research philosophy and paradigm are also discussed in this research study. Zukauskas, Vveinhardt & Andriukaitienė (2018) explained that the purpose of a research paradigm is to define the scientific research philosophy considering the subject matter. It is therefore important for the researcher to have a stated vision of paradigms that will guide this research through philosophical, theoretical, instrumental, and methodological aspects. Zukauskas et al. (2018) defined a research paradigm as a structure that entails perception, beliefs, and understanding of various theories applicable to scientific research. This means that the researcher of this study will have a significant impact on the results of the research. This statement agrees with Melnikovas (2018), who claims that a research philosophy gives guidelines on the process of actualizing research in a specific direction.

3.1.1. Research Paradigm

Zukauskas et al. (2018) identified three major components of a research paradigm: ontology, epistemology, and methodology. According to the author, epistemology is explained as general measures and assumptions attributed to an excellent way of exploring reality. This means that the theory concerns itself with how a researcher can acquire knowledge on the study of interest. The author also stated that ontology is a general assumption created to have a perception of the real world nature for proper understanding. This statement indicates that ontology existence theory focuses on what exists, reality and truth. Zukauskas et al. (2018) explained that the methodology paradigm is a combination of different techniques usually adopted by scientists to explore different situations. Given this, this research study adopted a research methodology as it tends to take a general approach to carry out a systematic way, procedures, tools for data collection, and analysis. This view is supported by Melnikovas (2018), who explained methodology as the method and rules applicable to carry out research and the

principles, theories, and values underlying a specific research approach.

In addition to this view, Zukauskas et al. (2018) explained that these components help to describe the five scientific research paradigms, which include positivists, constructivists, interpretivism, pragmatism, and critical realists. For a proper understanding of this research, there is a need to understand the combinations of these research methods by analyzing their basic concepts and their philosophical position. According to Melnikovas (2018), constructivism assumes reality is experimentally or socially based and specific under the ontology paradigm; knowledge includes mental structures that are guided by an agreement in epistemology, and it adopts case studies or interviews for its research method.

Second, the author stated that interpretivism assumes that researchers and reality are inseparable under the ontology paradigm; knowledge relies on abstract descriptions of meaning derived from individual experiences in epistemology theory and uses either case studies, interviews, phenomenology, ethnography, or ethnomethodology for its research method. Third, symbolic interpretivism assumes that research and reality are nested in ontology theory; knowledge is created using social interactions in epistemology theory; and grounded theory is used for its research methods (Melnikovas, 2018). Fourth, pragmatism assumes ontology reality is ambiguous; knowledge is derived from personal experience in epistemology theory; and an interview, case study, or survey may be adopted for its research method. (Melnikovas 2018) Finally, positivism assumes that under ontology theory, the reality is objective and perceived; knowledge acquisition is not related to values and moral content; and surveys, experiments, or quasi-experiments may be considered for its research method.

Considering that this research study has chosen a mixed-method design, Hall (2013) explained that paradigm issues have huge concerns in mixed-methods research. The specific paradigm choice is a necessity for justifying the use of mixed-methods. Meanwhile, the author

explained that while a single paradigm is the only defensible approach for this type of study, it may not provide a basis for all mixed-method research. However, a realist paradigm approach has been said to support all areas of social research, especially mixed-methods research, against pragmatism and transformative paradigms. This research, therefore, has adopted a realist approach given its potential with further development to make available a useful paradigm for this mixed methods research.

3.1.2. Research Approach

MeanThat. (2016) explained that there are three types of research approaches: deductive, inductive, and abductive approaches. First, according to the author, the deductive approach is a process of reasoning moving from theories to data. The author explained that this type of research approach design is supported by a basic idea for developing specific situations. Alrajeh (2012) added that a deductive approach uses qualitative measures to develop theories or hypotheses for a research study. The author explained that this is because the deductive approach requires generalization and control over collated data for hypothesis testing.

The second approach is identified by MeanThat. (2016) as an abductive approach. The author explained the abductive approach as a conclusion based on available data. Alrajeh (2012) added that the abductive research approach integrates both inductive and deductive approaches, moving from empirical to theoretical aspects of analysis. The author stated that this type of approach is usually applicable and important for interpretive research. The third approach was identified as an inductive approach. According to MeanThat. (2016), the inductive research approach is a process of reasoning moving from data to theories. In support of this definition, Melnikovas (2018) explained the inductive approach as a process of developing theories from a

particular observation to form a general rule. This means that an inductive approach may be used to develop a hypothesis to generate a new theory by analyzing the previous hypothesis.

Alrajeh (2012) added that the inductive approach design gives room for a justifiable reason for specific circumstances using real-life experiences. The author also stated that the process of inductive design requires a researcher to gather information on the subject matter, observe the phenomenon and theory and analyze the previous hypothesis. It is also important to note that an inductive research design may be utilized without previous literature on a particular study (Alrajeh, 2012). Given these factors, it is arguable that this research study can adopt an inductive research approach because it tends to support both qualitative and quantitative research to achieve unknown research results (Alrajeh, 2012). In the author's view, the inductive research approach is associated with intuitive techniques rather than physical argumentation, as seen with the deductive research approach.

Mean That. (2016) added that the inductive approach is more suitable for mixed-method research because it aims to control information and involves structural use and argumentation categorization. However, other reasons have been identified by Alrajeh (2012), who claimed that inductive and deductive approaches differ in situation, aim, procedure, focus, advantage, limitation, and association. In explaining these variances and giving justifications for this, Alrajeh (2012) explained that in terms of the situation, an inductive approach may be utilized in a situation with no hypothesis to test, while a deductive is applicable where theory for test exists only. In terms of aim, the author stated that while the inductive approach uses collected data information to formulate a new hypothesis, the deductive approach relies on testing previous theories.

In terms of procedure, Alrajeh (2012) explained that the inductive process involves starting with a collection of facts to make an observation and finally making a hypothesis formulation. The deductive process includes starting with the formulation of theory, data analysis, and determining

supported theories. In terms of focus, Alrajeh (2012) stated that while the application of the inductive approach requires concentration on exploring new study aspects, the deductive focuses on causality. In terms of advantages, the inductive approach helps in generalizing findings, while the deductive approach requires a researcher to define causal relationships between variables (Alrajeh, 2012). In terms of limitation, the conclusion can be supported using gathered information from data in the inductive approach, while the deductive approach can be accurate only when all terms are clear. In terms of association, Alrajeh (2012) explained that inductive research is generally associated with qualitative research, while deductive research applies to qualitative research. Given the strategy that has been adopted by this exploratory sequential mixed method design, the literature will be presented in each phase inconsistent with the mixed method. Since this research began with a qualitative phase, an inductive approach will be used for the phase, while a deductive approach will be incorporated in the second phase of the quantitative research.

3.1.3. Research Design

On the other hand, the researcher adopted an exploratory sequential mixed method case study research design for this research work. This is in line with Creswell and Creswell (2018), who identified three methods of research design associated with qualitative research: grounded theory, ethnography theory, and case study. First, the author explained grounded theory as a process of generating an explanation from a formal participants' interaction. By this statement, it can be stated that a new theory may be generated from a specific idea based on an individual's experiences within a particular field.

Second, Creswell and Creswell (2018) explained ethnography as a study of an entire culture. This statement indicates that a participant may observe a wide field area with a variety of methods. Last, Creswell and Creswell (2018) identified the third approach of research design as a

case study. According to the author, a case study is a method of research design that can be used in both qualitative and quantitative research. The author added that a case study research design is a process of conducting an in-depth analysis of a small group or organization.

The research implemented a case study research design for this research because the research study aimed at providing in-depth information using variables to classify the complexity of a particular social problem within a context. In support of this view, Baxter and Jack (2008) explained that a case study should be considered when the set questions are to answer ‘why’ and ‘how’; when manipulation of participants’ behavior is impossible; when contextual conditions are expected to be covered; and when boundaries between phenomenon and context are properly spelled out. Wargo (2014) added that a major benefit of adopting a case study approach for a research study is that it encourages focusing on a specific phenomenon as a result of personal experiences.

In this research study, an exploratory case study was adopted to explore a social phenomenon to be studied using both qualitative and quantitative expression sequentially. According to Creswell and Creswell (2018), an exploratory sequential mixed method research design is a design that allows a researcher to begin by exploring qualitative data and analysis in the first phase and develops a feature to be tested, such as a new survey instrument, experimental procedures, a website, or new variables, and then tests this feature in a quantitative phase (Creswell & Creswell, 2018)

This view was supported by Boru (2018), who explained that exploratory research is conducted when enough is not achieved about a subject matter and a problem that has not been clearly defined. According to the author, the aim of exploratory research is not to give a conclusion and a final response to the research questions highlighted but to merely explore the subject matter using different levels of depth analysis. By this statement, it can be stated that the central theme of

exploratory research is to address new challenges where little or no previous research has been conducted. Boru (2018) added that exploratory research sets a basis for further conclusions on research and determines the initial research design, sample method, and data collection method in extreme cases.

To enhance the feasibility of completing this research study, the researcher employed a specific proposition to increase the chance of limiting the scope of the study within the context of the research. The proposition of this study was extracted from the literature on the topic of change management and ethical principles and personal experience from participants who are employees of the AEDC to determine the performance report. Omar et al. (2013) emphasized the importance of propositions and issues in conducting a research case study approach. According to the author, issues and propositions are not perceived as simple and clean but directed to political, social, historical, and more specifically, contexts that are necessary elements of a research case study research to develop the right conceptual framework as guidelines.

Meanwhile, a conceptual framework has been developed for this particular study to identify who will and will not be a part of the study; to describe the relationships present based on logic, theory, or experience; and to provide an opportunity to gather general constructs into intellectual property. Omar et al. (2013), who supported this view, explained that the role of the conceptual framework is to anchor a particular study and is useful at the data interpretation stage.

It is important to note that choosing a specific type of research design requires an evaluation of its appropriateness considering factors that constitute advantages and disadvantages of their objectives and limitations of the study. According to Creswell and Clark (2018), although the emphasis between the qualitative and quantitative studies of the mixed-method design can vary based on the objective of the study, the data collection is required to be rigorous in both phases. Additionally, the entire research process should be conducted ethically and responsibly without

harming the subject or environment. The next section provides explanations of the appropriateness of the design in the context of the above explanations.

This research study informed four research questions that are required to be answered at the end of this research work. First, this research study was expected to provide an answer to the types of organizational change models that were adopted by AEDC management during the process of change in the organization. Second, this research study was expected to provide answers to the ethical principles adopted by AEDC management during the implementation of change within the organization. Third, the research study was required to provide answers to the reason ethical principles should be considered in the process of change management in the Abuja Electricity Distribution Company. Fourth, this research study was required to respond to how ethical standards in the organizational change process influence the AEDC's employees' performance.

In providing the required response to the set of research questions, a mixed-method design using a sequential exploratory case study was selected following some clear justifications (Baxter & Jack, 2008). In line with Baxter and Jack's (2008) view, an exploratory case study was considered for this study to seek an answer to the research questions informed by this study and to explain the presumed causal relationships of participants in real-life situations that are extremely complex for the research study. The author added that the process of exploration intended to be achieved in this study would connect program implementation with program effects. The use of exploratory research in this study sought to identify the actual reasons raised by the research questions. It is important to state that the researcher has adopted exploratory research to explain causes and reasons and to reveal evidence to support participants' predictions (Boru, 2018). This exploratory research also helped the research study to discover and report some relationships that exist among the aspects of the case study (Boru, 2018).

As explained earlier, the chosen research design sought to provide answers through both qualitative and quantitative strands. This research strategy was to conduct a mixed-method research case study to explore findings in the field of change management and ethical principles. The appropriateness of using this research method, design, and approach is justified by Omar et al. (2013), who stated that the use of a mixed-method research study enables the researcher to first gather data directly from participants through one-on-one interviews and then validate the data from a wider population through a questionnaire survey. According to the author, the data gathered from the qualitative strand are expected to be used to develop concepts and theories for an in-depth understanding of social and historical views, and sampling of this type of research is required to demonstrate the representativeness of findings through random selection of phenomenon while the quantitative strand data is to test the qualitative data with an instrument developed.

The author also stated that the use of this research strategy generated a better understanding of people's thoughts, attitudes, and behaviors, and the researcher of this study was open to alternative explorations. Opinions, experiences, and feelings of individual participants were encouraged in the course of collecting data. It is important to also note that this research study was expected to collate clear information and detailed analysis of opinions, therefore giving room for developing the researcher's theoretical framework generated from data.

Omar et al. (2013) added that the benefit of choosing this type of research strategy is that it discourages researchers from making premature decisions on the study and allows the researcher to be context-sensitive because of its context-bound nature. Another benefit is that it gives a holistic perspective of a specific case study, requires flexibility in the process of the research design, gives room for the researcher to be very much involved in the data collection and analysis process for easy accessibility of information provided, boost researchers motivation and personal interest towards the stimulation of the study, data collection process, and data analysis process proceed

together and the findings of the study are mainly in form of themes, categorization, concepts or tentative hypotheses or theories.

The selection of this mixed-method exploratory design is justified because it is consistent with the selection criteria described by Creswell and Clark (2018). The author explained that mixed-method exploratory design is suitable for studies that are driven by constructivism orientation in which the main objective and emphasis is to conduct both qualitative and quantitative studies using a conceptual framework model to draw inductive and deductive conclusions from participants' data in the study. For this reason, the other designs were eliminated based on this explanation.

Omar et al. (2013) added that the benefit of choosing this type of research strategy is that it discourages researchers from making premature decisions on the study and allows the researcher to be context-sensitive because of its context-bound nature. Another benefit is that it gives a holistic perspective of a specific case study, requires flexibility in the process of the research design, gives room for the researcher to be very much involved in the data collection and analysis process for easy accessibility of information provided, boost researchers motivation and personal interest towards the stimulation of the study, data collection process, and data analysis process proceed together and the findings of the study are mainly in form of themes, categorization, concepts or tentative hypotheses or theories.

The selection of a mixed-method exploratory design is justified because it is consistent with the selection criteria described by Creswell and Clark (2018). The author explained that mixed-method exploratory design is suitable for studies that are driven by pragmatism orientation in which the main objective and emphasis is to collect both qualitative and quantitative data sequentially. According to the authors, the researcher focuses on the assumption that diverse data collection is most suitable for providing a complete understanding of a research problem rather

than using either of them alone. For this purpose, this research study began with a focus on qualitative, open-ended interviews to collect detailed opinions from respondents, and the qualitative findings were used to develop assessment measures that were administered to a larger sample to explore the initial qualitative survey for the quantitative strand.

3.2. Population and Sample of the Research Study

Taherdoost (2016) stated that the first stage of conducting a sampling method is defining a clear target population. According to Sekaran and Bougie (2000), a target population is an entire group of interest that a researcher wishes to investigate. For this research, therefore, the Abuja Electricity Distribution Company (AEDC) was selected as a case study, and all employees were considered the target population. Additionally, important to note is that the Abuja Electricity Distribution Company (AEDC) has approximately 3,378 employed staff, which includes both contract and permanent staff. This indicates that the population of the AEDC is large and therefore subjected to sampling to save time, cost, and other resources.

The second stage of conducting sampling involves selecting what is termed the frame. Taherdoost (2016) describes selecting a sampling frame as one of the fundamental activities of conducting a research sample. The author explained that the sampling frame is a list of the specific elements that informed the selection of a sample. In other words, the list will be used to generate some classified breakdowns of all cases in the target population (McDaniel & Gates, 2015). For both the qualitative and quantitative strands of this research, the actual sampling frame was generated from the general list of all Abuja Electricity Distribution Company (AEDC) 3378 employees. This list was used to select the sample that facilitated the achievement of a specific purpose of the study.

Despite the selected sampling method, Creswell and Clark (2018) emphasized that in conducting quantitative research, the sample size should be large enough for the study to be qualified as a rigorous one. The difference between a qualitative and quantitative sample size in this context is unquestionable (Creswell & Creswell, 2018). The authors explained that while qualitative data collection requires a smaller number of participants, qualitative data need to be large. This is because qualitative data intend to collate information from a small sample with elaborate information from the sample.

On the other hand, for quantitative research, a large number of samples is required for the possibility of making an inference that will be useful for statistical results from samples to a population and reduction of sampling errors within design limits while maintaining adequate power. This led to the author providing a rule of the thumb determination of sample size.

According to Creswell and Clark (2018), it is important to use formulas to determine the sample size. For this purpose, the quantitative sample for this research was calculated using Krejcie and Morgan's formula, which is widely used by researchers (Pires, Cavaco & Vigário, 2017; Zaree & Shirvanizadeh, 2014; Mészáros, Mitchell, Lenth & Knapp, 2013). Krejcie and Morgan's formula is given below:

$$n = \frac{\chi^2 NP(1 - P)}{e^2(N - 1) + \chi^2 P(1 - P)}$$

where:

n in the formula is the sample size

e in the formula represents the margin of error

P represents the population proportion

N represents Population size

χ^2 represents the chi-square value

Given

- The confidence level was 95%, the degree of freedom was 1, and the chi-square from tables was 3.841.
- At the 95% confidence level, the margin of error is 0.05.

- The population proportion for the maximum sample size is 0.5
- Population of 3,378

The sample size is

$$\frac{(3.841) (3378) (0.5) (1-0.5)}{(0.05)^2(3378-1) + (3.841) (0.5) (1-0.5)}$$

$$n = 344.89$$

Approximately 345

This sample size was also confirmed using an online survey system sample size calculator.

The third stage of the sampling process, as stated by Taherdoost (2016), involves choosing a sampling technique. The author explained that sampling techniques can be divided into two types: probability or random sampling techniques and nonprobability or nonrandom sampling techniques. According to Sekaran (2000), in probability sampling, every element tends to be used in a sample, while in nonprobability sampling, the tendency of using a particular element in a sample cannot be predetermined.

Specifically, in probability sampling, all cases in a target population have an equal chance of being selected for sampling, while there is no certainty that a specific element has a chance to be selected in the nonprobability technique. The author further explained that nonprobability sampling is usually used in a case study to examine a real-life experience. This allowed the first strand of this research, which is qualitative, to employ a nonprobability sampling technique. This is because this approach uses interviews for data collection, and the population is usually small (Taherdoos, 2018). On the other hand, the second strand of this study is quantitative probability sampling, which uses questionnaires to collect data (Taherdoos, 2018). Following the above explanations, this research used a nonprobability sampling technique in the qualitative part and employed a probability sampling technique for its quantitative aspect. In addition, this research

study adopted the use of an online focus group survey for collecting data from a non-random sampling technique for its qualitative strand. The quantitative strand employed an online questionnaire for its data collection process.

Furthermore, it is important to note that there are different types of nonprobability sampling, as stated by Taherdoos (2016). They include quota sampling, snowball sampling, convenience sampling, and purposive or judgmental sampling. From this statement, it can be deduced that a research work must choose a particular nonprobability sampling in order to select a specific sample for a study. This research work, therefore, analyses the different types of nonprobability sampling and indicates a particular sampling technique that is used to achieve the purpose of the qualitative work.

The first type of nonprobability sampling type is quota sampling. According to Taherdoos (2016), the quota sampling technique is a nonrandom sampling technique whereby samples are chosen based on a predetermined characteristic to achieve an equal distribution of characteristics of the entire population. The second type of nonprobability sampling technique is snowball sampling. Taherdoos (2016) explained that this type of technique of sampling utilizes some cases in encouraging other cases to be part of the study by so doing, the chances of sample size increase is possible. The author explained that this type of technique is usually applied to small populations that are difficult to access as a result of their secret nature.

The third type of nonprobability sampling technique identified by Taherdoos (2016) is convenience sampling. This technique involves selecting participants based on availability. The author explained that convenience sampling is less expensive, thereby making it an affordable choice for student researchers in comparison with others. Finally, the purposive or judgmental sampling technique was identified by Taherdoos (2016) as a nonprobability sampling technique. According to the author, judgmental sampling is a strategy used deliberately for employing

research participants and settings to gather actual and accurate information that may be difficult to acquire through other choices.

Having analyzed the various types of nonprobability sampling, the purposive sampling technique was selected for the qualitative research study. This is because the organization is already designed based on hierarchy. The hierarchy is categorized into three levels: top management staff, middle management staff, and low cadre staff. This category is an indication that the population is already divided according to their relevancies and appropriateness; therefore, samples chosen from these elements are expected to represent the entire population. According to Taherdoos (2016), in this method, the population is divided into strata according to some relevant variables. The variables were based on geographical, gender, age distribution, and so on. This statement implies that the population was divided by subgroups and, as such, must be adequately represented to avoid possible bias. Creswell and Clark (2018) recommended that the sample for the quantitative phase should be selected from the larger sample that was subjected to the qualitative study. Based on the intention of the study, the author clarified that the sample is not required to be equal to that of the quantitative phase, as in the case of studies where the intention is to confirm the results of the first findings with the second-level findings. In this case, a purposeful sampling design was used to enrich the findings (Creswell & Clark, 2018). Additionally, the sampling strategy was based on maximal variation sampling. The selection of this strategy is to facilitate the selection of a sample with respondents who are likely to hold different views.

The fourth stage of the sampling method, as stated by Taherdoost (2016), is determining the sample size. The author stated that an acceptable sample size needs to be randomly selected. This is to generalize an entire population and avoid possible errors and biases. Taherdoost (2016) explained that what is termed an acceptable sample size is subjected to relativeness to the complexity of the population. From this statement, it can be assumed that the proportion of a

research population subjected to be sampled is not a major concern but the accurate size of the sample selected. This also means that the accurate size must be able to generalize the entire population. For this purpose, therefore, the sample size was determined from the 3378 employees of the Abuja Electricity Distribution Company (AEDC).

In determining the sample size of the qualitative strand, this study ensured an adequate sample size to avoid all possible errors and biases. The first strand of this research study is qualitative and uses a focus group discussion as to its data collection instrument. However, Taherdoost (2016) explained that the purposive sampling technique supports focus group interviews better, as it is considered to be an appropriate method for recruiting the population for the research study. This researcher employed participants for the research based on transparency and relied on sufficient knowledge of the population as consideration is given based on their knowledge of the subject matter, experience, and role in the organization.

Many researchers agreed that experienced and knowledgeable participants on the subject matter encourage a smaller group selection. According to Taherdoost (2016), there are two steps for composing such groups. The first is accurate homogeneity to facilitate group comparison to ensure a sense of well-being within the participants and achieve a general opinion on the subject matter. The second step is intensive diversity among the groups whereby different people with different functions, experiences, and backgrounds are brought together to achieve unexpected and yet meaningful results. In this case, the researcher may adopt the second step of composing groups. Random sampling was adopted to select its population since it agrees with the purposive sampling technique (Taherdoost, 2016).

It is agreeable that the actual size of a focus group discussion is between 6 and 12 participants; therefore, the qualitative aspect of this research employed 10 participants from different regions and functions. The AEDC has 8 regional offices and 1 head office. Each

participant was selected from each regional office, and 2 participants were selected from the head office. 1 of which is junior-level staff, and the other is senior management staff. This method of participant selection also encouraged the concept of saturation, whereby new insights or outcomes were no longer needed on the subject matter, as the participants selected exceeded the point for more discussion.

Additionally, important to note is the gender and age distribution for this research study. Three female staff and seven male staff were considered for the gender distribution. The age distribution was between 30 and 55 years of age. Ad hoc and contract staff were not included in the selection. Old people and staff below 18 years of age who were considered vulnerable were excluded from this research. All measures are taken to ensure that participants' anonymity and confidentiality are maintained during data collection and the release of the findings of the research. The researcher ensured that all identifiers were removed. Proxies may be used during the write-up.

On the other hand, the quantitative strand employed a survey questionnaire through the organization's intranet online. Based on the required sample size calculated above, at least 345 employees responded to the questions. This was gathered from all AEDC employees within the same age range considered for the qualitative phase. All identifiers were also removed during the survey.

The fifth stage of the sampling process, as stated by Taherdoost (2016), is the collection of data. According to the author, this process takes place once every other step stated above has been established. Sekaran and Bougie (2000) defined data collection as an integral part of the research used to collate information from respondents. The author further stated that there are different ways by which data can be collected. This includes interviews, face-to-face interviews, telephone interviews, and computer-assisted interviews. This study adopted the use of a focus group

interview for its qualitative data collection tool and a questionnaire for its quantitative data collection.

The use of focus group interviews for the qualitative strand according to Sekaran and Bougie (2000) aids the easy gathering of qualitative data through group discussion on a specific study. According to the author, a focus group interview is an easy tool during the process of research methodology to explore and examine participants' views, thoughts, reasoning, and perspectives on the important subject matter. To support this view, McDaniel and Gates (2015) explained that a focus group interview is more efficient in learning a new subject matter. The author stated that it requires a researcher, otherwise known as a facilitator, to give detailed experience during the discussion. The author added that focus group discussion facilitates the identification of gaps that could be bridged by a new study. To realize these focus group advantages, McDaniel and Gates (2015) suggested the process to ensure a successful focus group interview, and they include the setting, participants, moderator, conduct of the group, and prepare the report.

The process of recruiting participants was performed through random screening. A gatekeeper letter was sent via email to the MD/CCE of AEDC to grant permission for the researcher. Participants selected were briefed over a phone conversation. In addition, a debriefing form was emailed to participants upon agreement. A consent form and participants' information form were also sent by email to intended participants. To be sure that the research portrays good ethical conduct, this research inculcated the principle of beneficence and non-maleficence. With this in mind, this research was guided by the principles of research ethics as identified by Laerd Dissertation (2012). First, the researcher obtained informed consent from a selected sample of respondents for this research.

Second, the researcher minimized the risk of harm to participants by ensuring that the collected data were not used for any purpose other than the research. Third, the researcher protected

the anonymity and confidentiality of the participants. Fourth, the researcher avoided using deceptive practices such as influencing the opinion of the respondents through compensation or other means. Finally, the researcher gave the participants the right to withdraw from the research whenever they wanted to.

On the other hand, the qualitative data strand will be through interviews using a questionnaire designed with open-ended questions. The questions are designed to solicit explanations for unexpected or confusing results. Therefore, the instruments for collecting data will be the employees of the AEDC and the researcher.

3.3. Materials/Instrumentation of Research Tools

For this mixed-method research, Trigueros, Juan, and Sandoval (2017) explained that there are various types of mixed-method research tools that may be adopted according to some required research objectives. Consideration of choice must be based on what research intends to find, how the target population is to be observed, and appropriate tools for observing some variables. The authors identified three main research tools primarily used as research instruments, including observation, survey, and interview. Meanwhile, the authors stated that survey, observation, and interview research instruments are common for mixed-method research. Examples of surveys, observations, and interviews include history, group discussions, in-depth interviews, case studies, and focus groups.

3.3.1. Observation

Trigueros et al. (2017) explained that observation may be direct while conducting research. In explaining what direct observation is, Trigueros et al. (2017) stated that this type of observation is employed where the objectives of the research are unclear. The author explained that direct observation requires writing down an occurrence at a particular time of happening. The process of

writing down the required information provided a general idea of the research problem and helped to generate the objectives, questions, or hypotheses. Trigueros et al. (2017) identified two types of direct observations: structured and unstructured observations. The authors explained that while structured observation provides a guide and is nonparticipant, unstructured observation is without an observation guide and it is either with a participant or without.

Trigueros et al. (2017) stated the process of carrying out a structured interview that requires selecting variables intended to be observed. According to the authors, the participants' behavior, location, physical movements, and symbols are to be focused on. To confirm the reliability of the data gathered, the notes must be compared from time to time. Trigueros et al. (2017) identified two roles of an observer: participant observation and observer participants. According to the authors, a participant-observer is a member of a particular community where research is being conducted and he is a part of the population. On the other hand, Trigueros et al. (2017) stated that an observer participant is a visitor who observes a population's behavior and the environment without taking part in the research. This means that an observer participant can only take notes of his observations during the activities.

3.3.2. Interview

Trigueros et al. (2017) explained an interview as a dialogue that requires asking a question and getting responses to them between participant and a researcher or interviewer. The process of an interview may include an individual, a face-to-face interview, and a group face-to-face interview conducted over a phone call or other electronic device means. Trigueros et al. (2017) identified three types of interviews: structured, semistructured, and unstructured. The authors added that other types of interviews as recognized by different theories also include an in-depth interview, clinical interview and history, stories, and life stories.

First, Trigueros et al. (2017) explained an in-depth interview as an interview conducted with a particular study population may be a group or an individual to gather personal experience, feelings, and ideas freely on the subject matter. The author stated that such an interview must maintain a level of relationship with the population and start with an open question. The process also includes ensuring that there is proper engagement with the subject, clarifying any ambiguous response, and introducing the interviewee's conclusion on the subject matter.

Second, a face-to-face interview according to Trigueros et al. (2017) is an English oral examination conducted in a market setting that is either custom research or qualitative research. The authors explained that a face-to-face interview is focused on gathering a certain population's perceptions, views, and behaviors. The process of a face-to-face interview can be in person or through mass media such as teleconferencing or phone calls. The authors also stated that the process requires a discussion guide otherwise known as a questionnaire preprepared to focus on the subject matter.

Although the process of a face-to-face interview is time-consuming, it allows for proper probation and definite explanations of certain questions. The process also allows a researcher to study participants' body language and facial expressions during the interview session. The third type of interview, as identified by Trigueros et al. (2017), is a clinical interview. The author explained clinical interviews as a special type of professional interview to gather more knowledge and influence the interviewee.

Fourth, semistructured interviews, as identified by Trigueros et al. (2017), are common in healthcare-related research. It is an open-ended question that focuses on gathering the experiences and behavior of interviewees on some flexible topics. This means that semistructured interviews are flexible and allow a researcher to gather quality data from new areas. Trigueros et al. (2017) added that the essence of the flexibility of the qualitative strand of this research builds a good

relationship with the informants. The process also encourages participants' views and descriptions while uncovering unanticipated issues.

Trigueros et al. (2017) also stated that semistructured interviews are employed to gather accurate information, knowledge, and constructed meanings on some concerns, although it limits the researcher's control over the interviewee. The fifth type is interviews with history, stories, and life tells stories. According to Trigueros et al. (2017), it is a social science method that involves participants encountering personal life stories, environment, education, or social status. This process sometimes involves going through the participant's personal belongings such as social media platforms, emails, diaries, phones, and so on.

The discussion group was identified by Trigueros et al. (2017) as the sixth type of interview. According to the authors, the process entails asking many structured questions that are carefully selected based on the units of observations, variables, and objectives. The process also allows the participants to respond to the set questions without any interruptions or undue pressure. Finally, Trigueros et al. (2017) identified a focus group method as the seventh type of interview. This process allows the interviewee to respond to different questions on the subject matter, and proper discussion takes place after that.

In determining the quality of research work, measurement requires quantification of abstracts, intangibles, and constructs that are not obvious. The types of measurement used in the research were identified as observational, self-report, interview, and record review. This research study adopted a focus group as its measurement instrument. The use of focus group according to McDaniel and Gates (2015) aids the easy gathering of qualitative data through group discussion on a specific study. According to the author, a focus group is an easy tool during the process of research methodology to explore and examine participants' views, thoughts, reasoning, and perspectives on the important subject matter. To support this view, McDaniel and Gates (2015)

explained that a focus group is more efficient in learning a new subject matter. The author stated that it requires a researcher, otherwise known as a facilitator, to give detailed experience during the discussion. The author added that focus group discussion facilitates the identification of gaps that could be bridged by a new study.

3.3.2.1. Origin of a Focus Group

A quick review of the origin of a focus group explained that a focus group is a major data collection tool adopted by the natural resources management field after it originated from the market research field. According to Höijer (2008), a focus group functions as a tool for generating ideas and provides opportunities for participants to express their views and opinions about a subject matter. The existence of a focus group has been recorded since the 1940s, and some of its purposes are to trigger new ideas for both participants and researchers, gather general views on a particular discussion, introduce new hypotheses for future research, assist in understanding respondents' communications, and achieve better interpretation of gathered information, among others. To realize these focus group advantages, McDaniel and Gates (2015) suggested the process to ensure a successful focus group interview, and they include the setting, participants, moderator, conduct of the group, and preparing the report.

3.3.3. Survey

Zohrabi (2013) explained survey questionnaires as one of the doubtless primary sources of obtaining data in any research work. According to the author, a critical point to consider when designing a questionnaire is to ensure that the questionnaire is "valid, reliable and less ambiguous". The author identified three types of questionnaires: closed-ended (or structured) questionnaires, open-ended (or unstructured) questionnaires, and a mixture of closed-ended and open-ended questionnaires. In explaining what closed-ended questionnaires are, Zohrabi (2013) stated that it

provides the inquirer with quantitative or numerical data and open-ended questionnaires with qualitative or text information. Based on this premise, the author categorized questionnaires into seven basic question types: quantity or information, category, list or multiple choice, scale, ranking, complex grid or table, and open-ended. The author noted that a questionnaire might implement the use of one or different types of these question forms. In addition, Zohrabi (2013) explained that each type of questionnaire has its strengths and weaknesses. However, the author is of the view that closed-ended questionnaires are efficient in easy analysis. Open questions are employed to achieve a greater level of research (Zohrabi, 2013). Contrary to closed-ended questionnaires, open-ended questionnaires are difficult to analyze.

3.3.4. Reliability and Validity of the Instrument

Many researchers, such as McDaniel and Gates (2015), have identified the key indicators to measure the quality of a research instrument. They include reliability and validity measures. According to Sekeran (2003), to determine whether a measurement instrument employed for a research study accurately measures the concept or constructs, and more so, to determine if the variables collated provide stable or consistent responses, validity and reliability tests are needed. This statement implies that researchers need to ascertain the validity and reliability of a measurement instrument to ensure that a research outcome is free from errors and biases identified as some of the threats in research work. Although these threats cannot be eradicated, the effect can be attenuated by giving recognition to the validity and reliability of the research measurement instrument.

3.3.5. Validity of the Measurement Instrument

McDaniel and Gates (2015) defined validity as “the degree to which an experiment measures what the researcher was trying to measure” (p. 198). According to the authors, the extent

to which a measure is systematic and randomly free from error determines the validity of a measure. This implies that to determine whether a research study is valid, the instrument used to measure must be able to accurately read whatever the researcher is trying to measure; hence, it must therefore be free from any possible error to a certain degree. In support of this view, therefore, Sekeran (2003) explained that the process of validating a measurement instrument is primarily centered on reducing errors in research.

In addition, Cohen, Manion, and Morrison (2000) argued that the worth of validity in research has gone beyond mere measurement instruments used to measure what it purports to measure. The authors stated that validity is essential to effective research. This is because, if a piece of research is invalid, the research study is worthless. The authors stated that validity is a requirement for both quantitative and qualitative research; therefore, in quantitative data, honesty, depth, richness, and scope of the data may be subjected to validity tests, while in qualitative data, validity may be addressed through its sampling method, accurate instrumentation and adequate statistical analysis of data.

The authors concluded that although a research study cannot achieve 100 percent validity, it must be faithful to its premises and principles, which were identified as controllability, replicability, predictability, context freedom, fragmentation and atomization, randomization of samples, and finally observability. To improve this research's validity, this study is designed in such a way that factors that can adversely affect the results through the various stages of data collection, analysis, and interpretation have been minimized. The rigorous process of selecting samples improves the representation of the population while ensuring that factors that can influence results are available both to units of a paired sample so that their effect can be canceled.

3.3.6. Reliability of the Measurement Instrument

Sekeran (2003) explained that the “reliability of a measure indicates the extent to which it is without bias (error-free) and hence ensures consistent measurement across time and the various items in the instrument” (p.203). In other words, according to the author, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. In support of this view, Drost (2011) stated that “reliability is the extent to which measurements are repeatable when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing “(p.106). This statement implies that to be able to conclude that a particular measure is reliable, the result must be generally consistent.

Given the above, Sekeran (2003) emphasized the need for stability and consistency in a measurement instrument. According to the author, stability ensures that a measure remains the same for some time regardless of irresistible testing conditions, while the consistency of measure ensures that items measured are tied together and can independently measure the same concept to give the same meaning to each item. For this research, validity is improved by applying the following strategies recommended by Creswell and Clark (2018). First, the summaries of the interviews are discussed with the source respondents to confirm the accuracy of their views. Zohrabi (2013) confirmed that the process of discussing the interview with the source respondents improves interpretive reliability, thereby ensuring the validity of the data. Second, the collated data for this survey is organized into themes as part of the analysis. This method is suggested to improve validity (Creswell & Clark, 2018). Finally, where disconfirming evidence is observed, this will be reported as part of the findings.

3.3.7. Stability of Measures

In explaining further, Sekeran (2003) stated that there are two tests of stability and consistency measures in research. To begin with stability, first, the author stated that one way of testing the stability of a research measure instrument is test-retest reliability. According to the author, test-retest reliability is explained as “the reliability coefficient obtained with a repetition of the same measure on a second occasion” (p. 204). By this statement, it can be deduced that to determine the stability of a measurement instrument, a particular tool, such as a focus group interview question, may be administered to a particular respondent at different given times, but the result generated from the initial distribution must be the same at another given time. In support of this view, Drost (2011) explained that test-retest reliability “is a temporal stability of a test from one measurement session to another” (p. 108). This means that the measure must be stable across time.

The second test of stability as stated by Sekeran (2003) is parallel form reliability. The author explained that the correlation of two comparable sets of measures of the same construct is termed parallel form reliability. According to Drost (2011), this test of stability is otherwise known as an alternative form. The author explained that although the alternative forms technique is similar to test-retest reliability, the different measures of behavior are collected at different times. Sekeran (2003) also added that the difference in both forms is in the wordings and the order of the questions. The author further emphasized the need to establish the error variability as a result of the wording and order of the questions. The author stated that if both forms are highly correlated, there is a certainty that the measures are reliable with limited errors from the wording, ordering of questions, and some other factors.

3.3.8. Internal Consistency of Measures

On the other hand, internal consistency reliability can be examined under two categories, as stated by Sekeran (2003). This includes interitem consistency reliability and split-half reliability tests. First, interitem consistency according to the author tests the consistency of respondents' answers concerning various items within a measure. From this statement, it can be explained that different items independently measure the same concept but are correlated with one another. The author further stated that to test the interitem consistency reliability, Cronbach's alpha coefficient, used for multipoint scaled items, and Kuder Richardson formulas, used for dichotomous items, are put in place for such tests. Both tools are generally used to test the reliability of measurement instruments, whereby the higher the coefficients are, the better the measuring instruments.

The second category of internal consistency reliability, as stated by Sekeran (2003), is split-half reliability. According to the author, split-half reliability "reflects the correlations between two halves of an instrument" (p. 205). However, the estimates are expected to vary based on how the items within the measures are split into two halves. Further to this view, Drost (2011) explained that this approach "assumes that many items are available to measure a behavior" (p.110). The author further stated that these items are grouped into two measures to test the two different measures on the same behavior.

3.4. Study Procedures

The process of data procedures was described by Creswell and Clark (2018) as a process of providing a detailed description of how the study is to be conducted. Furthermore, the authors explained that data collection procedures explain the data collection environment, the processes of collecting data, conducting interviews, and organizing relevant documentation required for achieving a successful study. Additionally, the procedure includes explanations on the recruitment

of participants, the process of obtaining consent and permissions, instruments used in the collection of data, and storage of records and data.

Creswell and Clark (2018) recommended that the procedures for collecting both qualitative and quantitative data in mixed-method research should be rigorous. The authors identified five key steps that can guide researchers in designing rigorous data collection procedures. These are the use of sampling procedures, obtaining permissions, and recruitment of participants, identification of data sources, recording of data, and administrative procedures. This view was supported by other researchers, such as Creswell and Clark (2018); Sekaran and Bougie (2013); McDaniel and Gates (2015), who articulated that the steps identified can influence the data collection procedure design.

3.4.1. Sampling Procedures

Taherdoost (2016) stated that the purpose of research is the ability to gather actual responses required for research questions raised. Such responses may only be gathered from some selected respondents chosen from a particular population identified for the survey. According to the author, the selected respondents are chosen from a large population because researchers may not be able to investigate the entire population, particularly if the population is large, to ensure that time and resources are not wasted. The author also explained that the selected respondents are referred to as the sample of the population. It is a general conception that information gathered from the sample may be used to generalize the entire population for the study. The process of collating information from the sample population is regarded as a sampling procedure. For this study, a nonprobability judgment sampling technique is adopted. This is a strategy deliberately implemented to select specific participants for the qualitative strand of this research who have experience and can provide knowledgeable information on the subject matter (Creswell & Clark, 2018). Ten participants were chosen from the 3378 employees of the AEDC to participate in the

focus group interview. Considering that the AEDC has eight regional offices across its coverage states and 1 head office, one participant was selected from each of the regional offices, and 2 participants were selected from the head office. For the quantitative strand, questionnaires were distributed to all employees with the expectation that at least 345 responses, being a sample size required no, would be generated.

3.4.2. Obtaining Permissions

The data procedure for this research began with the process of submitting all necessary documents required for the data collection process to UREC for approval, and approval was granted. The documents were the Unicaf Ethics Form, Debriefing form, inform consent form, gatekeepers form, and focus group interview questions. There were two stages of approval in the university. These stages are the supervisor's approval level and the UREC approval level. The researcher forwarded all required documents to both levels of approval.

3.4.3. Recruitment of Participants

For the qualitative strand of this research, McDaniel and Gates (2015) estimated that the optimal number of participants required for a focus group interview ranges from six to twelve and must be homogeneous to a specific variable. According to the author, where the number of participants is fewer than six, the study may not gather enough active conversation needed for the research, and on the other hand, where the number of participants is greater than twelve, some participants may not be opportune enough to contribute meaningfully to the study. For this study, ten participants have randomly selected from the Abuja Electricity Distribution Company (AEDC) employee population.

The ten participants were considered using purposive sampling, otherwise known as the judgmental sampling technique. This is because the researcher deliberately needed to recruit some specific research participants with concrete information and background experiences on the subject matter to gather sufficient information, which may not be possible with any other choices suggested for the research. The demographics of the participants include one employee from each AEDC's regional office, which includes the FCT south region, east region, west region, north region, central region, Nasarawa region, Minna region, and Kogi region. Two employee participants were selected from the head office, which includes one senior staff and one junior staff. It is believed that each participant's view is used to generalize a particular region of the subject matter.

The process of recruitment started with a phone call interview with participants randomly selected by the researcher. All selected participants were willing to participate in the process according to McDaniel and Gates (2015), and phone call follow-up confirmed that participants were qualified after random selection. An email was sent to all 10 participants, attaching a debriefing and informed consent form for guidance and acceptance accordingly. McDaniel and Gates (2015) explained that the importance of sending an email is to elicit participants' involvement and ensure criteria measures are met. The date and time for the focus group interview were set for Friday, 4th November 2020. The same email was used to provide the necessary information, which includes a link for the online zoom meeting for the interview. It was observed that joining the online interview upon clicking the link was effortlessly seamless, as participants were able to sign in and enter the zoom room for the interview. Text chat and slide sharing were other available forms of access activated for participants' use. After the debriefing and instructions were given, questions and answers occurred in real-time and led to an interesting discussion. Comments, views, opinions, and suggestions were spontaneously delivered through both verbal and text chat. Participants' emotional mindset, cognitive processes, and veracity were also

carefully studied. Such observations led to more probing and clarifications of such situations by the moderator.

For the quantitative strand of this research, Creswell and Clark (2018) stated that it is important to use formulas to determine the sample size. For this purpose, the quantitative sample for this research was calculated using Krejcie and Morgan's formula, which is widely used by researchers. In support of this view, Taherdoost (2016) stated that to generalize random sampling and avoid sampling errors or biases, there is a need for an adequate sample size. The author explained that the adequate sample size depends on many issues because the right size of the sample selected relative to the complexity of the population, researchers' aim, and statistical manipulation for data analysis is the key important factors. For the quantitative strand, 345 participants have randomly selected from the Abuja Electricity Distribution Company (AEDC) employee population.

The 345 participants were considered using purposive sampling, otherwise known as the judgmental sampling technique. This is because the researcher deliberately needed to recruit some specific research participants with concrete information and background experiences on the subject matter to gather sufficient information, which may not be possible with any other choices suggested for the research. The demographics of the participants include one employee from each AEDC's regional office, which includes the FCT south region, east region, west region, north region, central region, Nasarawa region, Minna region, and Kogi region. Two employee participants were selected from the head office, which includes one senior staff and one junior staff. It is believed that each participant's view is used to generalize a particular region of the subject matter.

The process of recruitment started with a survey questionnaire that was distributed online through employees' email after gaining permission from the Managing Director of the company. An informed consent form was also distributed online for participants who were willing to

participate to sign. Although the informed consent forms required participants' names, dates, and signatures, the researcher ensured this was not linked in any way to their responses to ensure identifiers were removed, anonymity, and confidentiality were achieved. This view was supported by McDaniel and Gates (2015), who explained that the importance of sending an email is to elicit participants' involvement and ensure criteria measures are met. Required responses were not achieved within three days of circulation. The questions were set in a closed-ended format to make the questionnaire seamlessly easy.

3.4.4. Recording of Data

In the qualitative strand, the process of generating data during a focus group interview requires a researcher to have either an audio or video tool for recording (Creswell & Clark, 2018). This is because the narrative data obtained during the data collection process are reliable sources and dependable for reporting and data analysis. According to Creswell and Clark (2018), the gathered information is considered to be rich and can inform new policies and planning new services. For this research, an audio recorder tool was used to obtain information from respondents. The researcher further downloaded the gathered data into a personal laptop device, and the process of transcribing was conducted for evident themes. Creswell and Clark (2018) added that the process of recording for obtaining data ensures reliability and validity of data is of value. For the quantitative strand, data were generated using Google forms, and the results were collated in Excel format from Google Forms. The format is to ensure that data are easily collated and analyzed during the statistical analysis.

3.4.5. Administrative Procedure

It is important to note that the qualitative strand of this research adopted a focus group interview in its first phase and an online survey questionnaire in its quantitative second phase to

gather necessary information from participants. One of the reasons online focus group interviews and questionnaires were adopted for this study was because many countries today have easy access to the internet, especially to research across the globe. McDaniel and Gates (2015) explained that online survey research has dominated the world of computer-assisted telephone interviews for generating data collection and is rated as having potential for further growth. On the other hand, the recent pandemic virus that hit the world necessitated the need to ensure that social distance measures are put in place by the world health organization's policy and regulations on keeping safe.

Additionally, McDaniel and Gates (2015) identified some other importance of an online survey. According to the author, it allows moderators to see and hear participants, it gives access for participants to join from any part of the world, and document sharing is also possible for participants' view and understanding. Another important aspect of using an online survey, as stated by McDaniel and Gates (2015), is that an online survey may assist a researcher in suggesting a method of approaching a particular problem and ensuring that time management and cost are effective. Therefore, an online focus group interview was adopted for the first phase of this research study. This phase helped to introduce all participants and researchers. The researcher took the opportunity to become familiar with the participants and ensured that the participants were comfortable enough to freely participate and share their opinions.

The focus group interview was also conducted physically with the same participants across the region, and physical appearance with measures of safety regulations was considered and put in place. This phase allowed the researcher to study participants' facial expressions and body language while responding to questions posed by the researcher. It also helped the participants gain the researchers' trust in confidentiality. Some focus group questions were developed, and permission to adopt the questions was approved by the IRB of Unicaf University. The questions

generated for this purpose were developed following the four research questions this research intends to answer. Responses from participants generated more questions until saturation.

3.4.6. Developing the Questions

For this mixed-method research, McDaniel and Gates (2015) explained that there are various approaches identified by many scholars for developing questions. However, the author described an approach as a question development process. This includes revisiting the research goals; determining important information available; drafting a preliminary questions list; eliciting feedback on the drafted questions; revising the questions list, and seeking approval. In this study, first, the researcher's main aim is to evaluate the effects of conducting ethical principles during the process of organizational change on employees' performance through a survey of the Abuja Electricity Distribution Company (AEDC) in Nigeria. This primary goal guided the researcher in deciding what specific information would benefit the study, and the high priority of the information was considered.

Second, the researcher sought information that was related to the study before generating the list of questions. This process helped to eradicate and minimize topics and questions that were redundant. The questions were sought based on the researcher's understanding of the subject matter, thereby encouraging participant compliance for engagement. Third, some sets of questions were drafted in line with the research objectives and firm knowledge of available information. At this stage, the researcher did not consider limiting the length and number of the questions generated. Every thought was put down to allow for further evaluation. Fourth, a revision of the question set was conducted. During this process, the researcher adopted Krugger's (2000) suggestions for developing research questions, which are as follows: using open-ended questions;

avoiding dichotomous questions to avoid limited responses; considering specific components directly relating to the research; using ‘think back’ questions for providing contextual information; considering encouraged full participants’ involvement, and considering further questions until saturation of responses. Finally, the questions generated were sent to UREC for final approval, and approval was granted to proceed.

3.4.7. Moderator

The moderator for this qualitative strand focus group interview is the researcher. According to McDaniel and Gates (2015), a moderator must demonstrate a special skill and experience on the task. Most importantly, the moderator must have an understanding of the research study, in particular, to effectively manage different personalities during the interview (McDaniel & Gates, 2015). The author also explained that time is of great value in a focus group interview; therefore, the moderator must know the need to manage time. McDaniel and Gates (2015) added that the duration of a focus group interview should be between 30 minutes and 2.5 hours in length. This focus group interview lasted for approximately 2 hours, as agreed upon between the researcher and the participants. Additionally, important to note is the use of an assistant moderator. The function of the assistant includes arranging the room for the interview, helping with equipment for recording, arranging refreshments, and welcoming participants as they arrive. However, the assistant moderator did not participate in the discussion.

3.7. Ethical Assurances

Sekaran (2000) defines ethics in research to refer to “a code of conduct or expected societal norm of behavior while conducting research” (p.17). This statement implies that when planning for research, participants must be made aware of how they will conduct research ethically. This also means that their behavior should be consistent with the recommended code of conduct.

Sekaran (2000) elaborated that the expected behavior is not a one-way relationship, and as such, respondents must be made aware of their ethical obligations. The author clarified the obligations as follows. First, on the part of a researcher, it is expected that the researcher should conduct the research work in good faith and set aside all self-interests as good ethical conduct. Second, the participants' behavior while providing the data are also expected to portray some ethical conduct. Finally, Sekaran (2000) summarized that ethical conduct is expected in every step of a research process from the period of collating the data, analyzing the data, reporting the data, and distributing the information.

From the analysis presented in the work of McDaniel & Gates (2015) on the deontologist, utilitarianism, and casuist ethical theory, it is arguable that whatever the ethical stance may be, it is required that researchers consider the impact research may have on participants. In support of this view, Cohen, Manion, & Morrison (2000) suggest that ethical conduct must be sensitive to protect the right of others, as respect for human dignity is important. Furthermore, Laerd's dissertation (2012) emphasizes the need to do good (beneficence) and do no harm (non-maleficence) as the basic principle guiding research ethics. For this research, the researcher was guided by the five major ethical principles as categorized by Laerd dissertation (2012). According to the author, these principles are expected to be considered by researchers to portray good ethical conduct and avoid ethical dilemmas.

First, researchers need to obtain the consent of potential participants. The researcher ensured that the participants of the research understood what the research is all about. This includes providing a debriefing on the research purpose, methods, outcomes, benefits, length of time, and any risk-related issues. Particularly, participants were not forced either under duress or undue influence to be contributors to the research work. With this in mind, participants were aware of what their agreement to participate in research meant (Laerd dissertation, 2012). All participants

received an informed consent form that was given hand to hand, and an explanation of their rights to exercise the consent out of their free will with the assurance of consequences if they opted not to participate at the beginning or during the study was made to them.

The second principle, as explained by Laerd dissertation (2012), stated that the research work must not harm the participants. The question is, should the outcome of a research work, which brings great benefit to an entire society, be at the detriment of a participant? Generally, Cohen, Manion, & Morrison (2000) reason that since what constitutes harm is not clearly defined, the non-maleficence (Not harm) principle should be generally held as a guiding precept. Given this point, it can be stated that where there is a possibility that a research work could harm a participant, such dilemmas should be settled to avoid the extremes. The settlement could be “giving up the idea of the research or ignoring the rights of the subjects” (p. 59). Similarly, this may result in compromising the impact of the research work. Correspondingly, Cohen, Manion, & Morrison (2000) assert that there must be a tangible reason for any possible harm research may cause to a participant. The researcher ensured that the participants did not encounter any physical harm, psychological distress, social disadvantage, financial harm, or invasion of privacy. Measures were put in place to minimize any possible harm to participants.

Third, it is ethical for a researcher to protect the anonymity and confidentiality of the participants (Laerd dissertation, 2012). The author adds that the willingness of a participant to volunteer to provide some sensitive information should be well guarded. Bearing this in mind, the researcher ensured that the method of collecting data from participants did not cause any danger that could harm the participants. Additionally, the stages of storing the data, analyzing the data, and reporting the data and information gathered were treated with the utmost confidentiality. Nevertheless, if anonymity and confidentiality will be disclosed at any stage, participants' consent will be sought (Laerd dissertation, 2012). The interview data remained anonymous, contained no

identifying marks related to the participant, and could not be linked to institutions, participants, or collaborative efforts. By removing all identifying marks, no contact information, name, e-mail address or other identification marks remained in a publicly accessible format. Likewise, no identifying phrases remained in the data to ensure privacy during the feedback process.

Fourth, Leard dissertation (2012) explained that participants must know the identity of the researcher and the purpose of the research. The researcher ensured that death was avoided by relating directly with the participants to avoid leading to covert research. However, some cases require that a researcher engages in covert research and deception. In such cases, researchers are expected to know the extent to which covert research and deceptive practices may benefit the research work. Tsoukatos, 2018 categorized the types of deception into two categories: deliberate misleading and deception by omission. The author explained that deliberate misleading is using wrong instructions, being manipulative and illegal alliance in research work. Deception by omission means creating uncertainty. However, any manner of deceit must not lead to harm or distress. In the like manner, where participants are distressed as a result of knowing the truth, the research work is said to be null and void (Tsoukatos, 2018).

Finally, Laerd's dissertation (2012) adds that participants have the right to withdraw from a research process. The researcher informed participants of their right to withdraw at any stage. If participants were willing to withdraw, they were guaranteed to do so without any restraint from withdrawing their data at the point of retreat and with no pressure to stay back.

3.8. Data Collection and Analysis

3.8.1. Data Collection

The purpose of this research study would not have been achieved if it had not involved the process of data collection. According to Teherani (2015), data collection plays a crucial role and

is very important to every research study. The author explained that data collection concerns itself with how information is gathered and the result generalized is determined by the methodology and analytical approach applied by the researcher. Since this research purpose is to evaluate the effect of organizational change on employees' job performance, it informed four postulated research questions and hypotheses. First, we identify the types of organizational change models adopted by AEDC management that influence employees' performance. Second, we investigate the ethical principles adopted by AEDC management that influenced employees' performance. Third, we seek to determine why ethical principles should be considered in the process of change management in influencing employees' performance. Finally, we evaluate how ethical standards in the organizational change process influence the AEDC's employees' performance.

To achieve the identified research purpose, data collection was employed for this mixed-method research to analyze if certain speculations were validated. Data were collected in a narrative form through interviews (Sekaran, 2000) for the qualitative data and questionnaires for the quantitative data. According to Teherani (2015), there are five types of qualitative data collection methods: surveys, interviews, focus groups, observations, and textual or content analysis. This research work adopted a focus group interview type of qualitative data collection. This involves employing a small group of people not more than ten (10) with a moderator together for 2 days within 2-to 4 hrs per day to deliberate on the questions posed for this research. The researcher obtained members' opinions and suggestions on the questions. The moderator, being the researcher, played a key role in coordinating the group from the beginning to the end. Many advantages were identified with the data collection method implemented, including cost savings, fairly dependable data within a short time frame, feelings of the members being easily measured, flexibility, free-flowing format for members, and generalizations made from the information gathered (Sekaran, 2000).

This exploratory sequential mixed methods approach is a design in the mixed-method that involves a two-phase data collection process whereby the researcher gathers qualitative data in the first strand, analyses the results, and then uses the results to develop the second quantitative phase (Creswell & Creswell, 2018). The qualitative results of this research typically informed the types of participants who were purposefully selected for the quantitative phase and the types of questions that were asked in the questionnaire survey. Creswell and Creswell (2018) explained that the overall intent of this exploratory sequential design is to have the quantitative data help to validate in more detail the initial qualitative results. To this end, this study connected the quantitative results to qualitative data collection. The procedure included a collection of focus interview data in the first phase, analyzing the data, and then validating the responses with a quantitative survey to help explore the confusing, contradictory, or unusual results generated from the qualitative responses. The research data collection proceeded in two distinct phases with rigorous qualitative purposive sampling in the first phase and with quantitative sampling in the second phase. The major challenge encountered in this strategy was planning adequately what qualitative results to follow up on and what participants to gather quantitative data from in the second phase. The key idea is that the quantitative data collection builds directly on the qualitative results. It was observed that qualitatively grouping respondents to the quantitative phase into different categories and conducting qualitative data collection that was built on had participants represent each of the regions. The follow-up quantitative results had outlier cases, significant predictors, significant results relating to variables, and insignificant results. Another challenge was to decide if the quantitative sample should include the individuals in the initial qualitative sample. This researcher concluded that all participants are the same, as the research intends to follow up the qualitative results strand and explore results in a wider range. This research concluded that the strength of this

exploratory sequential mixed method design lies in the quantitative strand by explaining how the variables interacted and the mechanism involved.

Another important factor that was taken into consideration by the researcher was removing all identifiers. Respondents were tagged in alphabetical order. Respondents A – I was used to identify participants during the discussion. This process was adopted to minimize any possible risk that may harm respondents. Despite removing all identifiers, participants were given a consent form to ensure they understood and willingly decided to participate in the focus group interview. To ensure confidentiality, information gathered from participants was stored on the researcher's personal laptop computer after encrypting the file at the end of the study. This process ensured that the protection of any possible risk of breaching confidentiality was optimized. Additionally, important to note is the use of a recorder to gather the required information from participants to aid easy data analysis and validate the data collected.

3.8.2. Data Analysis

After the data collection process, analyzing the data are an important stage in the process of research. This research is a mixed-method exploratory sequential design; therefore, data from the two research strands were analyzed separately to provide answers to the research questions. After analysis, both databases' results were integrated such that the qualitative results were used to follow up on the quantitative results. Analysis of the qualitative results informed the sampling procedure and questions set for the quantitative phase. The questions generated were used to confirm the findings from the first qualitative phase and were thereby closed-ended.

For qualitative strand analysis, Mattimoe, Hayden, Murphy, and Ballantine (2021) stated that qualitative data analysis has a background primarily in social science. According to the authors, early scholars employed the manual approach of qualitative data analysis, which is

contrary to what recent works of literature depend on. The authors explained that recent works of literature depend on the use of technological approaches such as Computer Assisted Qualitative Data Analysis Software (CAQDAS), Excel, NVivo, ATLAS.ti, among others, to conduct their data analysis. However, more substantial literature has provided some guidance for researchers to employ for conducting qualitative data analysis. The authors added that the guide provides required knowledge on the problematic nature of the analysis and a comparative experience of the research report using different approaches.

Mattimoe et al. (2021) explained that the qualitative data analysis section is most intellectually demanding; therefore, a researcher must be active to identify and communicate themes related to the analysis. The authors also stated that although the introduction of the technological approach for conducting data analysis has been in use since the 1960s, researchers have not seized to adopt the manual approach for data analysis. Mattimoe et al. (2021) stated that the reason may be based on the opinion of some scholars that the technological approach for conducting a qualitative data analysis will provide more than expected data and influence themes abstraction from data as against the researchers will.

The method of data analysis has a bearing on the form of instrument to be used in the analysis; therefore, Creswell and Clark (2018) stated that the data analyzed should be part of a research plan. Providing more insight into the process of data analysis, Sekaran (2013) explained that the data analysis step in quantitative approach research involves statistical analysis of data to ascertain that hypotheses are adequately supported. This is easily conducted because quantitative research deals with numbers. The author explained that statistical processing involves ascertaining the level of data being analyzed by nominal, ordinal, interval, or ratio. According to Sekeran (2013), the form of data analysis must be appropriate for the kinds of data gathered. On the other

hand, the data analysis process in a qualitative approach design uses coding, labeling, grouping into broad themes, and later into larger perspectives and dimensions (Creswell & Clark, 2018).

For the qualitative strand of this study, the focus group interview data gathered from a selected staff member of the Abuja Electricity Distribution Company (AEDC) were analyzed using thematic analysis. This process ensured that the data analysis process was simple. Through the use of themes and coding, data were converted, transformed, and processed. The process of analysis for these qualitative data adopted the process recommended by Creswell and Clark (2018). Since data were obtained from 10 respondents, the analysis was not complex enough to require the use of software packages for qualitative data analysis. The process of analysis of data gathered for this research involves transcribing from the recorder. Transcribing was done with a great deal of judgment and care. This is because there is an assumption that focus group data are subjective and difficult to interpret. Analysis of the data was rigorously performed from the in-depth exploration of the questions asked. Although the data were analyzed manually, the rigorous process according to Creswell and Clark (2018), which involves coding, labeling, grouping into broad themes, and later into larger perspectives and dimensions before building the final story, was followed. The interrelated themes and larger perspectives were used in the thematic analysis to answer the research questions. The final result will be useful information that will provide answers to the research questions.

The data collected from the second quantitative strand of the study were used to confirm and provide answers to the first research question. The collected data were checked for completeness and made free of errors. Sekaran and Bougie (2013) make it suitable for analysis. SPSS was used in the analysis. According to Sekaran and Bougie (2013), "Simple regression analysis is used in a situation where one independent variable affects the dependable variable" (p 314). In this study, different variables were defined, and their relationships were tested. The

independent variables are the change processes identified by Lewin Kurt and John Kotter, and ethical principles while the dependent variables are the employees' performance identified. This research has recommended Sekaran and Bougie's (2013) simple regression equation, as shown below, given that X denotes the independent variable while Y is the dependent variable.

$$y_i = \beta_0 + \beta_1 x + \varepsilon_i$$

where:

β_0 =Regression coefficient representing the intercept of the line graph on the Y-axis

β_1 =Regression coefficient representing the slope of the line graph

ε_i =This is the error term in the prediction or the difference between the estimated revenue collection rate and the actual.

On the other hand, this exploratory sequential mixed method research will also utilize the SPSS package to manipulate the values of the regression equation to obtain a better understanding of the relationship between the independent and dependent variables. This will lead to conclusions on whether the findings can be generalized or not. The SPSS package will also be useful in the computation of an important coefficient called the coefficient of determination. According to Diamond (2016), this coefficient of determination computed by R squared also describes the goodness of fit.

Furthermore, Sekaran and Bougie (2013) explained that this coefficient of determination, which is normally represented by, is a measure of the “percentage variance in the dependent variable that is explained by the variation of the independent variable” (p.316). In this field experiment, the value will be calculated using the SPSS package. As stated earlier, the computation of this coefficient will confirm the findings of the percentage improvement of employees' performance if it confirms the initial qualitative strand.

3.8.3. Summary

This chapter summarizes the entire procedure used in carrying out the research method. Since the research was based on a mixed-method case study design, a sequential exploratory study was adopted to seek answers to the four research questions informed by this research study. The study employed a methodology to carry out a systematic procedure and tools for data collection and analysis and used interpretivism philosophy to enhance the in-depth explanation of the method design. To support the qualitative and quantitative research design employed for this study, the researcher adopted both the use of an inductive and deductive approach to achieve unknown results on the subject matter. Based on this, a clear target population was defined, the sampling frame was generated from the population selected, the nonprobability sampling technique was adopted, and the selection of the sample was performed using a purposive/judgmental sampling technique as a strategy to gather actual and accurate information from participants. Following this, the sample size was determined. To avoid possible errors and biases, a focus group interview was used as the instrument for the qualitative data collection, which informed the survey questionnaire that was developed for the quantitative data collection. The implication is that mixed-method data collection was required to fulfill the criteria of a rigorous process that takes into account ethical considerations while promoting high reliability and validity. In addition, the chapter provided justifications that the research design facilitated the collection of appropriate and sufficient data to answer the research questions. Finally, the chapter described the process of obtaining consent from the UREC, the company hosting the research, and the subjects who participated in the study.

This mixed-method research study identified some limitations that were primarily centered on the time and availability of employees during the interview phase. Although the researcher was able to select ten participants to participate in the focus group interview for the qualitative phase, some of the participants arrived at different times, which caused a few delays and setbacks during

the discussion. This is because the researcher had to go back to debriefing and explaining the same questions repeatedly at the point participants arrived within a limited time allocated; as a result, it could have had an impact on obtaining the needed saturation for assessment.

Equally noted is the no population sample required during a qualitative study; only a few individuals were interviewed against the population. This led to the expansion of this research work by conducting a quantitative phase to validate the responses gathered from the FCI through a wider sample of participants. Creswell and Clark (2018) explained that studying a few individuals in qualitative research limits the ability to generalize the results. This is yet another limitation associated with the qualitative phase of the research. However, the author clarified that if the intent is to clarify the results of a quantitative study, then studying a few individuals would be advantageous as it would provide deeper insights for the required clarifications.

The choice of the Mixed-Method Exploratory Sequential Design helps to mitigate the explained limitations. The mitigation is achieved by combining qualitative and quantitative phases in one research. Creswell and Clark, (2018) explained that in such instances, the limitations associated with one method are minimized by the strength of the other method. Besides, the combination of the quantitative and qualitative data provides a more complete understanding of the research problem as opposed to the use of one method. Minimizing limits also implies that the results can be generalized to the population. The choice of the Mixed- Method Exploratory Sequential Design, therefore, mitigates some of the limitations associated with the use of one design in research.

CHAPTER FOUR

Data Presentation, Analysis and Findings

4.0. Introduction

This chapter presents the results and findings of the study in four sections. Section 4.1 discusses the trustworthiness of the data. Section 4.2 discusses the reliability and validity of the data. Section 4.3 analyses the results using generated responses from participants selected for the focus group interview, analyses the results using collated responses from the online questionnaire survey for quantitative analysis, and presents demographic data to conduct a clear analysis of the population. Section 4.4 presents the evaluation of the findings of the qualitative and quantitative results in sequence. The chapter also includes a brief overview of the purpose of the study and a brief overview of the organization in the chapter. It is important to note that the purpose of this work is to evaluate the effect of organizational change on employees' job performance. Considering the high rate of failure in the implementation of change management processes, which is primarily attributed to employees' resistance to change due to a lack of ethical consideration in the process of change in many organizations, a closer investigation of the change management process implemented in an organization provides insight into how the change process affects employees' performance in either a positive or a negative way.

For the purpose identified above, this study adopted a mixed-method research study to investigate the human interaction and performance regarding a change process and ethical principles that should be included during a process of change in an organization. Considering that the AEDC is currently undergoing a change process to achieve its goal, which was one of the primary reasons why the eleven distribution companies of Nigeria were privatized, the AEDC was selected as a case

study, and all employees were considered the target population to achieve the purpose of this research study.

After the privatization of the eleven distribution companies in Nigeria, the Abuja Electricity Distribution Company (AEDC) needed to make a huge investment in its infrastructure to improve its operations and meet both its short- and long-term goals, and one of the strategies employed in achieving this was to implement a change process. Additionally, important to note is that the Abuja Electricity Distribution Company (AEDC) has approximately 3,000 employed staff, which includes both contract and permanent staff. This indicates that the population of the Abuja Electricity Distribution Company (AEDC) is large and therefore subjected to sampling to save time, cost, and other resources.

To achieve the purpose of this study, four research questions were developed to provide answers to the purpose of the study. First, this research study provided an answer to the types of organizational change models that were adopted by Abuja Electricity Distribution Company (AEDC) management during the process of change in the organization that influenced employees' performance. Second, this research study provided answers to the ethical principles adopted by Abuja Electricity Distribution Company (AEDC) management during the implementation of change within the organization that influenced employees' performance. Third, the research study provided answers to the reason ethical principles should be considered during the implementation of change management in the Abuja Electricity Distribution Company (AEDC) to influence employees' performance. Fourth, this research study responded to how ethical standards in the organizational change process influence Abuja Electricity Distribution Company (AEDC) employees' performance.

The developed research questions were answered using a focus group interview for its qualitative strand and a questionnaire for its quantitative strand as its data collection instrument for

easy gathering of both data through group discussion on the research questions developed and validated responses from an online survey (Sekaran & Bougie, 2000). Given that the actual size of a focus group discussion is between 6 and 12 participants (Taherdoost, 2016), this research study employed 10 participants from different regions and functions for the qualitative strand and 345 respondents for its quantitative following the calculated required sample size.

The process of recruiting participants for the qualitative part was performed through random screening. Considering that the AEDC has nine regional offices and one head office, each participant was selected from each regional office, and one participant was selected from the head office. The level of the participants was also considered during the process of selection. This method of participant selection also encouraged the concept of saturation, whereby new insights or outcomes would no longer be needed on the subject matter, as the participants selected exceeded the point for more discussion.

Additionally, important to note is the gender and age distribution for this research study. Four female staff members and six male staff members participated in gender balancing. The age distribution was between 21 and 55 years of age. Ad hoc and contract staff were not included in the selection. Old people and staff below 18 years of age who were considered vulnerable were excluded from this research.

To ensure a successful focus group interview, the participants selected were briefed over a phone conversation. In addition, a debriefing form was emailed to participants upon agreement. A consent form and participants' information form were also sent by email to intended participants. To be sure that the research portrays good ethical conduct, this research inculcated the principle of beneficence and non-maleficence. In other words, this research was guided by the principles of research ethics as identified by Laerd Dissertation (2012), which includes ensuring that all measures are taken to ensure that participants' anonymity and confidentiality were maintained during the

collection of data and releasing the findings of the research. More importantly, the researcher ensured that all Identifiers were removed and adopted the use of proxies during this write-up.

4.1. Trustworthiness of Data

As important as giving adequate descriptions in research reports of assumptions and methods of data analysis is, many researchers still neglect it. Joko (2015) explained that the neglect of this important basis of research has led to criticisms and biases in many research works. It is therefore important to consider the trustworthiness of data while conducting both qualitative and quantitative research. Joko (2015) explained trustworthiness as a persuasion of visible and auditable practices that are expected not to be linked to the truth or value basically for positivists. By this statement, it can be deduced that only a reader of a research report can validate the trustworthiness of a study.

Following the above explanation, it has become imperative for mixed-method research to be conducted rigorously and methodically to achieve meaningful and useful results as it continually becomes recognized and valued in the research field. One of the ways to achieve this is for mixed-method researchers to demonstrate the trustworthiness of research data to support the ultimate argument relating to the trustworthiness of a study. To validate the trustworthiness of research data, mixed-method researchers must demonstrate that data collated for analysis have been conducted in a precise, consistent, and exhaustive manner through the process of recording, systematizing and disclosing the methods of analysis with accurate and actual detail to validate and determine whether the process is trustworthy. Elo, Kääriäinen, Kanste, Pölkki, Utriainen, and Kyngäs (2014) explained that the trustworthiness of data incorporates both qualitative and quantitative strategies for validation of research study. In other words, the quality of information generated for a study is guaranteed if data are secured in a specific procedure.

This section describes the trustworthiness of the data using the four dimension criteria, which include credibility, dependability, confirmability, and transferability, to access and ensure that a robust study is achieved. Although many researchers have identified different methods for conducting qualitative research, few acceptable tools are available to researchers for conducting a rigorous and relevant thematic analysis. Creswell and Creswell (2018) identified eight procedures for ensuring the trustworthiness of data. These include prolonged engagement and persistent observation in the research field; triangulation and multiple sourcing of information; peer review and debriefing for external checks; negative case analysis; researcher bias clarification; member checking; thick description; and external audits.

On the other hand, Elo et al. (2014) also identified a five-step procedure for ensuring the trustworthiness of data, and they include credibility, transferability, dependability, confirmability, and authenticity. This statement states that the trustworthiness of data should begin from the process of data collection to the process of reporting the research results. These criteria have been used in other contexts but not in the context of change management and ethical standards in the AEDC. To validate this research study, the researcher employed the proposed theory as postulated by Elo et al. (2014) in explaining the trustworthiness of this study. By this statement, this research analysis process, preparation of the research, organization, and reporting of results has been critically scrutinized. In addition, Elo et al. (2014) explained that the trustworthiness of a research study and its findings are predominant in positivist ideals of validity and reliability of a study.

4.1.1. Credibility

One way to validate the trustworthiness of research data is the level of its credibility. According to Elo et al. (2014), credibility is concerned with the focus of a study and the confidence demonstrated in addressing the intended focus. The author suggested that researchers must be able to ensure that the data collection process and analysis are done suitably. In this research, to guarantee the credibility of the study, the researcher has put in much effort to establish that future researchers or readers can relate to the experience described in the data analyzed as it affects their real-life experience due to the suitability of the data collection and analysis process. This view was also supported by Nowell, Norris, White, and Moules (2017), who defined credibility as the fit between research participants' opinions and a researcher's representation of them. In other words, credibility ensures that the representation formulated in research is indeed valid and believable rather than assuming that there is true value in the research.

This research study ensured that the credibility of this research was achieved through the following steps. First, there was a prolonged and varied engagement of research participants with each set. This includes the process whereby the researcher ensured that participants involved in the focus group interview were interrelated with each other during the data collection process. Second, there was a persistent observation of the participants by the researcher during the data collection process. To improve the credibility of the data collected and subsequent findings, the researcher oriented the team's knowledge on the required protocol for research. The interview process was very focused and flexible.

Finally, data collection triangulation and researcher triangulation were performed. The researcher conducted a peer debriefing for an external check on the research process to increase the study's credibility. In addition, the researcher examined the referential adequacy of the study to check preliminary findings and interpretation against the raw data. More importantly, the researcher ensured that validating the credibility of the study was operationalized through member checking

to test the findings and interpretations with the participants at the final stage of the data collection process. One of the ways to validate the trustworthiness of research data is the level of its credibility. According to Elo et al. (2014), credibility is concerned with the focus of a study and the confidence demonstrated in addressing the intended focus. The author suggested that researchers must be able to ensure that the data collection process and analysis are done suitably. In this research, to guarantee the credibility of the study, the researcher has put in much effort to establish that future researchers or readers can relate to the experience described in the data analyzed as it affects their real-life experience due to the suitability of the data collection and analysis process. This view was also supported by Nowell, Norris, White, and Moules (2017), who defined credibility as the fit between research participants' opinions and a researcher's representation of them. In other words, credibility ensures that the representation formulated in research is indeed valid and believable rather than assuming that there is true value in the research.

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ensured that validating the credibility of the study was operationalized through member checking to test the findings and interpretations with the participants at the final stage of the data collection process.

4.1.2. Transferability

The process or extent by which a research finding can be transferred to groups is known as transferability. According to Nowell et al. (2017), transferability is the generalizability of inquiry. In other words, transferability in research explains how qualitative and quantitative research is transferred from case to case. Given that researchers will not know the sites that readers may wish to generate their findings from, this study ensured that a quality description of data was provided for those who may seek to transfer the study findings to their site and judge transferability. This view is supported by Elo et al. (2014), who stated that a research author may provide suggestions on the process of transferability, but readers at their disposal decide whether or not the reported findings are transferable to another context.

Another area of importance related to transferability is the need for researchers to provide clear descriptions of the culture, selection, and characteristics of participants. Elo et al. (2014) added that the ability to provide clear descriptions of data allows readers to generate alternative interpretations, thereby increasing the trustworthiness of the research data. This researcher focused on how purposeful sampling can form a nominated sample and data saturation.

First, the purposive sampling technique was selected for this research study. This is because the organization is already designed based on hierarchy. The hierarchy is categorized into three levels: top management staff, middle management staff, and low cadre staff. This category is an indication that the population is already divided according to their relevancies and appropriateness to ensure that the selected participants can represent a variety of views, which was critical for conducting comparative analysis across different groups. Second, on data saturation, the purposive

sampling method also encouraged the concept of saturation whereby new insights or outcomes will no longer be needed on the subject matter as participants selected have exceeded the point for more discussions.

4.1.3. Dependability

Trusted and credible research data need to be dependable. According to Elo et al. (2014), dependability is defined as the stability of data over some time regardless of different conditions. Considering that the principles of this research study must guarantee dependability, the researcher ensured that the process of this research study was conducted in a clear, logical, and traceable way during its documentation. This statement agrees with Nowell et al. (2017), who explained that readers can judge the dependability of a research study when they can examine the process. In other words, the research process must be liable to audit to demonstrate its dependability.

Given this definition of dependability, this study ensured the three steps to ensure dependability in a study as suggested by Forero, Nahidi, De Costa, Mohsin, Fitzgerald, Gibson, McCarthy, and Aboagye-Sarfo (2018), which included rich descriptions of the study method; establishing an audit trail; and stepwise replication of data. First, to ensure rich descriptions of the study method, this study conducted a systematic search of the literature on the subject matter. The literature assisted with the detailed draft for the study, which gave room for comments and final draft generation. This study also maintained consistency by documenting all changes made during the process of the research. Second, for the audit trail, adequate measures were put in place to keep track records of the data collection process. Third, the researcher measured coding accuracy to ensure that the data were reliable.

4.1.4. Confirmability

Elo et al. (2014) explained confirmability as the procedure to confirm that data collected from participants accurately represent the information gathered and interpretation and analysis of such data are not misrepresented. In this research study, the researcher ensured that the interpretations and findings generated were derived from the data, which required the researcher to demonstrate how conclusions and interpretations were reached, thereby avoiding biases, motivation, or perspectives derived from the researcher's point of view.

For clarity purposes, the researcher has indicated some representative quotations in the data interpretation from transcribed text to show a link between the data provided and the results generated. Elo et al. (2014) stated that confirmability may be achieved after a research work has established that there is credibility, transferability, and dependability of the study. For this purpose, this study has included reasons for theoretical and methodological choices in the research. This statement supports Nowell et al.'s (2017) view, who explained that markers should be included throughout a research study to provide basic knowledge of the study to readers as to how and why decisions were made.

Considering that there is a need to demonstrate the trustworthiness of the data of this research from different phases, this research study grouped the phases into three phases: the preparation phase, the organization phase, and reporting phase. In the preparation phase, the first step was to ensure that the data collection method adopted was properly conducted. This includes the researcher's collecting the most suitable data for the qualitative and quantitative strands of the research using a focus group discussion and questionnaire as its data collection instrument since it is considered to be an appropriate method for recruiting the population for the research study. The researcher also employed participants for the research based on transparency and relying on sufficient knowledge of the population, as consideration is given based on their knowledge of the subject matter, experience, and role in the organization.

The researcher considered the sampling strategy as the second step of the preparation phase. To demonstrate the trustworthiness of the research data, the sampling strategy must also be scrutinized at the preparation stage. Following this, the researcher defined a clear target population who are the general employees of the AEDC and are suitable for the study's sampling method. This is because the population of the AEDC is large and therefore subjected to sampling to save time, cost, and other resources. The actual sampling frame for this study was generated from the general list of all 3378 employees of the Abuja Electricity Distribution Company (AEDC). This list was used to select the sample that facilitated the achievement of a specific purpose of the study. The criteria used to select study participants must be validated for trustworthiness.

For the qualitative strand of this research study, ten participants were randomly selected. The ten participants were considered using purposive sampling, otherwise known as the judgmental sampling technique. This is because the researcher deliberately needed to recruit some specific unit of analysis with concrete information and background experiences on the subject matter to gather sufficient information, which may not be possible with any other choices suggested for the research. The quantitative strand gathered responses from 345 participants through an online questionnaire survey. This was because the calculated no required for the quantitative strand was 345 using a formula and sample size calculation to confirm the formulas.

The second phase to demonstrate the trustworthiness of data in research is the organization phase. This stage concerns itself with the categorization and abstraction, interpretation of data, and representativeness. On categorization and abstraction, the researcher ensured that the research did not have too many concepts to avoid overlapping between the categories. In the interpretation of data, the researcher adopted the use of coding, labeling, grouping into themes, and later into larger perspectives for the data analysis process to achieve a better interpretation of the gathered information. The researcher ensured that the data analysis was rigorously performed from the in-

depth exploration of the questions asked for proper representativeness. Although the data were analyzed manually, the rigorous process was performed using coding, labeling, grouping into broad themes, and later into larger perspectives and dimensions before building the final story. For the quantitative strand, the researcher draws the findings conclusion from the results gathered from research questions and the larger meaning of the results. The quantitative result confirmed whether the findings from the first phase were supported or refuted. The quantitative result also checked whether the integration of ethical principles during a change process implementation made a difference to those who experienced them. The interpretation of the quantitative data also determined whether the results were significant.

The final phase of validating the trustworthiness of research data is the reporting phase. At this phase, the study researcher focused on the final written report by ensuring that there is flexibility in the structure and method of reporting given that the report must be systematically and logically presented. Particularly, the use of an inductive style was adopted to report the connections between the data and results, and importantly, the inductive and deductive styles employed allow emphasis on every word's meaning and the importance of outlining a difficult situation. It is also important to state that the inductive approach assisted in formulating clarifications from the participants' responses, which allowed contributory factors for recommendations to be made, and the deductive approach assisted in testing the relationships of the findings. In addition, the researcher ensured that this study was reported in such a way that readers would be able to evaluate the transferability of the results by describing the data and sampling method in a detailed manner.

4.2. Reliability and validity of data

Meticulous focus on the validity and reliability of a research study helps to differentiate between good and poor research work. According to McDaniel and Gates (2015), ensuring the validity and reliability of a research study can guarantee the credibility and trustworthiness of the study. Given these facts, researchers need to pay attention to these two salient aspects during the conduct of research, especially in a mixed-method study. Specific focus on the principles of validity and reliability in a qualitative study may help to eradicate the possibility of giving room to the subjectivity of the researcher and as such may have a huge impact on the interpretation of data. As a result, this study has employed some tactics to enhance the truthfulness of validity, and reliability of this research work.

4.2.1. Validity

Creswell and Creswell (2018) explained that it is important for a mixed-method researcher to confirm the validity of both the qualitative and quantitative data and scores. The author explained that validity needs arise as a result of employing this mixed-method in a research study. This is because there is an assumption that the researcher may not adopt appropriate steps to build a good psychometric instrument. Creswell and Creswell (2018) added that developing a good instrument for this purpose is not easy and requires some steps to be put in place. The author also identifies concerns about the researcher developing an instrument that does not take advantage of the quality and richness of the qualitative findings. According to the author, this is possible where the qualitative data are not rigorously conducted or lack in-depth data analysis. Based on the above, there is a need to provide an understanding of what validity in mixed-method research is.

Validity in mixed-method research helps to determine if research truly measures what it intended to measure and the truthful position of the research results (Sekeran, 2003). This study focused on construct validity whereby the use of initial concepts, notions, and questions helped to

determine the type of data required for the research study. Furthermore, Borkhutso (2013) identified three tactics of construct validity: the use of multiple sources of evidence, the establishment of a chain of evidence, and having some key informants review a draft case study report. As a result, focus group interview and questionnaire methods were employed as this study's data collection instrument. The process of employing a focus group interview and questionnaire for this study aided the use of questions generated and response documentation, which both served as sources of evidence for this research work.

McDaniel and Gates (2015) identified two major forms of validity: internal and external validity. While internal validity ensures the extent to which research findings are true reflections of reality, external validity focuses on the degree to which such representations of reality are legitimately applicable across groups. However, one of the major factors affecting research validity is an error. Given that errors may occur on the part of the researcher, respondents, social context, and method of data collection and analysis, the researcher ensured measures were put in place to remove all possible errors.

First, on the part of the researcher, this study's researcher ensured that the required knowledge was gained in the process of conducting research and data collection and analyses, thereby encouraging an objective view that helped to remove all possible biases. Second, the researcher ensured that the participants' truthful responses and data were obtained through interview questions and surveys, thereby reducing possible errors from respondents. Additionally, the researcher further improved the validity of the participants' responses by ensuring that they understood the clear nature of the process of the research, built a trusting relationship with respondents, conducted interviews with respondents over time, compared the results obtained with evidence, confirmed the findings, and performed the analysis with participants and kept accurate and detailed notes for identifying variations and responses. Additionally, the researcher was able to

overcome participants' biases by conducting repeated interviews at different times and settings using both virtual and physical platforms and an online questionnaire survey.

Third, to overcome possible errors that may arise from the social context, in the first phase of the qualitative strand, the researcher interviewed some of the participants and made observations of the behavior to compare differences before attributing meaning. Finally, to ensure that errors were removed during the data collection or analysis process, the researcher presented the strategy methods. This includes the use of focus group interviews as the data collection instrument for the qualitative phase and questionnaires for the quantitative data collection. This aided accurate responses from respondents, which were used to form valid judgments during the analysis process.

4.2.2. Reliability

The extent to which results are consistent over time and the ability to achieve actual representation of the total population under study is known as reliability. Similarly, where the results of a research study can be reproduced using the same methodology, it will be considered that the research instrument is reliable. Given the explanation above, it can be stated that the overall consistency of a research study is dependent on the measurement instrument employed for the study. In line with this view, a focus group interview (FCI) and questionnaire were employed for this study's measurement instrument, which allows for the research to employ an adequate sample size to avoid all possible errors and biases.

It is important to state that participants for this research study were recruited through the transparency method and reliance on sufficient knowledge of the population given the subject matter. The qualitative process of the focus group interview began with a debriefing process over the phone. The researcher made phone calls to each participant who confirmed and agreed to be part of the study. Participants' consultation on what specific time is suitable for the interview was sought

immediately after they accepted the offer to participate. This was to ensure that a stress-free appointment time was guaranteed. After choosing the agreed date and time for the focus group interview, the researcher ensured that the focus group interview was carried out in a relaxed and conducive environment, which aided positive reactions from participants throughout the focus group interview process. On the other hand, the quantitative phase distributed informed consent forms online and requested that participants fill in the link provided for the questionnaires through the office intranet. The researcher debriefed participants in an introductory email on the need and purpose of the research and ensured that the informed consent forms were not linked to participants' responses. This view was supported by Creswell and Creswell (2018), who stated that one way of ensuring that participants provide reliable information based on real-life experience was to ensure that participants remain anonymous. The researcher guaranteed participants that all measures were taken to ensure that participants' anonymity and confidentiality would be maintained during the collection of data and analysis of the findings of the research. This led to the use of proxies during the write-up and removals of all identifiers. That way, it is assumed that participants' opinions were reliable, as they were free to express their minds.

During the process of the qualitative strand focus group interview, the researcher ensured that participants understood the questions posed equally by explaining each question in a simple and easy language to gather more accurate responses, although the focus group interview questions were structured and formulated in a way to avoid misunderstanding. In addition, the interview was recorded to gain a realistic and in-depth understanding of the participants' views. The purpose of this is for the researcher to ensure that an accurate generalization of the population of AEDC employees is duly represented and to ensure that the process used can be reproduced under a similar methodology and obtain the same result. In other words, this study ensured that the idea of replicability or repeatability of the results provided is reliable.

4.3. Results

The previous chapter focused on the study's research design and methodology, while this chapter presented the results obtained through both qualitative and quantitative research. Specifically, the purpose of this section is to provide detailed results obtained from participants in response to the questions raised for this study during a focus group interview (FCI) and the online questionnaire survey. Given that this research study aims to examine how the implementation of change management and integration of ethical principles in the change process affect employees' performance, the Abuja Electricity Distribution Company (AEDC) was selected as a case study. As a result, all employees of the AEDC were employed as the population of the study.

To provide more evidence on the relationship between ethical principles and change management, ethical principles and employee performance, and change management and ethical principles, this study used a mixed-method that can provide more insights to inform the subject matter. Qualitative data were subjected to content analysis, and the researcher analyzed the results from the views of the respondents to come up with this report. Using a descriptive survey research method, this research examined the influence of change management on employees' performance. On the other hand, quantitative data incorporated the element of an exploratory sequential approach where the responses generated from a wider sample were used to validate the qualitative data. This was done by distributing questionnaires online and collating responses from 345 participants at random.

The qualitative study employed the use of a simple random sampling technique and purposive sampling techniques to select ten participants from the AEDC staff population. The ten participants were engaged in a focus group interview to provide answers to the questions identified for this research study. The results collected from this focus group interview are presented below. It is believed that the general knowledge acquired from this research will be useful for future

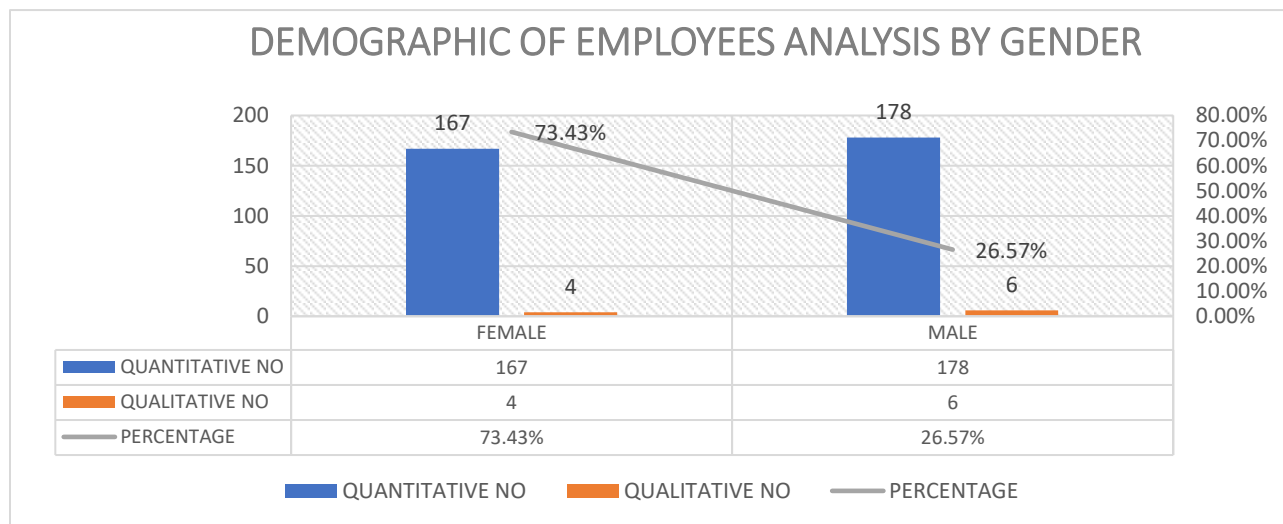
researchers and will help other organizations, especially in the power sector, in the process of implementing a successful change management process.

4.3.1. Demographic Information Overview

Table 2. 1 Gender Analysis

GENDER	CATEGORIES	QUANTITATIVE NO	QUALITATIVE NO	PERCENTAGE	TOTAL EMPLOYEES
	FEMALE	167	4	73.43%	2479
	MALE	178	6	26.57%	897
		345	10	100.00%	3376

Graph 1. 1 Gender Analysis

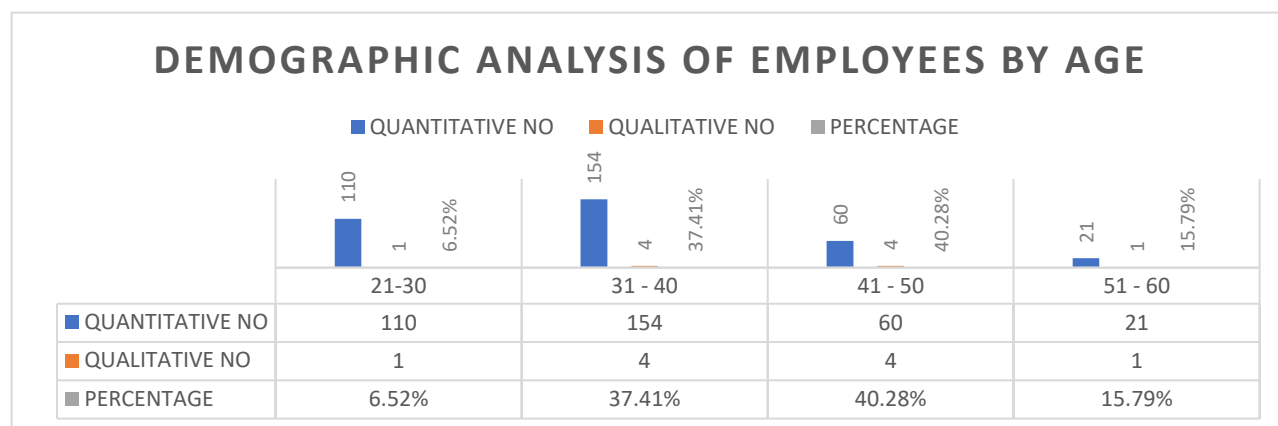


The gender analysis table is analyzed using a clustered column graph to compare values across a few categories. In essence, the percentage of total male employees in AEDC is 73.43% while the percentage of total female employees in AEDC is 26.57%. For the qualitative part of this study, 6 participants were chosen from 73.43% of total AEDC male employees while 4 participants were chosen from 26.57% of total female employees. For the quantitative phase, 178 males and 167 females responded to the questionnaire distributed. Please note that the selection of participants was done randomly with no consideration for a particular gender.

Table 3. 1 Service Years of Experience

YEARS OF SERVICE	CATEGORIES	QUANTITATIVE NO	QUALITATIVE NO	PERCENTA	TOTAL EMPLOYEES
	1 - -5	256	4	2.75%	93
	6 - - 10	84	6	39.22%	1324
	11 - - 15		0	58.03%	1959
	16 - - 20	2	0	0.00%	0
	21 - - 25		0	0.00%	0
	26 - - 30	3	0	0.00%	0
		345	10	100.00%	3376

Graph 2. 1 Service Years of Experience



The analysis of service year is shown in table 3 above, and a line chart is used for this analysis to display trends over time (years, months and, days) or categories when the order is important. It is used when there are many data points and the order is important. Analysis of participants' years in service is compared to the percentage of total employees within the same category.

Table 4. 1 Age Analysis

AGE	CATEGORIES	QUANTITATIVE NO	QUALITATIVE NO	PERCENTA	TOTAL EMPLOYEES
	21-30	110	1	6.52%	220
	31 - 40	154	4	37.41%	1263
	41 - 50	60	4	40.28%	1360
	51 - 60	21	1	15.79%	533
		345	10	100.00%	3376

Graph 3. 1 Age Analysis

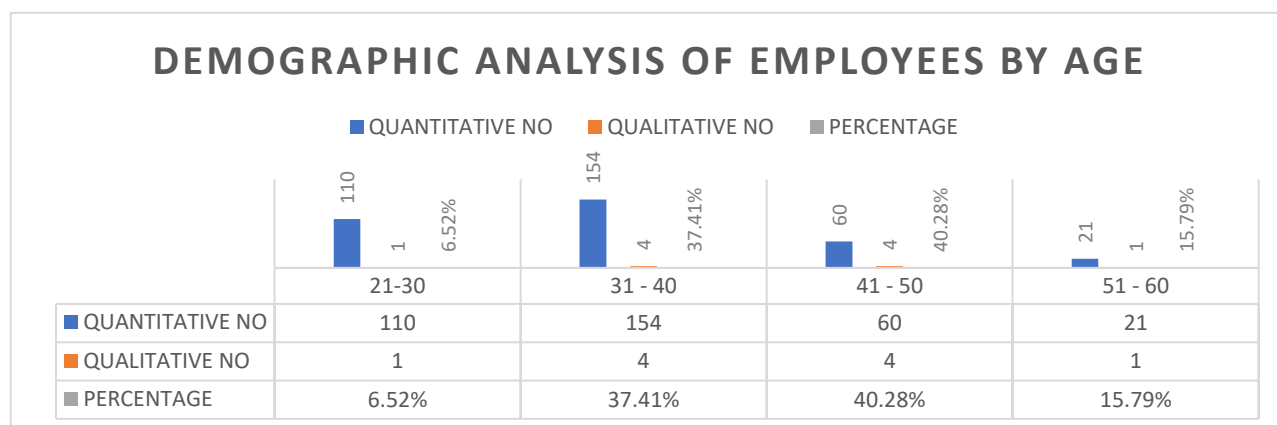


Table 4 above is represented with a clustered column graph to analyze employee age range and to compare values across a few categories, especially where the order of categories is not important. Hence, the demographic analysis shows the participants' age which is compared to the percentage of total employees within the organization.

Table 5. 1 Table 5: Demographic Analysis of Staff by Location

	CATEGORIES	QUANTITATIVE NO	QUALITATIVE NO	PERCENTAGE	TOTAL EMPLOYEES
L O C A T I O N	HQ	49	1	16.71%	564
	FCT CENTRAL	16	1	14.31%	483
	FCT S/S	12	1	7.67%	259
	FCT S/E	9	1	5.72%	193
	FCT NORTH	159	1	12.71%	429
	FCT WEST	42	1	-4.86%	164
	FCT EAST	19	1	1.87%	63
	NIGER	4	1	14.54%	491
	NASARAWA	19	1	11.34%	383
	KOGI	16	1	10.28%	347
		345	10	100.00%	3376

Graph 4. 1 Demographic Analysis of Staff by Location

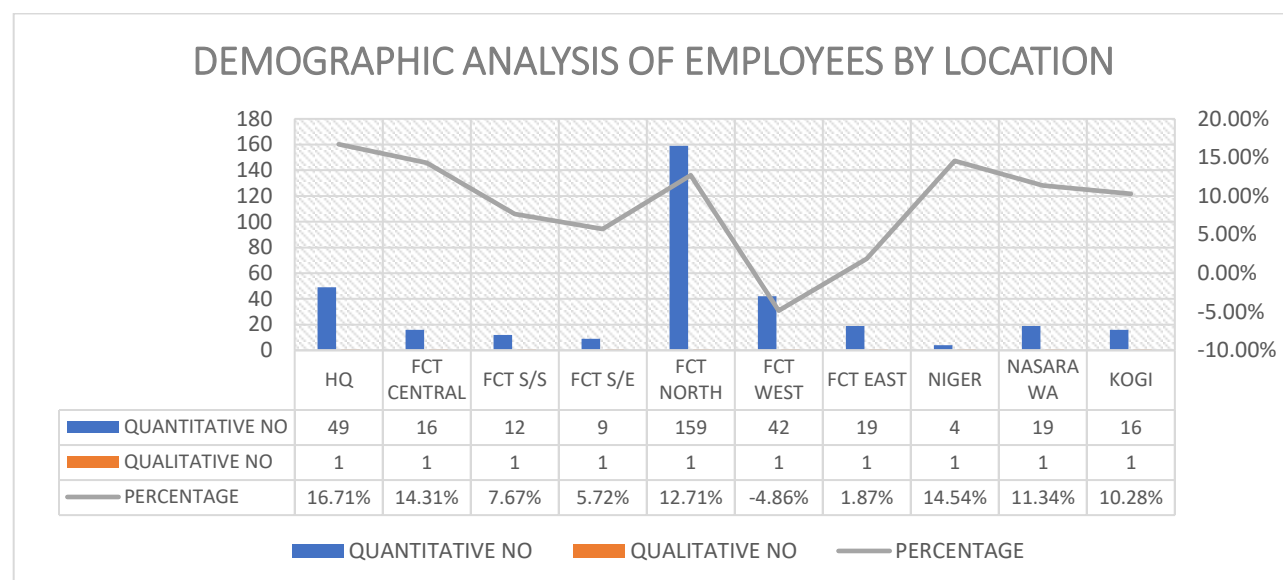


Table 5 above is represented with a clustered column graph to analyze employees' location and to compare values across a few categories, especially where the order of categories is not important. Participants' numbers in each grade level were randomly selected to ensure that all grade levels of staff were duly represented.

Table 6. 1 Grade Analysis Level

	CATEGORIES	QUANTITATIVE NO	QUALITATIVE NO	PERCENTAGE	TOTAL EMPLOYEES
GRADE	OFFICER 1 -11	173	4	88.42%	2985
	ASST. MANAGER/ SNR OFFICER	107	2	6.64%	224
	MANAGER	31	2	2.52%	85
	SNR. MANAGER	16	1	1.57%	53
	GM	18	1	0.86%	29
		345	10	100.00%	3376

Graph 5. 1 Grade Level Analysis

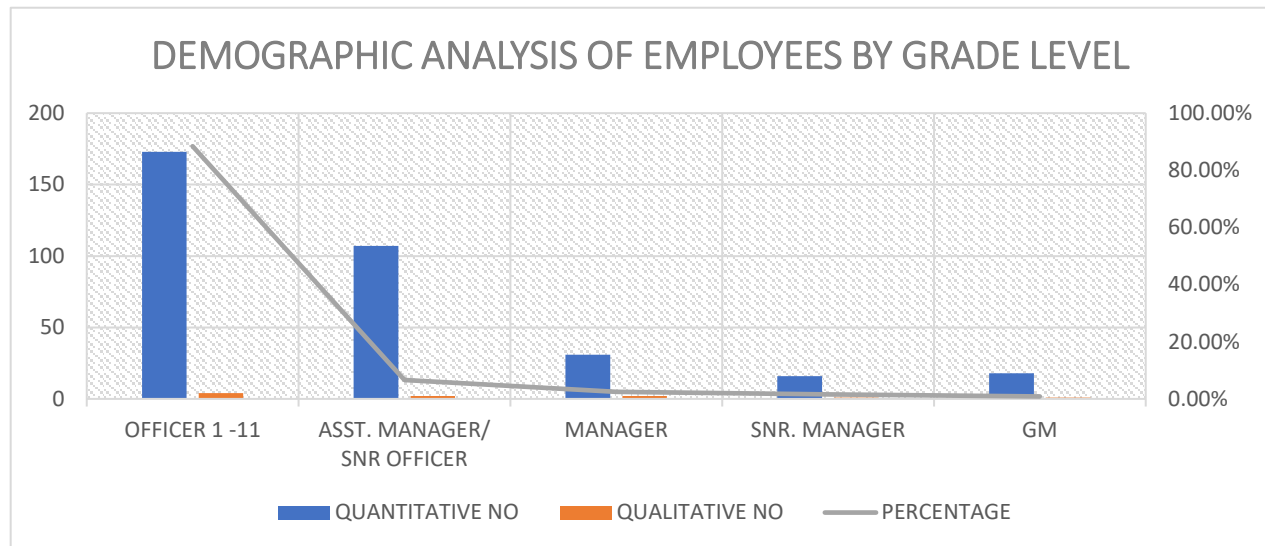


Table 6 above is represented with a clustered column graph to analyze employees' grade levels and to compare values across a few categories, especially where the order of categories is not important. This analysis shows the total number of staff per region and its percentage. That is, one staff member represented each of the regions for the study.

Table 7. 2 Overall Manpower Statistics by Gender, Age, Years, Grade and Location

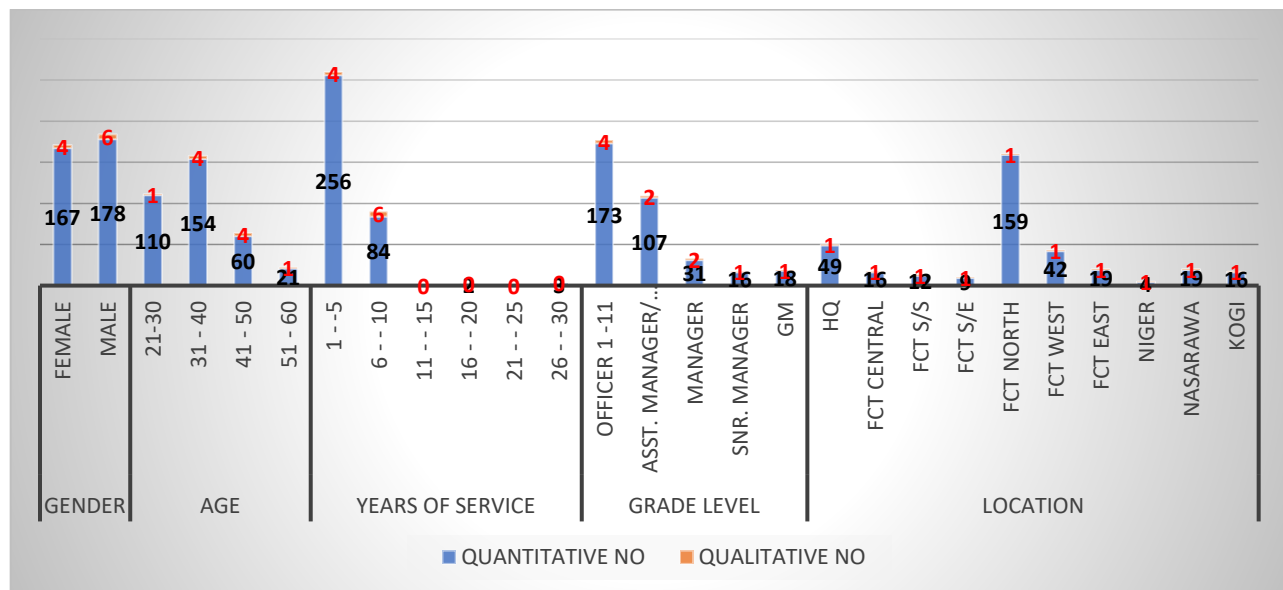


Table 8. 3 Socio-demographic Characteristics of Subjects

Characteristics	Male n %	Female n %	Total n %	Chi-Square	P-Value
Age of Respondents					
21 – 30years	30 (16.9)	80 (47.9)	110 (31.9)		
31 – 40years	101 (56.7)	53 (31.7)	154 (44.6)	39.47	0.000
41 – 50years	35 (19.7)	25 (15.0)	60 (17.4)		
51 – 60years	12 (6.7)	9(5.4)	21 (6.1)		
Service Years					
1 – 5years	141 (79.2)	121 (72.5)	262 (75.9)	2.15	0.142
6 – 10years	37 (20.8)	46 (27.5)	83 (24.1)		
Grade Level					
GM	12 (6.7)	6 (3.6)	18 (5.2)		
SM	7 (3.9)	9 (5.4)	16 (4.6)		
MGR	24 (13.5)	7 (4.2)	31 (9.0)		
ASST MGR	13 (7.3)	34 (20.4)	47 (13.6)	35.67	0.000
SNR OFFICER I – II	39 (21.9)	21 (12.6)	60 (17.4)		
OFFICER I – II	62 (34.8)	47 (28.1)	109 (31.6)		
SUPPORT OFFICER I - II	21 (11.8)	43 (25.7)	64 (18.6)		
Locations					
HQ	29 (16.7)	20 (12.0)	49 (14.4)		
FCT SOUTH	3 (1.7)	13 (7.8)	16 (4.7)		
FCT NORTH	90 (51.7)	68 (40.7)	158 (46.3)		
FCT WEST	15 (8.6)	27 (16.2)	42 (12.3)		
FCT EAST	12 (6.9)	7 (4.2)	19 (5.6)	27.85	0.001
FCT SOUTH SOUTH	3 (1.7)	9 (5.4)	12 (3.5)		
FCT SOUTH EAST	6 (3.4)	3 (1.8)	9 (2.6)		
KOGI	4 (2.3)	11 (6.6)	15 (4.4)		
NIGER	0 (0.0)	3 (1.8)	3 (0.9)		
NASARAWA	12 (6.9)	6 (3.6)	18 (5.3)		

Table 8 above reveals the socio-demographic characteristics of subjects to gender. The purpose is to confirm if there is any significant difference between gender and other demographic profiles of respondents. This analysis excludes the employees' service years as there is no statistically significant difference.

4.3.2. Qualitative Results

This study was designed to provide answers to four research questions to achieve its objectives.

Research Question 1: What are the types of organizational change models adopted by AEDC management that influenced employees' performance?

Eleven sub questions were further generated to address and provide an understanding and responses to the questions. Responses were gathered from ten participants who are current staff selected from Abuja Electricity Distribution Company's (AEDC) population. The researcher coded using eight data segments: satisfactory; unsatisfactory; favorable; unfavorable; knowledgeable; certain; uncertain; and satisfactory/unfavorable.

The researcher defined "satisfactorily" as instances where participants support the process of change implemented within the organization and the method adopted. Using the "unsatisfactory" code in this study shows that participants are not in support of the process of change management. Instances, where the researcher used the "favorable" code, indicate that the process was acceptable to employees, while "unfavorable" indicates that the process was not acceptable to employees, as stated by the participants.

Instances where the study used "knowledgeable" indicate that participants have a good understanding of the subject matter. Where "certain" code is used in this study, it indicates that participants are sure of the process and method used during the process of change management in the organization, and instances, where "uncertain" code is being used, indicate that participants are not sure of the process in use. Finally, instances where "satisfactory/unfavorable" was used by the researcher show that participants feel the subject matter is organizational effective but unfair on the part of employees.

4.3.2.1. Producing the Result from Question 1 data

a. What is your knowledge of organizational change?

The results collected from ten participants indicate that they all have good knowledge of organizational change. This can be seen in their definitions of what organizational change is. For example, participant H explained that “From my understanding, every organization has the objective of why they are operating and if or before an organization starts creating or have their mission statements; they will need to itemize strategies that the organization will be using to achieve those mission and vision statement. So if these strategies are not working effectively to get to where they are going to and are slowing them down they will want to fast forward whatever they are doing, and they will strategize. The strategizing from my understanding is organizational change. They will bring some changes differently from what they have been doing before”.

Additionally, in the definition given by participant C, “Organizational change is seen as the infusion or the factor of a certain element to become the desired output. Sighting an example with AEDC. AEDC came with its mission & vision.

We have performed many pilot studies, including the introduction of things that have faced out as the needs arise. Some of the changes were brought in through technology and others. It is a consistent thing as we speak”. It shows a level of understanding of participants on the subject matter.

Table 7. 1 Question 1:

What are the types of organizational change models adopted by AEDC management?

SUB-QUESTION 1a: - What is your knowledge on organization change?			
RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Organizational change is anything that brings difference to what we use to do before., i.e., a particular way of doing things.	Knowledgeable	Grounded Knowledge of Change Management

B	Organizational change is an inevitable change.	Knowledgeable	Basic Knowledge
C	Organizational change is seen as the infusion or the factor of a certain element to become the desired output. Sighting an example with AEDC. AEDC came with its mission & vision. We have done a lot of pilot, introduction of things that have faced out. as the needs arise some of the changes were brought in through technology and others. it is a consistent thing as we speak.	Knowledgeable	Grounded Knowledge of Change Management
D	Organizational change can be seen as the action that a company will ordinarily take to either change a culture of its people in terms of work culture or even sometimes technology.	Knowledgeable	Grounded Knowledge of Change Management
E	Organizational change is the major action taking by the management of a company to effect process, to effect the old ways of working to a new way of doing things.	Knowledgeable	Basic Knowledge
F	Organizational change is bringing in new ideas.	Knowledgeable	Basic Knowledge
G	Organizational change depends on the angle we are talking about. It has to do with the change that is taking place within an organization in terms of the structure or be the structure.	Knowledgeable	Basic Knowledge
H	From my understanding every organization has the objective of why they are operating and if or before an organization starts creating or has their mission statements; they will need to itemize strategies that the organization will be using to achieve those mission & vision statement. So if these strategies are not working effectively to get to where they are going to and are slowing them down they will want to fast forward whatever they are doing, they will restructure. The restructuring from my understanding is the organizational change. They will bring some changes differently from what they have been doing before.	Knowledgeable	Basic Knowledge

I	Organizational change is an obvious part that every organization has transformation as their agenda.	Knowledgeable	Grounded Knowledge of Change Management
J	Organizational change refers to any alteration that occurs in the work environment.	Knowledgeable	Grounded Knowledge of Change Management

b. How well do you understand the change?

Responses gathered from question 2 show that all ten participants understood what change simply is. For example, a response from participant B explained that “In every organization, change happens in different forms, it could be cultural or structural. However, in my view, organizational change is a move from the current to the future. For an organization to want to change, there must be a way they were doing things before, and they are now transitioning to their future desire. In organizational change, there are 3 stages. Where they are, where they are going to, and getting to that end there has to be a transition point of which they will move to the future”. From the response, there is an indication that the participant perfectly understands what change is.

Additionally, see a response from participant G, who stated that “Organizational change could be changing the culture in terms of the way of life. A change can be broken down into different parameters that can take place within the organization. Change takes place in different stages or angles in an organization”. This result shows that there is a general understanding of the subject matter.

Table 7. 2 Sub question 1b

How well do you understand the change?

RESP ONDE NT	RESPONSE	CODE	POSSIBLE THEME
A	Anytime a company tries to bring in new from how we use to do before, then it means we are about to bring in a change to the organization. Culture change is part of organizational change, things that try to move us from where we use to be to where the company decides to be.	Knowled geable	Transformatio n purpose
B	In every organization change happens in different forms, it could be cultural, structural. However, from my view organizational change is a move from the current to the future. For an organization to want to change there must be a way they were doing things before and they are now transitioning to their future desire. In organizational change, there is 3 stage. Where there are, where they are looking forward up to going to, and getting to that end there has to be a transition point of which they will move to the future.	Knowled geable	Transformatio n purpose
C	My understanding of organizational change is any alteration that occurs in a total work environment or issues around technology, strategies, our policies, and structure in the organization.	Knowled geable	Transformatio n purpose
D	Basically organization trying to bring cultural changes in the people with the technology he has in place.	Knowled geable	Transformatio n purpose
E	Organizational change can be introducing new technology. However, it's a major action been introduced into the process.	Knowled geable	Transformatio n purpose
F	Organizational change, for example, is bringing new technology to what we have to upgrade what we already have in the organization. It is also changing from old ways of doing things to a new way to improve performance.	Knowled geable	Transformatio n purpose
G	Organizational change could be changing the culture in terms of the way of life. A change can be broken down into different parameters that can take place within the organization. Change takes place in different stages or angles in an organization.	Knowled geable	Transformatio n purpose
H	I know Change is inevitable and it has come to stay	Knowled geable	Compulsory

I	The Organization transformation is a quality everyone wants to see and can be changed from worse to good, good to better, better to best and continuous improvement which shows that change is inevitable. That is what change is all about either you are service-oriented or not.	Knowled geable	Continuous improvement
J	Organizational change is very important and has main characteristics in most organizations. So for an organization to develop adaptability to change they have to buy ways that change will happen.	Knowled geable	Adaptation purpose

c. Has there been any change implemented within the AEDC?

In question C, while some respondents were uncertain if any change had been implemented within Abuja Electricity Distribution Company (AEDC), some participants were certain about the change implementation in the organization. The results collected in response to this question show that nine participants were certain that there had been some change implementation in the AEDC, while only one participant was uncertain of any change implementation as a result of the participant being new in the organization. This is seen in the response of participant A, who stated that “I cannot say that we have had structural changes within the period I joined the AEDC”. An example of those who are certain about the change implementation in AEDC is seen in the responses given by participants’ D and E, where participant D stated that “There have been quite many changes” and participant E added that “We have a lot of changes that have taken place over the years”.

Table 7. 3 Sub question 1c

Has there been any change implemented within the AEDC?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	I cannot say that we have had structural changes within the period I joined AEDC.	Uncertain	Uncertainty
B	Yes, we have had some changes	Certain	Certain about change in the organization

C	Uhhmmmm...yes there has been	Certain	Partially agreed
D	There have been quite many changes	Certain	Certain about change in the organization
E	We have a lot of changes that has taken place over the years.	Certain	Certain about change in the organization
F	A lot of changes have taken place in AEDC.	Certain	Certain about change in the organization
G	Yes, There has been thus far	Certain	Certain about change in the organization
H	Absolutely	Certain	Certain about change in the organization
I	Yes	Certain	Certain about change in the organization
J	We have a lot of changes in AEDC.	Certain	Certain about change in the organization

d. How was the change implemented in the AEDC?

The response to question D on how change was implemented in the AEDC indicates that all participants are knowledgeable about the subject matter. According to participant A, “Structural changes are very important that is anytime there is a shift in management hierarchy or at any level at all. We have made these structural changes before introducing a new position. anytime there are structural changes in an organization as a result of a missing gap and needs to effect some necessary change”. Participant D also stated that “I recall two strong ones that speak is the transformational change which Is in continuation and there have been cultural changes according to the change management process. I know that the cultural changes have happened more than twice if my counting is correct. so there have been changes even to the extent of the creation of the process of

various segment and section of the company business cutting across the technical, commercial risk, and companywide”.

Table 7. 4 Sub question 1d

How was the change implemented in the AEDC?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Structural changes are very important that is anytime there is a shift in management hierarchy or at any level at all. We have had these structural changes before where a new position was introduced. anytime there are structural changes in an organization is as a result of a missing gap and needs to effect some necessary change.	Knowledgeable	Gaps identification
B	Some of the changes we have had in regard to AEDC are the commercial activities. Before now the commercial activities were not fully automated but with the transformation, our commercial activities are now done using automation. In addition, our leave process has been another change that came before you need to carry paper for approval but with the change, it has been automated.	Knowledgeable	Gaps identification
C	It began with the privatization whereby all electricity discos were sold, then the internal change began to change the entire processes, structure, and policies	Knowledgeable	Gaps identification

D	I recall two strong ones that speak is the transformational change which Is in continuation and there have been cultural changes according to the change management process. I know that the cultural changes have happened more than twice if my counting is correct. so there have been changes even to the extent of the creation of the process of various segments and sections of the company business cutting across the technical, commercial risk, and company wide	Knowledgeable	Gaps identification
E	I can remember the name change of the grade level before now we use to have team lead, regional manager, head, etc.... that has changed now the grade level we have started from AEDC 1-11. Another change the management has introduced is the use of CUG. Before now staff requests a communication allowance for them to communicate among themselves and to customers later the management introduced the CUG	Knowledgeable	Gaps identification
F	Before now some of the mail we were sending now was done manually then. Some memo was sent online; redeployment was also done online. In the technical line, we have what we call the DT Meter when a transformer is linked together at a glance you know where the energy is sent to and how much you can ill for the energy. The introduction of Incms has made the commercial activities of the company very easy. You can know where money is coming from and not	Knowledgeable	Gaps identification
G	I will speak of two areas of change in AEDC that I manage. first, Is the HSE culture change, if you have observed the rate of accidents & incidents has reduced in the organization. The culture of safety has been built in the organization both internally and externally. second, in the paperless drive, before now we are used	Knowledgeable	Gaps identification

	to paper. I can assure you that there has been a change in the organization		
H	Change agents were identified who tried to seek employees buy-in during the process of change	Knowledgeable	Adaptation purpose
I	One of the major change we have is the performance management where we do our appraisal and goal settings which have been automated. Before we use paper to carry out all of this	Knowledgeable	Gaps identification
J	Before now AEDC was not structured region-wide as it is right now. That was a transformation that happened and still happening initially we had the outer region and one or two regions within the FCT, then afterward there was a multiplication of regions. We have the automation changes. There have been lots of things that have been automated, e.g., leave that we initially fill the form when applying for leave but has been automated now.	Knowledgeable	Gaps identification

e. What do you like about the change implemented?

The question of what participants liked about the change implemented in the AEDC reveal that the change was favorable to employees. All ten participants agreed that the change implemented was favorable. For example, participant B explained that “In terms of automation, communication the CUG has truly helped communication to be seamless among the workforce and it has also reduced cost. Before the introduction of CUG there use to be allocation of money for airtime to

staff, but the CUG has helped and communication has been more effective among the workforce”. This was clarified by participants C, D, and E, among others. Participant E stated that “Organizational change is the major action taken by the management of a company to effect process, to effect the old ways of working to a new way of doing things”. Participant C added that “Organizational change is seen as the infusion or the factor of a certain element to become the desired output. Sighting an example with AEDC. AEDC came with its mission & vision. We have done a lot of pilots, and introductions of things that have faced out. as the needs arise, some of the changes were brought in through technology and others. it is a consistent thing as we speak”.

Table 7. 5 Sub question 1e

What do you like about the change implemented?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	For me I think it has increased our efficiency like the way we send letters now via mail, it is faster, easier, and cheaper. So this has made us more efficient. It has also reduced cost.	Favorable	Innovations
B	In terms of automation, communication the CUG has helped communication to be seamless among the workforce and it has also reduced cost. Before the introduction of CUG there us to be allocation of money for airtime to staff, but the CUG has helped and communication has been more effective among the workforce.	Favorable	Cost reduction, improved communication, Promote Innovation
C	It was an eye-opener at every point in time	Favorable	Increased knowledge
D	It has also improved work efficiency in terms of environmental changes and the effect of our activities on the third parties. The debt has reduced; we don't file many people dying of being electrocuted as the third party or as staff now because there are processes; every process must be duly followed before you go to disconnect or go to a customer's house. There are lines of activities you must follow which	Favorable	Improved work efficiency, Improved debt collection process, Innovation

	take care of a lot of hazards that will ordinarily happen in the business. The change has saved more lives		
E	The automation is one of the changes I like the most. You can be at the comfort of your home and apply for leave, send emails, and apply for anything online. I was able to execute some work my boss gave to me while I was on the field with one of the automated applications easily	Favorable	Introduced innovation and efficiency
F	The change has made work less burdensome especially in HR where we carry file from place to place but now at the click of the button you get a lot of things done which makes work less worrisome, fewer errors, save cost, save energy, saves you from travelling. The risk of travelling is also minimized	Favorable	Introduced innovation, Prevent risk and reduction of cost, improved efficiency
G	It has strengthened our relationship with our external stakeholders. For instance, under the HSE culture change, there is a collaboration that has taken place at various levels at a different locations with our stakeholders to ensure we are all on the same board	Favorable	Improved customer relationships
H	People can learn new ways of doing things and it is an experience no one can take away	Favorable	Introduced innovations
I	From the impact of change I will look at the job role; there has been the proper placement of staff second, critical attitude and mindset. The change has changed the critical attitude of staff and their mindset	Favorable	Staff development and improved mindsets
J	one of the major change I like most is the cashless initiative; the ability to pay a bill without physically coming to our pay point which has decongested some of our offices because before now you will see queues everywhere but now that has been drastically reduced because of the cashless policy initiative. it has blocked every leakage and loopholes of side fund which has help	Favorable	Introduced innovation, encourage selfless services, more customer friendly, reduce theft

f. What organizational change framework are you familiar with?

Participants were asked what organization change framework they are familiar with. In response to the question, four participants were uncertain about the change framework, while six participants identified the frameworks known to them. Some uncertain participants, such as participants C, F, G, and H, clearly stated that they were unsure, and others mentioned different frameworks, such as ADKAR and Kurt Lewin's framework.

Table 7. 6 Sub-Question 1f

What organizational change framework are you familiar with?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	ADKAR Framework Model of Change	Knowledgeable	Familiar with ADKAR
B	Kurt Lewin Framework	Knowledgeable	Familiar with Kurt Lewis
C	Not sure	Uncertain	Have no idea
D	ADKAR Framework Model of Change	Knowledgeable	Familiar with ADKAR
E	The methodology or frame work I am familiar with is the ADKAR.	Knowledgeable	Familiar with ADKAR
F	Not sure	Uncertain	Has no idea
G	Not sure	Uncertain	Has no idea
H	Not sure	Uncertain	Has no idea
I	ADKAR	Knowledgeable	Familiar with ADKAR
J	Unfreeze, change and refreeze	Knowledgeable	Familiar with Lewis

g. In your opinion, what framework was adopted by the AEDC?

In response to the type of framework AEDC adopted, the results showed that five participants were uncertain about the specific framework adopted, while the remaining five identified ADKAR as the model used in the AEDC. Although out of five participants were uncertain

specific framework adopted in the AEDC, two participants claimed that Kurt Lewin's change management process was adopted in the AEDC.

Table 7. 7 Sub question 1 g

In your opinion, what framework was adopted by the AEDC?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	The framework we are using in AEDC is the frozen ADKA model. That's the change methodology we are using to drive change in the company	Certain	Identified ADKAR
B	The change process that we use in AEDC. We will look at what it is now, what we are doing now, the current situation, what do we need to do now? The gap between what we were doing before and now, and how to get to where we want to be. Kurt Lewis model (freezing and unfreezing)	Uncertain	Kurt Lewin
C	Not sure	Uncertain	Not certain
D	What we use in AEDC is Kurt Lewin Model.	Uncertain	Lewin Kurt
E	The methodology or framework we use in AEDC is the ADKA. For AEDC most of our change methodology projects are based on the initiative change based on that we can ensure we use the ADKA methodology and this for us if we say ADKA we need to define it which are A. Awareness D. Desire K. Knowledge. So for every change or initiative coming up you need to create awareness for the people and ensure that they have a desire too. To participate in the change as that goes on too you create knowledge by training them and we ensure that they can work with the initiative that has	Certain	Identified ADKAR

	been brought in so they know how to go about it. Just like InCMS the tunes that we use for it and after this you try to monitor all that have been implemented to carry out all that has been enforced		
F	Just like everyone has said the change methodology we use in AEDC is ADKA. We merged two models just like respondent B has spoken	Certain	Identified ADKAR and Lewin Kurt
G	As an HR manager I see more in the appreciation of the model, so I will say they have done a lot to creating awareness for most of the changes that we are into today. There was a time when the appraisal was manually done, HR keeps a lot of paper. However, they came with a change that in that aspect called the paperless. So this has reduced a lot of paper. It's being automated	Uncertain	ADKAR
H	I know some changes that were used. Changes like the InCMS which is focused on using the ATC&C losses, changes like the goal setting form, appraisal form which we now have automated, also the changes in our finance department we feel statement of expense and take t them but now we feel and just scan to them	Uncertain	Not certain
I	ADKAR	Certain	Identified ADKAR
J	ADKAR	Certain	Identified ADKAR

h. Was there a vision for change?

All ten participants were certain that there was a vision for change in AEDC. According to participant A, “The company had a major vision which is stated in our vision statement, making every customer happy. The vision is to be a world-class utility company providing power supply 24/7. That’s the company’s vision and they are doing everything they can to ensure they meet up

with that vision and go further the strategy of the company is customer-centric. The company is focusing on effective regulations, obeying regulations to ensure that we don't have abridges. Those are the vision that takes us to be a world-class company. Every organization without a vision will crash". This statement was also supported by participant F, who stated that "There was a vision for the change. The mission & vision statement was also created. They developed strategic plans, for the ATC&C losses. All of these shows that the management can deliver the end demand".

In addition, participant B explained that "every change is a product of vision. You, first of all, visualize where you want to be, that itself is a vision. Now what will take you there requires some steps and those steps will make you change the way you use to do something and so which means every change we see before the changes come we must have seen something. Like now the vision of the company is to become a world-class utility company, there will be some other small vision that will make you accomplish those vision, so before we get to that we need to change some things like the way we think (cultural change) which will take us to various changes that will happen in the company just like the paperless initiative change".

Table 7. 8 Sub question 1 h

Was there a vision for change?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	The company had a major vision which is stated in our vision statement, making every customer happy. The vision is to be a world-class utility company providing power supply 24/7. That's the company's vision and they are doing everything they can to ensure they meet up with that vision and going further the strategy of the company is customer-centric. The company is focusing on effective regulations, obeying regulations to ensure that we don't have abridges. Those are the vision that takes us to be a world class company. Every organization without a vision will crash	Certain	identified a vision
B	Every change is a product of vision. You, first of all, visualize where you want to be, that itself is a vision. Now what will take you there requires some steps and those steps will and those steps will make you change the way you use to do somethings and so which means every change we see before the changes come we must have seen something. Like now the vision of the company is to become a world-class utility company, there will be some other small vision that will make you accomplish those vision, so before we get to that we need to change some things like the way we think (cultural change) which will take us to various changes that will happen in the company just like the paperless initiative change	Certain	identified a vision
C	There was a vision for the change. We no longer do things the way they used to be, there is a need for improvement even in the power supply. We understand and need to work towards reducing our ATC&C Losses. We also need to meet the gap of metering our customers	Certain	identified a vision
D	The organization has a vision. the vision of the change is aligning with the vision of the organization. The vision of the organization is what gave birth	Certain	identified a vision

	to change management, so we can't separate the two. the vision of the board member to the management, so we align our vision with them		
E	There was a vision for the change because before privatization things weren't going on well basically in the power sector and the investor came in and bought the company and has they bought the company they have their mission statement with that they had a projection of what they are going to do. with that in mind, they had a particular vision and draw processes, principles, and structures in place to get there	Certain	identified a vision
F	There was a vision for the change. The mission & vision statement was also created. They came up with strategic plans, the ATC&C Losses. All of these shows that the management can deliver the end demand	Certain	identified a vision
G	There was a vision and their vision and their vision is to make AEDC a world-class utility company and we came in at the time of the changeover. Even the environment was nothing to write home about, but with this vision, the environment itself changed it was contracted out to some cleaning company	Certain	identified a vision
H	Yes, there is a change. AEDC came into existence in 2013 Nov. the main reason federal government privatized the power sector and when AEDC saw that the going down is nothing for so long. They had their mission & vision providing power 24/7 to businesses & homes. Having that in mind they knew that we will have to change the policies, procedures, and guidelines running the company having that in mind is a vision of change	Certain	identified a vision
I	There was a vision statement from inception	Certain	identified a vision
J	No organization can perform without a vision so also AEDC had a set vision that led the organization towards performance	Certain	identified a vision

i. Was it well articulated and understood by the cross section of employees?

Two of ten participants were unsatisfied with the process of communication during the change process. According to one of the participants, “Maybe communication was not enough and staff engagement was not done”. (I). On the other hand, participant H stated that “In addition to respondent G change is inevitable. Change is compulsory because we must introduce changes in the organization to get to where we are going to too. However, the issues of communication, communicating the goals of the employee seem that we have bridged some gap”.

Eight other participants were satisfied with the communication process. This can be seen in the view of participant B, who stated that “Changes in AEDC were properly communicated. A change cannot happen without communication. So every change must be properly communicated and communicated for people who will adapt to the change, they must understand. Not understanding is one of the causes of failure in change management. In the AEDC, we discovered that some changes initially succeeded but later began to fail. For example, InCMS imposes considerable pressure on some employees. Along the line, we notice that some people are dropping the application of InCMS to make things easier for them or ease the pressure. The change was communicated but not fully accepted”.

In support, participant D explained that “The formation of change itself is communication. A communication plan is one of the major things in managing change. The way we carry out some activities we have templates, from the communication plan the stakeholder will have to be in the communication plan. We have what we call stakeholder analysis. We analyze our stakeholders so that they will take to a communication plan. The communication plan tells you the intent of your communication, and who will be your communicator when it will be delivered. so every change has a condition time. Then, the “ADKAR” we are talking about here. When you communicate it’s either you are creating awareness or you are also building desire so that your awareness will lead to desire.

All of them are interwoven. So you must be able to have a communication plan that will take you from awareness to desire. So yes it has been articulated”.

Table 7. 9 Sub question 1i

Was it well articulated and understood by the cross section of employees?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	In AEDC changes are all well communicated. We had a change in early 2019, before now there was a time some people take all manner of money based on communication from the company, and then the financial operation came up with the CUG, and before that, it was well communicated in ADKAR. There was an awareness of the need for the change. The awareness within the organization is always well communicated. Then, the desire to accept those initiatives sometimes is between imbalance, it's not always 100% especially those that have been benefiting from the old ways. The adoption of the initiatives is just low. Changes were well articulated and communicated	Satisfactory	Effective communication
B	Changes in AEDC were properly communicated. In fact, a change can't happen without communication. So every change must be properly communicated and communicated for people who will adapt to the change, they must understand. Not understanding is one of the causes of failure in change management. In AEDC we discovered that there are some changes that initially succeeded but later began to fail. E.g InCMS when the case imposes a lot of pressure on some employees. along the line, we notice that some people are dropping the application of InCMS to make things easier for them or ease the pressure. The change was communicated but not fully accepted	Satisfactory	Effective communication

C	When the process was initiated, it was communicated but the concern should be ...Do people understood the need for change or reason for the change	Satisfactory	Effective communication but Misunderstood
D	The formation of change itself is communication. A communication plan is one of the major things in managing the change. The way we carry out some activities we have templates, from the communication plan the stakeholder will have to be in the communication plan. We have what we call the stakeholder analysis. We do the analysis of our stakeholders so that they will take to a communication plan. The communication plan tells you the intent of your communication, who will be your communicator when it will be delivered. so every change has a condition time. Then, the “ADKAR” we are talking about here. When you communicate it’s either you are creating awareness or you are also building desire so that your awareness will lead to desire. All of them are interwoven. So you must be able to have a communication plan that will take you from awareness to desire. So yes it has been articulated	Satisfactory	Effective Communication and Awareness
E	Sighting example with the TETRA TECH team when they came in different stakeholders where meet. From there they deploy how AEDC use to work and said let’s freeze some part and move forward to how to do things in better ways. during that time there was a pilot that was done and during that period of communication, everyone in FCT South knew what was coming (a big change). When TETRA TECH came there was a lot of articulation & communication to start. AEDC awareness & communication was well there. However, it’s now the people their knowledge and ability to enforce or carry out their adoption rate. So it was well communicated.	Satisfactory	Effective communication
F	The person who bridges won’t say he bridged because he doesn’t know but does not have the ability but is aware. I will say yes that the change has been well articulated & communicated	Satisfactory	Effective Communication

G	I'm that aware that some of the changes introduced. Introduced awareness was created for them and there was an observation that some people are resistant to change or maybe they are used to the old ways of doing things so they refuse to change. No matter the awareness you make, you still have challenges with them. E.g the (Goal settings and appraisal) HR staff were called to HQ to be trained and were asked to go back and educate other staff in the region. at the end of the day one staff still go ahead and do the goal settings on behalf of the whole staff in the region. I think the change was well articulated to some extent	Satisfactory	Effective Communication and Awareness
H	In addition to respondent G change is inevitable. Change is compulsory because we must introduce changes in the organization to get to where you are going to too. However, the issues of communication, communicating the goals of the employee seem that we have bridge some gap	Unsatisfactory	Inadequate communication
I	Maybe communication was not enough and staff engagement was not truly done	Unsatisfactory	Inadequate communication
J	No doubt, Management communicated enough	Satisfactory	Effective Communication

j. Was the process consultative, and were the views of stakeholders taken into account?

In responding to if the process was consultative and considered stakeholders' views, one participant (J) was uncertain, two participants (C and G) were unsatisfied, participant D was satisfied but stated that it was not favorable, and the remaining six participants agreed that the process was consultative and took into account stakeholders' views. According to participant J, who stated that "Maybe" indicates that the participant was uncertain. Participant C, whose response

indicated that it was unsatisfactory, stated that “To some extent, it was consultative, but some things may have been done without proper consultation”.

This is contrary to Participant D’s view, who stated that “Factors of communication must be two ways 1. Communicate 2. Feedback.

It was well consultative. It’s good to get feedback and work on it and enforce your communication based on your feedback”. This view indicates that although the participant was satisfied with the process, the process was unfavorable. However, participant A stated that “Most of the processes that were to be changed within the organization were consultative. An example is the InCMS before the take-off, the InCMS team were deployed to a various unit, region and they had a meeting with everyone in their regions and they got the buying of everyone because we were told the benefit of the change that was coming” this shows that the participant indicated that the process was satisfactory.

In support, participant E added that “Yes, change was consultative. For every change, there must be good consultation. The first major change was that of the TETRA TECH; there was, as a consultative forum, different stakeholders were consulted, and the different departments were also consulted on how things can move forward for the change we want to achieve. For every change in AEDC for me, there is always a consultative forum whereby the people agree, and based on the feedback they receive, they now know how to move forward. Feedback makes you move forward and how to bring out the best in that particular department”.

Table 7. 10 Sub question 1j

Was the process consultative, and were the views of stakeholders taken into account?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Most of the processes that were to be changed within the organization were consultative. An example is the InCMS before the take-off, the InCMS team were deployed to a various unit, region and they had a meeting with everyone in their regions and they got the buying of everyone because we were told the benefit of the change that was coming	Satisfactory	Consultative process
B	We had consultation and views taking into consideration. Staff expresses their view, worries, concerns, and anxiety concerning changes. There were some views that were taking into consideration while some were not	Satisfactory	Consultative process
C	To some extent, it was consultative but some things may have been done without proper consultation	Unsatisfactory	Partially agreed
D	Factors of communication must be two ways 1. Communicate 2. Feedback. It was well consultative. It's good to get feedback and work on it and enforce your communication based on your feedback	Satisfactory but unfavorable	Consultative but did not allow feedback
E	Yes, change was consultative. For every change, there must be well consultation. The first major change was that of the TETRA TECH, there was like a consultative forum different stakeholders were consulted and the different department was also consulted on how things can move forward for the change we want to achieve. For every change in AEDC for me, there is always a consultative forum whereby the people agree, and based on the feedback they get, they now know how to move forward. Feedback makes you move forward and how to bring out the best in that particular department	Satisfactory	Consultative process

F	Management put so much effort to engage staff from time to time on every of their plan towards change	Satisfactory	Consultative process
G	I will agree based on the submission of others because I have also witness a consultation business forum.	Unsatisfactory	Not consultative
H	The process of change was very well consultative. Unions were carried along so also communication was done across all levels,	Satisfactory	Consultative process
I	The process was consultative	Satisfactory	Consultative process
J	Maybe	Uncertain	Not certain

k. Was there sufficient time provided for transitioning from old practices to new practices?

The final question under research question 1 asked if there was sufficient time provided for transitioning from old practices to new practices. In response to the question, participants' F and G were unsatisfactory with the time given for change transitioning in the AEDC. According to participant G, "From the view of things some of the projects seem as if they were rushed, there is no time considering the type of staff we have out there. Then, applying the changes like that, there is no time because of the nature of their job". While participant F added that "I agree with respondent E, that most projects they allow in no time while some take time because its time constrains even those we allow time is not deliberate sometimes. That time that is given is not always deliberate action by that initiative to say let's give time". Participants H and I were uncertain, and this was seen in participant H's response, who explained that "My definition of sufficient time may be different from others. However, management does not delay immediately a plan has been communicated".

Six other participants who were participants A, B, C, D, E, and J were well satisfied that the time allocated for transition was enough. According to participant E, “There is always enough time. Similar to the introduction of the CUG, there was enough time that it was communicated even two months before so that people would stop collecting impress for airtime. Even when we were close to 2 months, we noticed that some people still went ahead collecting impress for airtime. After that, another communication was passed again. There is always enough time to prepare for us in the AEDC”. In addition, and in support of the view, participant C gave an example stating that “Introduction of automated goal setting. E.g there was this awareness of moving from paper to automation and have made awareness to the regions to introduce the new automated goal settings to the employee”.

Table 7. 11 Sub question 1k

Was there sufficient time provided for transitioning from old practices to new practices?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	For most projects there was enough time. There is always enough time to migrate to a new project	Satisfactory	Effective time management
B	I think they gave time. In the case of InCMS, they started with the Jabi area office. they didn't just say the whole region or company at large. They started with the Jabi area office, they tested it and corrected some errors and before it was deployed to another location	Satisfactory	Effective time management
C	Introduction of automated goal setting. E.g there was this awareness of moving from paper to automation and have made awareness to the regions to introduces the new automated goal settings to the employee	Satisfactory	Effective time management
D	Change is gradual and we need to understand that. Sometimes change is attached to the project and has a timeline	Satisfactory	Effective time management

E	There is always enough time. Just like the introduction of the CUG There was enough time that it was communicated even two months before then so that people will stop collecting impress for airtime. Even when we were close to the 2month we noticed that some people still went ahead collecting impress for airtime. After that, another communication was passed again. There is always enough time to prepare for us in AEDC.	Satisfactory	Effective time management
F	I agree with respondent E, that most projects they allow in no time while some take time because its time constrains even those ones we allow time is not deliberate sometimes. That time that is given is not always deliberate action by that initiative to say let's give time	Unsatisfactory	Not all the time
G	From the view of things some of the projects seem as if they were rushed, there is no time considering the type of staff we have out there. Then, applying the changes like that, there is no time because of the nature of their job	Unsatisfactory	No sufficient time
H	My definition of sufficient time may be different from others. However, management does not delay immediately a plan has been communicated	Uncertain	Not certain
I	Maybe there was	Uncertain	Not certain
J	Yes, if not, sufficient information on the planned change would not have been communicated in due time	Satisfactory	Effective time management

Research Question 1 Result Analysis

Table 7. 12 Question 1 Response Analysis

Consolidated response categories and codes for open-ended responses gathered from 10 participants. Identifiers are used to replace names of participants							
Sub-Question	Unfavorable	Certain	Uncertain	Knowledgeable	Favorable	Satisfactory	Unsatisfactory
Sub question 1a				A - J			
Sub question 1b				A - J			
Sub question 1c		B – J	A				
Sub question 1d				A -J			

Sub question 1e					A - J		
Sub question 1f			C,F,G,H	A,B,D,E ,I,J			
Sub question 1 g		A,E,F,I, J	B,C,D,G, H				
Sub question 1 h		A – J					
Sub question 1i						A – G, J	H,I
Sub question 1j	D	J				A,B, D,E, F,H, I	C,G
Sub question 1k			G,H			A,B, C,D, I	E,F

Research Question 2: What are the ethical principles adopted by AEDC management that influenced employees’ performance?

Seven sub questions were further generated to address and provide understanding and answers to the questions. Responses were gathered from ten participants who are current staff selected from Abuja Electricity Distribution Company’s (AEDC) population. The researcher coded this section using ten data segments: satisfactory; unsatisfactory; favorable; unfavorable; uncertain; satisfactory/unfavorable; satisfactory/favorable; unsatisfactory/favorable; unsatisfactory/unfavorable.

The researcher has defined “satisfactorily” as instances where participants barely agree with a subject matter. Using the “unsatisfactory” code in this study shows that participants are not in support of the subject matter. Instances, where the researcher used the “favorable” code, indicate that the process was beneficial to employees, while “unfavorable” indicates that the process was not beneficial to employees, as stated by the participants. Instances where the study uses “satisfactory/favorable” indicate that participants have a good understanding of the subject matter and accept that it was beneficial to the general employees.

On the other hand, where the study uses “unsatisfactory/unfavorable” to indicate that participants do not understand the subject matter and disagree with the process being beneficial to the general employees. Instances, where the “uncertain” code is being used, indicate that participants are not sure of the process in use. Finally, instances where “unsatisfactory/unfavorable” was used by the researcher show that participants feel the subject matter is not organizational effective and unfair on the part of employees. On the other hand, where “unsatisfactory/favorable” is used indicates that participants are not satisfied with the process, but the result was beneficial to the employees.

4.3.2.2. Producing the Result from Question 2 data

a. Was there transparency in the process of change?

Responses generated from the ten participants on clear transparency during the process of change within the AEDC reveal that two participants were uncertain. One of the participants stated that “Maybe, I cannot say” (F), while the other participant (A) explained that “I can’t say yes and can’t say no because the management decision is what the employee follows and most of the times have not seen us bring out questionnaire or survey based on that to ask the employee consent or either you are comfortable with the change or not, we feel as long as the changes are coming from the top management it is to be done for getting people consent is very low in the process of change”.

Participants E, F, and J were satisfied to an extent. According to participant E, “It was the management that knew what they want and bringing it to us and whatever change they wanted will be beneficial to us. So for them amongst themselves, there might have been transparency in deciding what it is and sees it as a good thing for the organization”. This view was supported by participants’ F and J, where participant F stated that “To some certain degree Yes there was transparency in the change process” and participant J added that “To an extent, I can say there was transparency”.

On the other hand, Participants H, G, D, and B expressed that they were satisfied with the level of transparency, which was beneficial to employees. For instance, participant H explained that “We should look at the achievement before we talk about transparency. The organization has moved beyond target over time and I believe that can only be possible when employees are happy with what you do. So I can say, there was transparency which led to the continuous improvement in performance over time”. In support, participant D added that “I think for anybody to join an organization there is a level or ability to change. When we were doing a merger, some of the staff could not adapt to the change. Anybody working in the AEDC should have in mind that there is room for change in an organization. Like this transparency is also a change. So I see no other transparency we are talking about”. Participant C was barely satisfied but stated that the process was unfavorable in regarding transparency. The participant stated that “I support respondent E that there is transparency at the management level but not at the staff level”.

Table 8. 1 Question 2a

Was there transparency in the process of change?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	I can't say yes and can't say no because the management decision is what the employee follows and most of the times have not seen us bring out questionnaire or survey based on that to ask the employee consent or either you are comfortable with the change or not, we feel as long as the changes are coming from the top management it is to be done for getting people consent is very low in the process of change	Uncertain	Not sure there was transparency
B	When we are talking about transparency, we want to believe that the management is truthful and they have a duty to make the employee understand what the change is all about and ensure that the fear that	satisfactory/favorable	There was transparency

	employee Is having in their mind concerning any change that the fear is taking care of		
C	I support respondent E that there is transparency at the management level but not at the staff level	Satisfactory/unfavorable	Agreed there was transparency
D	I think for anybody to join an organization there is a level or ability to change. When we were doing merger some of the staff could not adapt to the change. For anybody working in AEDC should have in mind that there is room for change in an organization. Like this transparency is also a change. So I see no other transparency we are talking about	satisfactory/favorable	There was transparency
E	It was the management that knew what they want and bringing it to us and whatever change they wanted will be beneficial to us. So for them amongst themselves, there might have been transparency in deciding what it is and sees it as a good thing for the organization.	Satisfactory	Not sure there was transparency to a certain level
F	To some certain degree Yes there was transparency in the change process	Satisfactory	To a level, there was transparency
G	We trust that there was transparency in the process	satisfactory/favorable	There was transparency
H	We should look at the achievement before we talk about transparency. The organization has moved beyond target over time and I believe that can only be possible when employees are happy with what you do. So I can say, there was transparency which led to the continuous improvement in performance over time	satisfactory/favorable	There was transparency
I	Maybe, I cannot truly say	Uncertain	Not certain
J	To an extent, I can say there was transparency	Satisfactory	To a level, there was transparency

b. How do you rate transparency in the communication of change?

Five respondents revealed that the transparency in the communication of change was satisfactory and favorable to employees. An example is seen in participant B's response, who explained that "We believe in the management and sure that it is transparent enough". This view was supported by participant F, who stated that "Transparency was ensured in the process of change". In contrast, participants A and G were unsatisfied with the level of transparency in communication. According to participant A, "In the transparency, I can't look out for transparency in the communication during the change process. The transparency is not 100%". This view was supported by participant G, who stated that "the level of transparency may be low".

Participants J and I indicated that they were satisfied but claimed that the process was unfavorable to employees. This can be seen in the response of J, who stated that "The communication was quite clear enough. On the part of the employees, we always do our best, but sometimes management on their part may not be true to their words". In addition, participant I indicated that it "maybe on a 50/50".

Meanwhile, participants' C and E were satisfied with the communication but did not state if it was favorable or not. According to participant C, who stated that "From the management side, there is an assured transparency which we rely on". The same thought was shared by participant E, who also added that "So for me based on management's decision, there might have been transparency".

Table 8. 2 Question 2b

How do you rate transparency in the communication of change?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	In the transparency I can't look out for transparency in the communication during the change process. The transparency is not 100%.	unsatisfactory	No adequate communication
B	We believe in the management and sure that it is transparent enough	satisfactory/favorable	Trust for Leaders
C	From management side, there is an assured transparency which we rely on	Satisfactory	Trust for Leaders
D	Transparency is the change itself	satisfactory/favorable	Effective communication
E	So for me based on management's decision, there might have been transparency.	Satisfactory	Effective communication
F	Transparency was ensured in the process of change	satisfactory/favorable	Effective communication
G	The level of transparency may be low	unsatisfactory	No adequate communication
H	there was transparency in the communication	satisfactory/favorable	Effective communication
I	maybe on a 50/50	Satisfactory/unfavorable	Uncertain
J	The communication was quite clear enough. On the part of the employees, we always do our best but sometime management on their part may not be true to their words	Satisfactory/unfavorable	Effective communication

c. How fair was the process?

All ten participants were satisfied that the process of change was fair. For example, participant A stated that “The change is beneficial both to individual and the organization because most of all the initiatives brought in benefits, e.g., the paperless initiative. Before now for you to write a memo or apply for something, you will have to travel down to HQ from wherever you are for signature and approval; but now it’s been automated and you can be anywhere you are and get approval”. With real-life experience, participant C added that “I will use the goal setting & appraisals as an example it is beneficial in the sense that all those times that we use paper, taking to supervisor for signature and all, there will be a lot of papers and during the process of filling the form alteration comes up. However, now it has been automated and has saved us a lot of stress”. In support of both participants A and C’s views, participant E explained that “The process was fair to a certain level depending on the receiving end. For me when it came to the InCMS, it was beneficial, but then when it was commercial, we knew how the commercial process was working. The onboarding of InCMS became more beneficial; in the case of automation, in terms of structure, it benefited some people. It was beneficial to some people based on their level back then. However, to some large extent, it was beneficial”.

Although all the participants were satisfied, eight of them were certain that the process was favorable as well. An example can be seen in participant H, who added that “the process was fair enough because employees were fully part of the process and all the steps to be taken were passed through the change agents who were employees”. The same view was not shared by participants I and G, where participant G stated that the process was “quite fair” and participant I explained that “I can’t say for sure that it was 100% fair but there was some fairness in the process”.

How fair was the process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	the change is beneficial both to individual and the organization because most of all the initiatives brought in benefits, e.g., the paperless initiative. Before now for you to write a memo or apply for something, you will have to travel down to HQ from wherever you are for signature and approval; but now it's been automated and you can be anywhere you are and get approval.	satisfactory/favorable	Fair process and introduced innovations
B	Once the company agree to the change it will be beneficial to everybody. Some may have some advantage but as long as one is positively impacted then it is beneficial.	satisfactory/favorable	Fair process
C	I will use the goal setting & appraisals as example its beneficial in the sense that all those time that we use paper, taking to supervisor for signature and all, there will be a lot of papers and during the process of filling the form alteration comes up. However, now it has been automated and has saved us a lot of stress.	satisfactory/favorable	Fair process and introduced innovations
D	What we need to look at is the common objective aspect of it. Has it benefited the company? We are not supposed to look at it based on individual aspect alone but also globally. For example, I was moved from the field before I joined change management and the process has affected me positively that's why I can be present here in your focus group. However, the impact is beneficiary.	satisfactory/favorable	Fair process
E	The process was fair to certain level depending on the receiving end. For me when it came to the InCMS it was beneficial but then when it was commercial we knew how commercial process was working. The on boarding of InCMS became more	satisfactory/favorable	Fair to a level

	beneficial, in the case of automation, in terms of structure it benefited some people. It was beneficial to some people based on their level back then. However, to some large extent it was beneficial.		
F	Fair enough because I know some organizations usually bring the need for change to terminate or deal with people but the focus of this management was basically on improvement on the part of the company towards customers, and the part of employees for growth	satisfactory/favorable	Fair process and improved customer centricity and employees development
G	Quite Fair	Satisfactory	Fair process
H	the process was fair enough because employees were fully part of the process and all the steps to be taken were passed through the change agents who were employees	satisfactory/favorable	Fair process and improved employees development
I	I can't say for sure that it was 100% fair but there was some fairness in the process	satisfactory	Fair process
J	Well, it was simply fair because it created a lot of rooms for development and trainings of employees from time to time regardless of cost	satisfactory/favorable	Fair [process and employees development

d. Was there favoritism during the implementation of change?

Five participants responded that the process of change was implemented without favoritism and agreed that it was favorable. For example, participant E stated that “Felt there was favoritism at some point but now in another position, I can say my thinking was wrong”. In support, participant D added that “There was no favoritism thus far”. In contrast, while participant J argued that favoritism was perceived during any change process by stating that “Somehow perceived from the management level and agents of change where people close to them benefited more in some of the positions that came with salary increase”, which indicates that the participant’s view of favoritism

was unsatisfactory but favorable, participant I stated that “Somehow perceived from the management level and agents of change where people close to them benefited more in some of the positions that came with salary increase”, which showed dissatisfaction and unfavorable processes in the argument.

However, participant B stated that the process was unfavorable through the response that stated that “Somehow perceived”, while participants’ F and G stated that it was simply satisfactory, as favoritism is inevitable in every change process. This was identified in their responses, where participant F stated that “There is no way to do things without favoritism. I mean, we are human and its naturally part of us”, and in support, participant G added that “Maybe to an extent”.

Table 8. 4 Question 2d

Was there favoritism during the implementation of change?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	There was no favoritism during the process	satisfactory/favorable	No Favoritism
B	Somehow perceived	unfavorable	Perceived favoritism
C	No favoritism perceived	satisfactory/favorable	No Favoritism
D	There was no favoritism thus far	satisfactory/favorable	No Favoritism
E	Felt there was favoritism at some point but now in another position, I can say my thinking was wrong	satisfactory/favorable	Perceived favoritism
F	There is no way to do things without favoritism. I mean, we are human and its naturally part of us	satisfactory	Favoritism is inevitable
G	Maybe to an extent	satisfactory	Perceived favoritism
H	If we look at the result, favoritism would not be our major concern	satisfactory/favorable	Favoritism is not important
I	Somehow perceived from the management level and agents of change where people close to them benefited	Unsatisfactory/unfavorable	Perceived favoritism

	more in some of the positions that came with salary increase		
J	No change process would go without favoritism as you want some certain people you know and trust to give you the desired results never minding that some may also have the capacity to deliver more than people you know	unsatisfactory/favorable	Favoritism is inevitable

e. Was there some information hidden from employees during the process?

The researcher wanted to know if there was any information hidden from employees during the implementation of the change process. In response to this, nine participants agreed that communication was effective and not in any way hidden. An example is seen in participant I's response, who stated that "There is usually no motive behind any change before the ethic is being transpired, but during the process, there was a freeze and unfreezing period. Because of that process, we determine that some people who are not following that steps and you know that repercussion normally follows such". In support, participant H responded that "I do not think there was any information hidden except to say many may not have understood the plan for change at one point or the other thereby increasing gossips and misinformation especially from the far regions". However, only one participant was quite unsure. This is seen in the response given, which stated that "Maybe at some point which may be the fear of the reaction of employees towards the result" (G).

Table 8. 5 Question 2e

Was there some information hidden from employees during the process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
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A	I don't think any information was hidden from the employee except if the communication has issues from the beginning or the objective was not truly known and later one discovers that oh! So this is coming out of this.	Satisfactory/favorable	Effective communication
B	I don't think there should be something to hide from the employee except that if in the process of explaining the change maybe before the process of orientation and they later begin to see it during orientation.	Satisfactory/favorable	Effective communication
C	I don't think there was any information hidden from employee during process of change except if the particular employee is not fully aware of the process.	satisfactory/favorable	Effective communication but employees understanding may not be certain
D	I don't think there are some information hidden because every change must come out fully to achieve its benefit.	satisfactory/favorable	Effective communication
E	In AEDC thus far all the changes that has come up I don't think that management has tat at the back of their mind, as in they weren't trying to use a crooked way to get to achieve their aim. Everything was exclusively explained.	satisfactory/favorable	Effective communication
F	From the changes I have witness I don't think there is any motive hidden from staff. just as respondent I said there is faces in communication and communicator most have cross along it. I don't think there is any way the organization has had any information to deceive staff.	satisfactory/favorable	Effective communication

G	Maybe at some point which maybe the fear of the reaction of employees towards the result	Uncertain	Uncertain
H	I do not think there was any information hidden except to say many may not have understood the plan for change at one point or the other thereby increasing gossips and misinformation especially from the far regions	satisfactory/favorable	Effective communication but employees understanding may not be certain
I	There is usually no motive behind any change before the ethic is being transpire but during the process there was a freeze and unfreezing period. Because of that process we determine that some people who are not following that steps and you know that repercussion normally follows such.	satisfactory/favorable	Effective communication but employees understanding may not be certain
J	Nothing hidden I am sure. Management are always straight and it is for us to accept or not whatever they intend to do. That is where the union comes in.	satisfactory/favorable	effective communication

f. Were views of employees taken into account during the change process?

Satisfactory and favorable responses were gathered when the researcher asked if employees' feedback was considered during the process of change. Aside from participant B, who stated that "Sometimes not taken at the point of implementing but maybe", which is an indication that the participant was merely satisfied, all nine other participants agreed that the process allowed effective feedback during the implementation. According to participant G, who stated that "In the course of engaging and training employees on new change to be employed, employees are always allowed to air their opinions which are majorly taken in for upgrade of the plan and effectiveness. This is as in the case of INCMS. The adoption of INCMS in the company led to general staff training. During

the training, employees identified some lapses that were immediately affected. I mean, it is what will work for all of us so why not”. This view was supported by participant H, who added that “Views that are of use to the process were taken into account and contrary views were left out”.

Table 8. 6 Question 2f

Were views of employees taken into account during the change process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Employees views were considered, sometimes through the union representatives	satisfactory/favorable	Allowed Effective feedback
B	Sometimes not taken at the point of implementing but later may be	satisfactory	Allowed Effective feedback
C	Except if employees are not contributing, their views were considered	satisfactory/favorable	Allowed Effective feedback
D	Fully taken in account	satisfactory/favorable	Allowed Effective feedback
E	Employees opinions were considered to as it matters so much to the management	satisfactory/favorable	Allowed Effective feedback
F	Yes, views were accepted and taken into account	satisfactory/favorable	Allowed Effective feedback
G	In the course of engaging and training employees on new change to be employed, employees are always allowed to air their opinions which are majorly taken in for upgrade of the plan and effectiveness. This is as in the case of INCMS. The adoption of INCMS in the company led to general staff training. during the trainings, employees identified some lapses which	satisfactory/favorable	Allowed Effective feedback

	were immediately effected. i mean, it is what will work for all of us so why not.		
H	Views that are of use to the process were taken into account and contrary views were left out	satisfactory/favorable	Allowed Effective feedback
I	Except for those not paying attention to the change going on	satisfactory/favorable	Allowed Effective feedback
J	Yes, it was	satisfactory/favorable	Allowed Effective feedback

g. How do you rate the measures for mitigating those who were negatively affected by the changes?

Mitigating measures were said to have been put in place by many respondents who agreed that it was satisfactory and favorable. An example is seen in participant D's response, who explained that "Those who have been affected negatively. I will look at it in another aspect before you join an organization there are levels or strategies, there are certain skills you need to have before coming into an organization. Before any change, you need to look at some factors considering whom it might affect before you do the change management. Thus far nobody has been sacked in AEDC as a result of the change".

In support of this view, participant H added that "The management of AEDC are human therefore measures are always put in place to ensure any process of change does not negatively affect employees except for the fact that the company has zero-tolerance for fraud which is one major area of change for AEDC going by the old culture".

On the other hand, participant G argued that the mitigating measures were unsatisfactory and unfavorable by stating, "The introduction of the InCMS. Some staff should have man some certain position at hand, but because of their lack of technological advancement, they are not

allowed to. Till now when you go to the area office you determine that those positions are being managed by ad hoc staff because of the lack of technology. I think mitigation is personal. Those people affected should also try to improve on their own". This view was supported by participant F, who also stated that "I will ride on what respondent G said. There is a need for self-improvement that mitigation should come from HR. if there is a need to train such people then they should be trained".

Table 8. 7 Question 2 g

How do you rate the measures for mitigating those who were negatively affected by the changes?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	I think within the company we have a lot of mitigating processes, e.g., the cashless policy our cashier was to leave and was almost sacked but rather redeployed to a different department to mitigate that change. to some of them, it was a negative impact while some positive. In the company, mitigation is put in place so that process of change that has affected them is turned otherwise and makes sure that they are comfortable working where they are.	satisfactory/favorable	mitigating measures were beneficial to employees
B	I'm aware that some people have been negatively affected by some project, e.g., in InCMS there were some people who were given query for not complying with the rules because it was thought that those people do it deliberately. Provision of leadership to guide those that are yet to get used to the changes also get them trained	Satisfactory/unfavorable	queries for caution to staff

C	I'm not aware of any employee was affected during the process of the change but if there are, we should identify them, then give them training.	satisfactory/favorable	mitigating measures were beneficial to employees
D	Those who have been affected negatively. I will look at it in another aspect before you join an organization there are levels or strategies, there are some certain skills you need to have before coming into an organization. Before any change, you need to look at some factors considering whom it might affect before you do the change management. Thus far nobody has been sacked in AEDC as a result of the change.	satisfactory/favorable	mitigating measures were beneficial to employees
E	I will ride on what respondent F said. There is no enough mitigation plan on the ground to correct those who are affected. Our workforce is not too bad. In the technical people, we see those who know how to do it very well but the ability to use those tools is where productivity is not found. I suggest HR should put workshops and training in place	Unsatisfactory/unfavorable	Suggestion for improvement
F	I will ride on what respondent G said. There is a need for self-improvement the mitigation should come from HR. if there is a need to train such people then they should be trained.	Unsatisfactory/unfavorable	Suggestion for improvement
G	The introduction of the InCMS. There is a staff who should have mane some certain position at hand but because of their lack of technology advancement, they are not allowed. Till now when you go to the area office you determine that those positions are being managed by Adhoc staff because of the lack of	Unsatisfactory/unfavorable	Lack of work tools and lack of self-development on the part of staff. Suggestion for improvement

	technology. I think mitigation is personal. Those people affected should also try to improve on their own		
H	The management of AEDC is human therefore measures are always put in place to ensure any process of change does not negatively affect employees except for the fact that the company has zero-tolerance for fraud which is one major area of change for AEDC going by the old culture	satisfactory/favorable	Adequate measures were put in place
I	definitely have people in the case of being negatively affected but I'm unaware of any staff who has been or any primitive measure taken against anybody thus far for deviating from the change process. For those that are from the norms, there has been training	satisfactory/favorable	mitigating measures were beneficial to employees/Adequate trainings have been provided
J	I remember during the structure change, jobs were evaluated and that was supposed to have an effect on salaries. As against the old norm of salary, where staff salaries were based on a long year in service as against performance, some staff was put under job protection as what they earn was beyond what they do. measures put in place by management was to move affected staff to other jobs or expand their jobs.	satisfactory/favorable	Adequate measures were put in place. Provided more viable opportunities to staff

Research Question 2 Result Analysis

Table 8. 8 Question 2 Response Analysis

Consolidated response categories and codes for open-ended responses gathered from 10 participants. Identifiers are used to replace names of participants							
Sub-Question	Unfavorable	Certain	Uncertain	Knowledgeable	Favorable	Satisfactory	Unsatisfactory

Sub question 2a			A,I		B,C,G,H	B,C,D,E,F,H, J	
Sub question 2b					B,D,F,H,I	B,C,D,E,F,H, I,J	A,G
Sub question 2c					A,B,C,D, E,F,H,J	A,B,C,D,E,F, G,H,I,J	
Sub question 2d	B.I.J				A,C,D,E, H	A,C,D,E,F,G ,H,I	J
Sub question 2e			G		A,B,C,D, E,F,H,I,J	A,B,C,D,E,F, H,I,J	
Sub question 2f					A,C,D,E,F ,G,H,I,J	A,B,C,D,E,F, G,H,I,J	
Sub question 2 g					A,B,C,D, H,I,J	A,B,C,D,H,I, J	E,F,G

Research Question 3: How should ethical principles be considered in the process of change management to influence employees' performance?

Four sub questions were further generated to address and provide an understanding and answers to the questions. Responses were gathered from ten participants who are current staff selected from Abuja Electricity Distribution Company's (AEDC) population. The researcher coded using four data segments: knowledgeable; uncertain; satisfactory/favorable and satisfactory/unfavorable. Instances where the study used "knowledgeable" indicate that participants have a good understanding of the subject matter. Where "uncertain" code is being used indicates that participants are not sure of the process in use. Finally, instances where "satisfactory/unfavorable" was used by the researcher show that participants feel the subject matter is organizational effective but unfair on the part of employees, while "satisfactory/favorable" indicates that participants accept the process and benefits to employees.

4.3.2.3. Producing the Result from Question 3 data

- a. Why is transparency, fairness, and honesty important to the success of the change process?**

Nine of ten respondents gave their definitions and reasons for why transparency, fairness, and honesty are important factors for achieving success during a change process. For example, participant C stated that “The principles of ethics ensure there is respect for autonomy, non-maleficence, beneficence, and justice during the process of change thereby employees buy-in will be gained and target performance will be achieved when employees are engaged”. Additionally, participant F explained that “It’s important to have those things because that will make them buy your product once you have it and it makes people have desire in the change and once they have the desire they will buy it”. Meanwhile, there was no clarity in the explanation given by participant D, who stated that “I will divide the changed history in AEDC into parts, the non-lexical process and lexical. When we started some people have fear in them because some group of persons goes to the field and any mistake leads to sanction, some were even sacked”.

Table 9. 1 Sub question 3a

Why is transparency, fairness, and honesty important to the success of the change process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	For easy adoption of the change also for easy followership	Knowledgeable	For adaptation, trust and acceptance
B	When you are transparent it makes people believe you and accept your change and follow you but if you are not they won’t follow you	Knowledgeable	For adaptation, trust and acceptance
C	The principles of ethics ensure there is respect for autonomy, non-maleficence, beneficence, and justice during the process of change thereby employee buy-in will be gained and target performance will be achieved when employees are truly engaged	Knowledgeable	For adaptation, trust and acceptance
D	I will divide the changed history in AEDC into parts, the non-lexical process and lexical. When we started some people have fear in them because some group of persons goes to the field and any mistake leads to sanction, some were even sacked	Uncertain	Not clear

E	For every change initiative there are who will call the sponsor, they are the leaders of the changes so if you have those traits it makes those around you believe and buy it	Knowledgeable	For adaptation, trust and acceptance
F	It's important to have those things because that will make them buy your product once you have it and it makes people have desire in the change and once they have the desire they will buy it.	Knowledgeable	For adaptation, trust and acceptance
G	It creates confidence in their change process to make it easier for others to adopt	Knowledgeable	For adaptation, trust and acceptance
H	Ethics commands respect and it tends to protect the company's image against the negativity identified with the organization	Knowledgeable	For adaptation, trust and acceptance
I	You lead by example; you also live by what you say.	Knowledgeable	For adaptation, trust and acceptance
J	Ethics is important and I think there is a need to always be guided by ethical principles in all our doings in order not to harm anyone	Knowledgeable	For benevolence

b. Why is veracity, privacy, confidentiality, and fidelity important in a change process?

In response to why veracity, privacy, confidentiality, and fidelity are important in a change process, participants related it to examples from the organization during the implementation of change, and many of the participants proved that it aided a satisfactory and favorable process. For example, participant E explained that “For any change process confidentiality is very paramount, it creates buying for stakeholders. Let’s say we have a whistleblowing policy in AEDC it’s a very confidential thing but as a change, manager managing that particular thing you have to assure whoever is blowing anything that he/she is safe and secure and you keep what you are told confidentially to make the personal belief in you”. In agreement with this, participant G added that “I agree with respondent I. for us the technology we are implementing in AEDC tells us that change

happens on an individual. So for the organization to say we want to achieve change there, has to be where an individual has to improve in their space from where he/she as to where to be, these are components of plans we need to have. These are also character traits for whoever that will be supervising because people want to have confidence in their superior and talk to you about challenges they are facing and are sure that whatever they discuss with you won't go out to others".

In contrast, in relating to the current state of the organization, participants F and I believed that although it was satisfactory, it was unfavorable. According participant F, who stated that "Fidelity encourages employees to achieve goals but management is not completely Fidel regarding promises to staff", and participant I, who shared the same thought as F, added that "Possibly because we want to but in the long run they don't gain the confidence of the people they are trying to change. So if you have somebody that is not very good at a particular change you bring in who has called you to tell you what they are going through. It is expected of you to take that as confidentiality and manage such person and bring them up to that level of changing your aim".

Table 9. 2 Sub question 3b

Why is veracity, privacy, confidentiality and fidelity important in a change process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	They are very important for any process to be adopted because when you are honest about what you want to do. Whatever project you do the rate of adoption will be very high. There is a saying that truth dies not to die. So when you are truthful about the project then the employee will be happy. We tend to adopt what is true	satisfactory/favorable	Promote trust and acceptance
B	The ethical principle you mention are the ingredients that will make the change process succeed. If the ingredient is not there is like cooking soup without Maggi or Salt. The combination of	satisfactory/favorable	To build mutual trust and relationships

	everything is very essential when all of these are not found in the process of change then it betrays the trust of staff for the organization		
C	Confidentiality is important for data protection	satisfactory/favorable	Data protection
D	whatever change you are embarking on, confidentiality is needed because there are some things you need to talk to someone about concerning the change. If we want sustainability in the change we need to inculcate this technique in AEDC, and in some major projects in AEDC, commonly, there is no confidentiality	satisfactory/favorable	for acceptance and continuous improvement
E	For any change process confidentiality is very paramount, it creates buying for stakeholders. Let's say we have a whistleblowing policy in AEDC it's a very confidential thing but as a change, manager managing that particular thing you have to assure whoever is blowing anything that he/she is safe and secure and you keep what you are told confidentially to make the personal belief in you	satisfactory/favorable	For acceptance
F	Fidelity encourages employees to achieve goals but management is not completely Fidel in regard to promises to staff	satisfactory/unfavorable	suggestion
G	I agree with respondent I. for us the technology we are implementing in AEDC tells us that change happens on an individual. So for the organization to say we want to achieve change there, have to be where an individual has to improve in their space from where he/she as to where to be, these are component of plans we need to have. These are also character traits for whoever will be supervising because people want to have confidence in their superior and talk to you about	satisfactory/favorable	For trust and acceptance

	challenges they are facing and are sure that whatever they discuss with you won't go out to others		
H	Employees are trained to maintain privacy such that the company's information will not be divulged to other organizations who may see it as an opportunity to destroy the image of an organization. On the other hand, employees' privacy too must be protected. In terms of HR documentation such that it is not misused	satisfactory/favorable	To protect organization image
I	Possibly because we want to but in the long run they don't gain the confidence of the people they are trying to change. So if you have somebody that is not very good at a particular change you bring in who has called you to tell you what they are going through. It is expected of you to take that as confidentiality and manage such person and bring them up to that level of change your aim	satisfactory/unfavorable	For personal benefit
J	every organization needs to ensure habitual truthfulness is provided. This is because employees depend solely on whatever information is given by the management and as such would stick to such facts. Anything against veracity may encourage a nonchallant attitude to work	satisfactory/favorable	suggestion

c. Was there any positive value added as a result of the change?

The responses gathered here indicate that all participants agreed that positive value was added to both the organization and employees as a result of the change. Many of the participants were able to relate the question to certain experiences in the AEDC. According to participant A, “Before the tetra tech came people were doing different processes and various means to achieve their aim. However, now we are using the same process because we have a process that speaks to

our jobs. There has been a drastic cost reduction based on communication, and the CUG has reduced the cost of communication for the company. There is also a drastic drop in corruption. Unlike before when marketers go to the field and collect a lot of money to themselves and make use of the money but now you can vend on your own with your phone at your comfort”.

In support of this view, participant E stated that employees were not just satisfied with the process of change but that the change also added positive value and was favorable to employees. Participant also explained that “The benefits can only be seen in the emotional reaction of the employee. In terms of reducing costs for the management in the cause of running the business. Talking of paperless the money we spend on paper has reduced, unlike before. There has also been customer satisfaction whereby they can reach us easily and their needs are met”. This view was also supported by participant C, who stated that “it has added value to the company by saving us money like the most recent onboarding we had was virtual unlike before when they will need to come down to HQ for onboarding after assuming duty and night allowance will have to be paid to each staff from outside region but the virtual system has helped us reduce cost and save stress from coming to HQ from onboarding”.

Table 9. 3 Sub question 3c

Was there any positive value added as a result of the change?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Before the tetra tech came people were doing different processes and various means to achieve their aim. However, now we are using the same process because we have a process that speaks to our jobs. In addition, there has been a drastic reduction of cost based on communication, the CUG the CUG has reduced the cost of communication for the company. There is also a drastic	satisfactory/favorable	Yes, Value has been added, encouraged new process control, improved communication among staff

	drop in corruption than before. Unlike before when marketers go to the field and collect a lot of money for themselves and make use of the money but now you can vend on your own with your phone at your comfort.		
B	The benefits can only be seen in the emotional reaction of the employee. In terms of reducing cost for the management in the cause of running the business. Talking of paperless the money we spend on paper has reduced unlike before. There has also been customer satisfaction whereby they can reach us easily and their needs are met	satisfactory/favorable	Yes, Value has been added, aided reduction of cost and good customers relationship
C	it has added value to the company by saving us money like the most recent onboarding we had was virtual unlike before when they will need to come down to HQ for onboarding after assuming duty and night allowance will have to be paid to each staff from outside region but the virtual system has helped us reduce cost and save stress from coming to HQ from onboarding	satisfactory/favorable	cost reduction/savings, introduced virtual learning, reduce stress
D	there have been changes in our customer services	satisfactory/favorable	Improved customer services
E	A lot of change initiative has come up in AEDC and they have positively impacted the employee. For example, the paperless initiative has impacted positively. Before you need to travel from wherever you are to the HQ to get a document or memo sign for approval but with this change, it is been automated and it's a positive change	satisfactory/favorable	Improved efficiency, reduction of cost and introduced innovation
F	We had improved in our workforce and people are adapting to the change, we have a better reputation among our customers, needs of customers are met now better than before. We also have better regulations with our regulators	satisfactory/favorable	Improved organization image, structured regulators and

			improved customer services
G	The change has made doing business with AEDC worth it and ease the process of doing business with AEDC before people need to come to the area office before they vend but now you do that from your phone.	satisfactory/favorable	Cost savings on travels, safety precautions on travel and improved innovation
H	Many positive values were added	satisfactory/favorable	Yes, value has been added
I	in the part of the company a lot of value has been added. Taking it from the point of InCMS, the introduction of InCMS has open so many impacts and transparency. For example, you don't have to go to the area office to know which customer is paying or who is not paying. InCMS has opened a system for us to track that and that has improved the level of revenue collection. There has been a positive influence on the core of the company activity.	satisfactory/favorable	Introduced transparency, introduced innovation, improved performance and revenue
J	Staff were properly trained, many international trips for learning, opportunities were given to many, it created many roles for people to fill in, etc.	satisfactory/favorable	Encouraged training and staff development and learning

d. How did the benefit of change justify the level of effort, resources, cost or risk of harm to employees?

In response to question 3d, participants justified how the benefit of change was able to justify the level of effort, resources, and cost of risk of harm to employees by stating that it was satisfactory and favorable. For example, participant I gave an instance by stating that “for instance, I could recall from the foundation base, those who started it went through a lot of things before receiving it. Many health issues came out of it. The project team had no rest, and no one went on leave because they

were the sacrifice brought in. a lot of sacrifices were made time, money, family, etc... for the project members there were a lot of benefits that came with the sacrifice. On the company side, much money (1 BILLION) was committed, which was risky for the InCMS initiative, although every business involved risk. Looking back now, we have improved our collection since the inception of InCMS except during the COVID period. The company has also committed a lot of training”.

In addition, participant G explained that “I feel the organization invested more in the tools for change, technology software, licenses, apps to drive processes and monitor collections, etc., the fact that our revenue has increased does not mean we have gained back what was invested into change. hopefully, the organization will be able to account for profit as a result of the change employed”. This is an indication that employees were satisfied and benefited during the process of change. in support, participant H added that “Swift customers’ response has helped to improve our image and customers can do their bits by paying their debts or bills. This was done through the setup of an easy access call center to improve customers’ centrism”.

Table 9. 4 Sub question 3d

How did the benefit of change justify the level of effort, resources, cost or risk of harm to employees?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	There is a real return of investment for all effort put in to ensure things are put in place.	satisfactory/favorable	Improved revenue
B	Every change has been given us advantages even in the paperless policy, appraisal and goal settings e.t.c...	satisfactory/favorable	Improved processes
C	Zero tolerance to fraud as a result of change helped in a high increase of revenue at least that I say	satisfactory/favorable	Improved revenue and improved processes

D	EPR has been a good job, we improved from 1 billion upwards. So there was a geometric progression. so to me, that shows that whatever stress that anybody has passed through or query you have received the board member, EMT and staff are happy.	satisfactory/favorable	Improved revenue and consolation to all
E	Change has helped us in this organization. Many old practices have been eradicated maybe not totally but with time it will fully take their course	satisfactory/favorable	Improved processes
F	Employees now work to achieve results as an individual's performance is been measured. So there is justification for what you are been paid for	satisfactory/favorable	Adaptation, performance measures
G	I feel the organization invested more in the tools for change, technology software, licences, apps to drive processes and monitor collections, etc., the fact that our revenue has increased does not mean we have gained back what was invested into change. hopefully, the organization will be able to account for profit as a result of the change employed	satisfactory/favorable	Improved revenue but no profit yet
H	Swift customers' response has helped to improve our image and customers can do their bits by paying their debts or bills. This was done through the set up of an easy access call center to improve customers centrism	satisfactory/favorable	Customer centrism. Introduced new technology, improved revenue
I	for instance, I could recall from the foundation base, those who started it went through a lot of things before receiving it. There were a lot of health issues that came out of it. The project team had no rest, no one went on leave because those were the sacrifice brought in. a lot of sacrifices was made time, money, family, etc... for the project members there were a lot of benefits that came with the sacrifice. On the company side,	satisfactory/favorable	Improved revenue, introduced new technology, employees development

	a lot of money (1 BILLION) was committed which was risky for the InCMS initiative though every business involves risk. Looking back now we have improved in our collection since the inception of InCMS except the COVID period. The company has also committed a lot of training		
J	Trained staff can bring their A games on board. This is a plus for the organization	satisfactory/favorable	Employees development

Table 9. 5 Question 3 Response Analysis

Consolidated response categories and codes for open-ended responses gathered from 10 participants. Identifiers are used to replace names of participants							
Sub-Question	Unfavorable	Certain	Uncertain	Knowledgeable	Favorable	Satisfactory	Unsatisfactory
Sub question 3a			C	A,B,D,E,F,G,H,I			
Sub question 3b	F,I				A,B,C,D,E,G,H,J	A,B,C,D,E,F,G,H,I,J	
Sub question 3c					A,B,C,D,E,F,G,H,I,J	A,B,C,D,E,F,G,H,I,J	
Sub question 3d					A,B,C,D,E,F,G,H,I,J	A,B,C,D,E,F,G,H,I,J	

Research Question 4: How do ethical standards in the organizational change process influence AEDC employees' performance?

Three sub questions were generated to address and provide an understanding and responses to the questions. Responses were gathered from ten participants who are current staff selected from Abuja Electricity Distribution Company's (AEDC) population. The researcher coded using two data segments: uncertain and satisfactory/favorable. The researcher has defined "satisfactory/favorable" as instances where participants are in support of the process of change implemented within the

organization and the method, adopted was acceptable to employees, and instances where uncertain code is being used, indicate that participants are not sure of the process in use.

4.3.2.4. Producing the report of the data

a. How do you rate employees' performance from the inception of the change program to the current position?

On rating AEDC employees' performance from inception to the current position, a participant stated that performance has been satisfactory and favorable to both the organization and its employees. All ten participants agreed to this rating. For example, Participant J stated that “The principle of ethics was observed in the process of change. From the mode of communication which encouraged staff engagement, ensuring the impact of change process does not harm employees which supports the principle of not harming participants thereby employees in appreciation, improved on their general performances”. In support, Participant F added that “To be fair, you have to look back from where we are coming from and our workforce is adapting to the change from where we are coming from and those that are still trying to get used to the change will get more training and there is room for improvement”. Additionally, Participant E explained that “Coming from where we were and where we are there is a lot of improvement. For example, fatality cases in AEDC internally and externally following the process has been a lot of improvement, on that for me it's a laudable one”.

Table 10. 1 Sub question 4a

How do you rate employees' performance from inception of the change program to the current position?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Performance has increased in AEDC. In our area offices now most of the performance has been A, A+ and for that	Satisfactory/favorable	Improved performance

	performance to turn out to A, A+ is not the work of the area office rather it's the individual. So the performance of the employee is very high than before		
B	it has served as a guide to an employee. Like the case of extortion has reduced which has one-way increase employee performance. There have been changes in the positive work attitude	Satisfactory/favorable	Improved performance, reduced fraud, improvement on work attitude
C	One of the ethical conduct imposed on employees is zero tolerance for fraud during the change management process. This has curbed many from the old times' practice of extortion, bribery, and corruption. So it good to say our ethical standards have influenced general employees performance	Satisfactory/favorable	Improved performance, reduced fraud, improvement on work attitude
D	It's been good. performance has shown it, even in our collection we are not where we use to be we have moved on	Satisfactory/favorable	Improved performance, improved revenue collections
E	Coming from where we were and where we are there is a lot of improvement. For example, fatality cases in AEDC internally and externally following the process have been a lot of improvement, on that for me it's a laudable one.	Satisfactory/favorable	Improved performance, reduce fatalities
F	To be fair you have to look back from where we are coming from and our workforce is adapting to the change from where we are coming from and those that are still trying to getting used to the change will get more training and there is room for improvement	Satisfactory/favorable	Improved performance, adaptation.suggestion for training
G	There has been improvement positively among staff. The majority have embraced the change and are doing fine	Satisfactory/favorable	Improved performance

H	Customer centricity became one of the key things to focus on. The management ensured as part of our ethical stance, customers are treated right and complaints are resolved swiftly	Satisfactory/favorable	Improved performance, customer centricity, problem solving
I	It became unethical for employees to request to be delayed which was backed by policies and key performance indicators (KPIs). SOPs and timeliness were also put in place. This way, employees had to wake up to challenges	Satisfactory/favorable	Improved performance
J	The principle of ethics was observed in the process of change. From the mode of communication which encouraged staff engagement, ensuring the impact of change process does not harm employees which supports the principle of not harm thereby employees in appreciation, improved on their general performances	Satisfactory/favorable	Improved performance, communication, employees engagement

b. How would you attribute the performance of employees to the change process implemented?

Many of the participants were able to relate employees' performance to the change process implemented in the AEDC. This is seen in responses generated from all ten participants. For example, participant H explained that "Change brought about customer centricism. The nonchalant attitude given to customers in the old days has been eradicated. Customers have access to the top management of the organization so there is that fear of being reported and as such, you have no choice but to resolve cases swiftly". In addition, participant E stated that "With the development of policies as a result of the change, fatalities have been reduced. For example, there is a bonus for zero accidents quarterly paid to staff. So serious sensitization and training are being conducted to reduce fatalities". Additionally, participant G stated that "Change has improved staff relationship and commitment to work and this no doubt has aided good working relationships and improved

individual's performances". This indicates that participants' view of employees' performance as related to change process implementation is satisfactory and favorable.

Table 10. 2 Sub question 4b

How would you attribute the performance of employees to the change process implemented?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Like I said earlier the performance of staff has increased and this would not have been possible if a change process was not implemented. I would say the change was successful	Satisfactory/favorable	improved performance as a result of change
B	The policy of zero tolerance to fraud as a result of policy change improved staff performance and positive attitude to work	Satisfactory/favorable	improved performance as a result of change
C	Change introduced zero tolerance to work and that is a culture change that helped our people to focus more on performance	Satisfactory/favorable	improved performance as a result of change
D	The helped our collection practices and improved our collection performance	Satisfactory/favorable	improved performance as a result of change, improved revenue collections
E	With the development of policies as a result of the change, fatalities have been reduced. For example, there is a bonus for zero accident quarterly paid to staff. So serious sensitization and training are been conducted to reduce fatalities	Satisfactory/favorable	improved performance as a result of change, reduce fatalities

F	Adaptation to change is gradual but improvement generally from what it used to be to is now highly commendable	Satisfactory/favorable	improved performance as a result of change
G	Change has improved staff relationship and commitment to work and this no doubt has aided good working relationships and improved individual's performances	Satisfactory/favorable	improved performance as a result of change, improved work relationships
H	Change brought about customer centricism. The nonchallant attitude given to customers in the old days has been eradicated. Customers have access to the top management of the organization so there is that fear of being reported and as such, you have no choice but to resolve cases swiftly	Satisfactory/favorable	improved performance as a result of change, customer centricity
I	Measures was put in place to check the no s of cases treated by employees per hour. This came into existence as a result of the change which introduced the use of INCMS to the company	Satisfactory/favorable	improved performance as a result of change
J	Introduction of ethical principles aided good communication amongst employees	Satisfactory/favorable	improved performance as a result of change, effective communication

c. How would you attribute the performance of employees to the influence of ethical principles on the change process?

Finally, while two participants were uncertain if the performance of employees was influenced by the ethical principles adopted during the process of change, all eight participants

claimed that the positive performances of employees could be attributed to the principle of ethics implemented during the process of change. One of the uncertain participants explained that they “Might not have perceived ethical principles in the process to a certain level”. Response from participant C, who stated that “As I said earlier on, the principles of ethics ensure there is respect for autonomy, non-maleficence, beneficence, and justice during the process of change thereby influenced employees buy-in, and target performance was achieved”, is a clear indication that the process was satisfactory and favorable. An example from respondents who are satisfied that employee performance could be attributed to the ethical principle could be seen in participant C’s response, who stated that “As I said earlier on, the principles of ethics ensure there is respect for autonomy, non-maleficence, beneficence, and justice during the process of change thereby influenced employees buy-in, and target performance was achieved”. In support, participant E explained that “Leadership influence has major significant on employees’ performance. As a result, the loyalty of employees was based on good ethical conduct portrayed by the leaders”, and participant A added that “the ethics standard introduced in the change process aided good relationships among employees and management and improved the performance level”.

Table 10. 3 Sub question 4c

How would you attribute the performance of employees to the influence of ethical principles on the change process?

RESPONDENT	RESPONSE	CODE	POSSIBLE THEME
A	Ethics standard introduced in the change process aided good relationship among employees and management and improved performance level	Satisfactory/favorable	improved performance as an influence of ethics and work relationships

B	Management's transparency which I believe is part of ethical principles helped them to gain employees trust and results were achieved	Satisfactory/favorable	improved performance as an influence of ethics, promote trust
C	Like I said earlier on, the principles of ethics ensures there is respect for autonomy, non-maleficence, beneficence, and justice during the process of change thereby influenced employees buy-in, and target performance was achieved	Satisfactory/favorable	improved performance as an influence of ethics, Acceptance
D	Ethic principle helped in instilling good conduct in employees and I believe it has contributed to the performance outcome	Satisfactory/favorable	improved performance as an influence of ethics, Promote trust
E	Leadership influence has major significant on employees' performance. As a result, the loyalty of employees was based on good ethical conduct portrayed by the leaders	Satisfactory/favorable	Promote trust
F	Ethics was just important and it helped in improving the culture and performances	Satisfactory/favorable	improved performance as an influence of ethics
G	the principle helped people to embrace change in all aspect	Satisfactory/favorable	Adaptability
H	Respect for leaders as a matter of ethical principles perceived during communication	Satisfactory/favorable	Promote trust
I	I can say, it helped to an extent	Uncertain	Not certain
J	Might not have perceived ethical principles in the process to a certain level	Uncertain	Not perceived ethics

Table 10. 4 Question 4 Response Analysis

Consolidated response categories and codes for open-ended responses gathered from 10 participants. Identifiers are used to replace names of participants							
Sub-Question	Unfavorable	Certain	Uncertain	Knowledgeable	Favorable	Satisfactory	Unsatisfactory
Sub question 4a					A,B,C,D, E,F,G,H,I, J	A,B,C,D,E,F, G,H,I	
Sub question 4b					A,B,C,D, E,F,G,H,I, J	A,B,C,D,E,F, G,H,I,J	
Sub question 4c					A,B,C,D, E,F,G,H	A,B,C,D,E,F, G,H	I,J

4.7. Quantitative Results

4.7.1. Producing the Result from Quantitative Questions

The researcher compiled, sorted, edited, classified, and entered the data into the computer for analysis. The statistical package for Social Scientists (SPSS IBM 22) was used in analyzing the data. the relationships between the independent variables and dependent variable factor analysis, correlations, multiple regressions. Chi-square and P-value were performed. A factor analysis was carried out to determine the actual factor loading of the items and the contribution of each factor to the different variables. Regression analysis was used to determine the predictability (contribution) of the independent variable to the dependent variables. For example, the tables below show a cross-tabulation of variables between Organizational Change and Ethical principles. The purpose is to establish if any association exists between service years of employees with respect to their Knowledge of Organizational Change and Ethical principles.

For the quantitative survey questionnaire, 5 demographic questions which include gender, age, years of service, level, and location preceded the questionnaire questions. This is important

because a determinant for confirming if individuals in the survey are an actual representative sample of the target population for generalization purposes. 13 questions were generated for the survey. The questions were structured using different styles such as Likert scales to gauge respondents' opinions and feelings, open-ended questions which require respondents to type their answers, and dropdown questions. The questions were set considering that they are to validate the initial qualitative results earlier generated for this study. The questionnaire was designed using an online google form. The form link was later shared through the AEDC's intranet to all employees being the study target population. The researcher extracted data as soon as it reached 35 responses being the required sample needed for the research.

Question 1 -How do you rate your knowledge on organizational change?

The result gathered from respondents shows that 52.5% of 345 participants rated their knowledge of an organizational change in the organization high. The result also shows that participants who have knowledge have spent 1 – 5 years in service within the organization. 138 participants are within this category

Question 2 -There are various organizational change models adopted by AEDC's management?

255 participants agreed that various organizational change models were adopted by AEDC's management. The percentage of the participants within the category is rated at 73.9% of the total participants. On the other hand, 4.1% of the total participants disagreed with the question.

Question 3 - Which of the following process best describe the process of change management implemented by AEDC management?

45.5% of 345 participants agreed that the Adkar change model was adopted by AEDC's management to drive different changes in AEDC. About 30% were not sure or chose all of the above

from the option provided. Out of the 45.5% of participants who chose the Adkar Model as the change model adopted in AEDC has spent between 1 – 5 years with the organization.

Question 4 - How effective was the organization communication on the change process?

167 participants indicated that organization communication during the change management process was high. 120 participants out of the total participants had spent between 1 – 5 years in service within the organization. On the other hand, 22 participants rated the communication effectiveness very low.

Question 6 - Was the consultation for implementing change adequate?

234 out of 345 participants agreed that consultation for implementing change was adequate. 186 participants have spent 1 – 5 years in service. 17 participants disagreed.

Question 7 - There are some ethical principles adopted by AEDC's management during a change management?

219 participants out of 345 respondents agreed that there are some ethical principles adopted by AEDC's management during change management. 4.1% of 345 respondents disagreed and 74.8% of 345 participants are within 1 - 5 years of service within the organization.

Question 9 - Should ethical principles be considered during a change process?

288 participants agreed that ethical principles should be adopted during the change process in an organization. 232 participants out of the 288 respondents that agreed have 1 – 5 years of experience within AEDC. 14 participants of 345 respondents disagreed that ethical principles should be considered.

Question 10 - Does ethical principle influence employees' performance?

271 participants agreed that ethical principles influence employees' performance in an organization. 219 participants out of the 271 respondents that agreed have 1 – 5 years of experience

within AEDC. 8 participants of 345 respondents disagreed that ethical principles influence employees' performance.

Question 11 - Did AEDC provide sufficient time for transitioning from old to new practice?

210 participants agreed that AEDC provided sufficient time for transitioning from old to new practice during the change process. on the other hand, 35 participants of 345 respondents disagreed that AEDC provided sufficient time for transitioning from old to new practice during the change process,

Table 13. 1 Analysis of Survey Questions 1-6

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
How do you rate your knowledge on organizational change?	Low	21 (8.0)	3 (3.6)	24 (7.0)		
	Medium	103 (39.3)	37 (44.6)	140 (40.6)	32.04	0
	High	138 (52.7)	43 (51.8)	181 (52.5)		
There are various organizational change models adopted by AEDC's management?	Disagree	0 (0.0)	14 (16.9)	14 (4.1)		
	Partially Agree	50 (19.1)	26 (31.3)	76 (22.0)	64.49	0
	Agree	212 (80.9)	43 (51.8)	255 (73.9)		
Which of the following process best describe the process of change management implemented by AEDC management?	Lewin Kurt Process which include unfreezing, moving and refreezing steps	20 (7.6)	0 (0.0)	20 (5.8)		
	John Kotter's Process which include creating urgency	46 (17.6)	19 (22.9)	65 (18.8)		
	Adkar Change Model which include awareness, desire, knowledge, ability and reinforcement stages	125 (47.7)	32 (38.6)	157 (45.5)	13.86	0.008
	Not Sure	60 (22.9)	23 (27.7)	83 (24.1)		
	All of the above	11 (4.2)	9 (10.8)	20 (5.8)		
How effective was the organization communication on the change process?	Low	22 (8.4)	0 (0.0)	22 (6.4)		
	Medium	120 (45.8)	38 (45.8)	158 (45.8)	44.54	0
	High	120 (45.8)	45 (54.2)	165 (47.8)		
Was the consultation for implementing change adequate?	Disagree	17 (6.5)	0 (0.0)	17 (4.9)		
	Partially Agree	59 (22.5)	35 (42.2)	94 (27.2)	23.68	0
	Agree	186 (71.0)	48 (57.8)	234 (67.8)		

Table 13. 2 Analysis of Survey Questions 7.9 and 10

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
There are some ethical principles adopted by AEDC's management during a change management?	Disagree	14 (5.3)	0 (0.0)	14 (4.1)		
	Partially Agree	52 (19.8)	30 (36.1)	82 (23.8)	18.82	0
	Agree	196 (74.8)	53 (63.9)	249 (72.2)		
Should ethical principles be considered during a change process?	Disagree	10 (3.8)	4 (4.8)	14 (4.1)		
	Partially Agree	20 (7.6)	23 (27.7)	43 (12.5)	25.58	0
	Agree	232 (88.5)	56 (67.5)	288 (83.5)		
Does ethical principle influence employees' performance?	Disagree	8 (3.1)	0 (0.0)	8 (2.3)		
	Partially Agree	35 (13.4)	31 (37.3)	66 (19.1)	28.13	0
	Agree	219 (83.6)	52 (62.7)	271 (78.6)		

Table 13. 3 Analysis of Survey Question 11

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
Did AEDC provide sufficient time for transitioning from old to new practice?	Disagree	31 (11.8)	4 (4.8)	35 (10.1)		
	Partially Agree	71 (27.1)	29 (34.9)	100 (29.0)	5.09	0.278
	Agree	160 (61.1)	50 (60.2)	210 (60.9)		

4.7.2. Results of Hypothesis Test

In this study, four hypotheses (null and alternative) were generated and are required to be tested.

H10. AEDC's Management did not adopt Organizational change models to influence employees' performance

H1a. AEDC's Management adopted Organizational change models to influence employees' performance.

H20. AEDC's Management did not adopt ethical principles in the Organizational change models to influence employees' performance

H2a. AEDC's Management adopted ethical principles in the Organizational change models to influence employees' performance

H30. Ethical principles should not be considered in the process of change management to influence employees' performance

H3a. Ethical principles should be considered in the process of change management to influence employees' performance

H40. Ethical principles in the organizational change process do not influence AEDC's employees' performance

H4a. Ethical principles in the organizational change process influence AEDC's employees' performance

4.7.3. Testing Normality of Data

The SPSS software was used to carry out the Paired sample t-test to compare the mean knowledge level of the participants in the organization. Mishra, Pandey, Singh, Gupta, Sahu, and Keshri. (2019) stated that several statistical methods that are used to analyze data should make assumptions about the normality of data. The authors explained that if the data was erroneously assumed to be of normal distribution, the mean value used for comparison would be incorrect leading to a wrong interpretation of the results. Among the listed methods that required assumptions on the normality of data, the authors included the t-test method which was used in this research.

Table 14.1. One-Sample Statistics

Question	N	Mean	Std. Deviation	Std. Mean Error
How do you rate your knowledge on organizational change?	345	3.51	.740	.040

How effective was the organization communication on the change process?	345	3.48	.803	.043
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Table 14.2. One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
How do you rate your knowledge on organizational change?	12.737	344	.000	.507	.43	.59
How effective was the organization communication on the change process?	11.056	344	.000	.478	.39	.56

Hypothesis 1 (null hypothesis H_0)

H1₀. Organizational change models were not adopted by AEDC's management

Data was gathered from 345 participants using 10 years as the observation period being the period of AEDC's privatization, where the results showed that out of 345 respondents, 157 participants (45.5%) selected the Adkar Change Model as the model adopted by AEDC. This means that majority of AEDC employees agreed that organizational change was adopted by AEDC's management and they could also identify the type of change adopted. Although the highest no of participants who supported this view has been within the organization between 1 – 5 years. This suggests that the null hypothesis be rejected. Please see the table below:

Table 14.3. Cross-tabulation Variables

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
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Which of the following process best describe the process of change management implemented by AEDC management?	Lewin Kurt Process which include unfreezing, moving and refreezing steps	20 (7.6)	0 (0.0)	20 (5.8)		
	John Kotter's Process which include creating urgency	46 (17.6)	19 (22.9)	65 (18.8)		
	Adkar Change Model which include awareness, desire, knowledge, ability and reinforcement stages	125 (47.7)	32 (38.6)	157 (45.5)	13.86	0.008
	Not Sure	60 (22.9)	23 (27.7)	83 (24.1)		
	All of the above	11 (4.2)	9 (10.8)	20 (5.8)		

Table 14.4. Regression Analysis

The analysis below highlighted significant values to reference a particular independent variable. The variables have statistically significantly contributed to the respective dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.688	.512		7.207	.000	2.682	4.695
Gender	.073	.081	.047	.896	.371	-.087	.233
How old are you?	-.001	.008	-.010	-.134	.893	-.016	.014
How many years have you served with AEDC?	-.104	.023	-.251	-4.428	.000	-.150	-.058
What is your grade level?	-.056	.033	-.119	-1.699	.090	-.122	.009
Locations	.096	.017	.278	5.597	.000	.062	.129
How do you rate your knowledge on organizational change?	.158	.060	.149	2.605	.010	.039	.277

a. Dependent Variable: There are various organizational change models adopted by AEDC's management?

Hypothesis 2 (null hypothesis H_0)

H2o. There are no ethical principles in the organizational change models adopted by AEDC's Management.

Responses gathered from 345 participants showed that 72.5% of the participants agreed that ethical principles were adopted by AEDC's management during change management. The chi-square is rated as 18.82 and the p-value is at 0. This suggests that the null hypothesis be rejected. Please see the table below:

Table 14.5. Cross-tabulation Variables

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
There are some ethical principles adopted by AEDC's management during a change management?	Disagree	14 (5.3)	0 (0.0)	14 (4.1)		
	Partially Agree	52 (19.8)	30 (36.1)	82 (23.8)	18.82	0
	Agree	196 (74.8)	53 (63.9)	249 (72.2)		

Table 14.6. Regression Analysis

The analysis below highlighted significant values to reference a particular independent variable. The variables have statistically significantly contributed to the respective dependent variable.

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.824	.464		10.397	.000	3.911	5.737
Gender	.247	.074	.178	3.349	.001	.102	.392
How old are you?	-.018	.007	-.207	-2.651	.008	-.031	-.005
How many years have you served with AEDC?	-.013	.021	-.036	-.632	.528	-.055	.028
What is your grade level?	-.143	.030	-.341	-4.761	.000	-.203	-.084
Locations	.061	.016	.198	3.909	.000	.030	.091

How do you rate your knowledge on organizational change?	.028	.055	.030	.519	.604	-.079	.136
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a. Dependent Variable: There are some ethical principles adopted by AEDCs management during a change management?

Hypothesis 3 (null hypothesis H_0)

H3₀. Ethical principles should not be considered in the process of change management

The table below revealed that 83.5% of 345 total participants agreed that ethical principles should be considered during any change process in an organization. The chi-square rate is 25.58 while the p-value is 0. This suggests that the null hypothesis be rejected. The details of the results are presented below;

Table 14.7. Cross-tabulation Variables

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
Should ethical principles be considered during a change process?	Disagree	10 (3.8)	4 (4.8)	14 (4.1)		
	Partially Agree	20 (7.6)	23 (27.7)	43 (12.5)	25.58	0
	Agree	232 (88.5)	56 (67.5)	288 (83.5)		

Table 14.8. Regression Analysis

The analysis below highlighted significant values to reference a particular independent variable. The variables have statistically significantly contributed to the respective dependent variable.

Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	6.367	.447		14.228	.000	5.487	7.247
Gender	.058	.071	.042	.815	.416	-.082	.198
How old are you?	-.034	.007	-.384	-5.109	.000	-.046	-.021
How many years have you served with AEDC?	-.040	.020	-.107	-1.931	.054	-.080	.001

What is your grade level?	-.214	.029	-.506	-7.354	.000	-.271	-.156
Locations	.063	.015	.203	4.180	.000	.033	.092
How do you rate your knowledge on organizational change?	.055	.053	.058	1.036	.301	-.049	.159

a. Dependent Variable: Should ethical principles be considered during a change process?

Hypothesis 4 (null hypothesis H_0)

H4₀. Ethical standards in organizational change process influences AEDC's employees' performance

The table below revealed that 78.6% of 345 total participants agreed that ethical principles influence employees' performance in an organization. The chi-square rate is 28.13 while the p-value is 0. This suggests that the null hypothesis be rejected. The details of the results are presented below;

Table 14.9. Cross-tabulation Variables

Questions	Responses	1 – 5years n%	6 – 10years n%	Total n%	Chi-Square	P-Value
Does ethical principle influence employees' performance?	Disagree	8 (3.1)	0 (0.0)	8 (2.3)		
	Partially Agree	35 (13.4)	31 (37.3)	66 (19.1)	28.13	0
	Agree	219 (83.6)	52 (62.7)	271 (78.6)		

Table 14.10. Regression Analysis

The analysis below highlighted significant values to reference a particular independent variable. The variables have statistically significantly contributed to the respective dependent variable.

Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.252	.450		9.457	.000	3.367	5.136
Gender	.120	.072	.090	1.679	.094	-.021	.261

How old are you?	.002	.007	.028	.354	.724	-.011	.015
How many years have you served with AEDC?	-.077	.021	-.216	-3.729	.000	-.117	-.036
What is your grade level?	-.096	.029	-.236	-3.282	.001	-.153	-.038
Locations	.056	.015	.188	3.696	.000	.026	.085
How do you rate your knowledge on organizational change?	.063	.053	.070	1.187	.236	-.041	.168

a. Dependent Variable: Does ethical principle influence employees performance?

4.7.4. Logistics Regression

Logistic regression was done to address the study objectives and Hypothesis. This is achieved by recording the responses that Disagree to 0 and Agree (including Partially agree) to '1'. This also checked for the profile of respondents, driving their agreement action to the questions on Organizational Change and Ethical Principle, at 95% Confidence Interval and 5% level of significance.

Table 15. 1 **Organizational Change Models adopted by AEDC's management?**

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a Gender	-7.388	2.377	9.659	1	.002	.001
Age	-.311	.130	5.746	1	.017	.732
Service years	-1.898	.480	15.604	1	.000	.150
Respondents' Grade Level	-.352	.390	.813	1	.367	.703
Locations	3.347	.980	11.650	1	.001	28.404
Knowledge about Org. Change	5.663	1.788	10.035	1	.002	287.894
Constant	15.398	6.646	5.367	1	.021	4865021.710

Table 15. 2 **Ethical Principles adopted by AEDC's Management during a Change Management?**

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a Gender	18.372	2936.822	.000	1	.995	95206146.902
Age	-.090	.057	2.531	1	.112	.914
Service years	.072	.170	.178	1	.673	1.074
Respondents' Grade Level	-.235	.279	.713	1	.399	.790
Locations	.644	.344	3.506	1	.061	1.905

Knowledge about Org. Change	-.022	.589	.001	1	.971	.979
Constant	-12.873	2936.825	.000	1	.997	.000

Table 15. 3 **Ethical Principles be considered during a change process?**

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a Gender	.273	.666	.167	1	.682	1.313
Age	-.158	.051	9.729	1	.002	.854
Service years	.137	.146	.878	1	.349	1.147
Respondents' Grade Level	.030	.233	.016	1	.899	1.030
Locations	.178	.192	.867	1	.352	1.195
Knowledge about Org. Change	2.171	.588	13.617	1	.000	8.763
Constant	.507	3.644	.019	1	.889	1.660

Table 15. 4 **Ethical Principle influenced the Employees' performance**

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a Gender	18.160	2960.958	.000	1	.995	77055582.60
Age	.084	.068	1.497	1	.221	1.087
Service years	-.165	.200	.680	1	.410	.848
Respondents' Grade Level	.088	.302	.084	1	.771	1.092
Locations	.249	.246	1.020	1	.312	1.282
Knowledge about Org. Change	.890	.741	1.441	1	.230	2.435
Constant	-21.615	2960.962	.000	1	.994	.000

4.8. Evaluation of Findings

4.8.1. Qualitative Findings Evaluation

This section provides an evaluation of the findings from the collated results. Considering that four research questions were raised to achieve the objective of this qualitative study, evaluation is being done according to the questions. The responses generated are also being analyzed as they relate to theories or conceptual frameworks. The first question is interested in the types of organizational change models adopted by AEDC management. To be sure participants understood the subject matter, the researcher broke down the question into eleven sub-questions.

Question 1- What are the types of organizational change models adopted by AEDC management that influenced employees' performance?

Sub-question 1a Findings

The first sub-question was to determine participants' knowledge of the organizational change. Findings from question 1a reveal that all the participants can give a reasonable definition of what change management is, which can be aligned with many scholars' definitions of change. From the responses gathered, some possible themes were identified in participants' responses, including innovations, new paths and directions, structure alignments, and process change. This supports the view of Thomas (2014), who saw change as an improvement from doing old things to new things while focusing on doing more and better things. The author further stated that changes in organizational policies, methods, and procedures that are irrelevant to the operation of a company are a process of developmental change. In addition, other participants' knowledge of what organizational change is can be related to Khosa et al.'s (2015) definition, who explained the change to include mission, strategic, operational, and technological changes, which also result in changes in the attitudes and behaviors of employees.

Sub-question 1b Findings

The second sub-question was to determine how well participants understood the change. Findings from question 1b reveal that all the participants can provide a level of understanding of what change management and some of the themes identified from their view include: transformational purposes, continuous improvements, and adaptation. These views can be related to Yukl's (2010) explanation of what change is. According to the author, gradual changes in an external environment usually create a threat or opportunity for an organization. The author added that new competitors, new technology, social and cultural changes, new legal regulations, and customer preferences are examples of possible changes within an organization. This view also shares the same

thought with some responses gathered from participants B, D, and G. In addition, participant J claimed that stakeholders' buy-in is important. This study found that participant J's view is supported by Odor (2018), who identified Kotter's eight steps for implementing change: improving urgency, developing self-directed teams, acquiring the right visions, communicating buy-in to employees, facilitating actions, creating short-term wins, don't let up and making it stick.

Sub-question 1c Findings

The third sub-question was to determine whether there has been any change implemented within the AEDC. The study found that nine of the participants were certain that changes had occurred at different stages within the organization. Only one participant was uncertain about any change occurrence.

Sub-question 1d Findings

The fourth sub-question was to determine how the process of change was implemented in the AEDC. The participants explained that the process began with gap identification. This is in line with Robbins (2003), who explained that change is about creating a niche. In support of this view, Joshi (2008) added that the system of an organization can be disrupted over time by some external and internal forces, thereby requiring a change to occur, which may have a direct impact on the structure or processes of the system. This study found that participants' H view can be related to Odor's (2018) explanation of the process of change, who explained that the first step is the need to unfreeze the status quo. The author further stated that change agents must be identified to source for required information needed for resolving identified problems. Furthermore, this research found that many of the participants can identify different changes that have been implemented in the AEDC.

Sub-question 1e Findings

The fifth sub-question was to determine what participants liked about the change implemented. Participants identified some benefits of change management, some of which included innovations,

cost reduction, improved communication, increased knowledge, improved work efficiency, improved debt collection process, risk prevention, improved customer relationships, staff development, and customer centrism. This study found that the identified themes agree with many works in the literature that have explained some benefits of the implementation of change management in an organization. According to Odor (2018), change implementation is beneficial to all stakeholders when things are rightfully done in the right way. In support of this view, Nickols (2016) stated that change implementation is important to form improved innovations and technological development.

Sub-question 1f Findings

The sixth sub-question was to determine what organizational change framework participants are familiar with. This study found that participants A, D, E, and J were familiar with the ADKAR change model. According to Paramitha (2020), ADKAR is an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement. The author claimed that a change process will be successful if stakeholders are aware of the need to change, have a desire to support and be involved, can make and provide required change, and know how to make the changes; on the other hand, Participants J and B are familiar with the Lewin model of change management. According to Wanza and Nkuraru (2016), Lewin's model of change is simple and easy for successful change implementation in an organization. The stated that the process is broken down into three stages: unfreezing, change and refreezing.

Sub-question 1 g Findings

The seventh sub-question was to determine what type of organizational change framework was adopted by the AEDC. This study found that participants A, E, and I identified the ADKAR change model as the framework adopted in the AEDC. While participants B, D, and H identified Kurt

Lewin's change model as the framework adopted in the AEDC, participant F identified both ADKAR and Kurt Lewin's model in use.

Sub-question 1 h Findings

The eighth sub-question was to determine from participants if there was a vision for change. In response, this study found that participants A - J agreed that there was a clear vision for change. This view is in line with the Change Management Leadership Guide (2011), where the author explained that it is important for any change initiative to begin with a set vision to clarify the direction for change. While some of the participants identified some crucial change that affects the organization internally, Levy (2011) argued that the need for change is a necessity for both internal and external factors and that it is predominant for stating the right direction for an organization. In agreement, participant H explained that “Yes, there is a change. The EDC came into existence in November 2013 as the main reason the federal government privatized the power sector, and when the AEDC saw that the going down was nothing for so long. They had their mission and vision of providing power 24/7 to businesses and homes. Having that in mind they knew that we will have to change the policies, procedures, and guidelines running the company having that in mind is a vision of change”. This view agrees with Szydlowska (2016), who stated that many changes occur as a need for realignment of some major deficiencies in existing structure, system, and policies within an organization.

Sub-question 1i Findings

The ninth sub-question was to determine from participants if the change implementation was consultative and if the view of stakeholders was taken into consideration. This study found that while participants A, B, E, F, H and I agreed that the process of change was consultative, participant

C partially agreed, and participant G argued that there was no consultation by management. The importance of considering stakeholders' views was emphasized by Ng'onga and Alang'o (2015), who explained that change management does not happen on its own but rather with all stakeholders within and outside an organization and that they are expected to be involved before, during, and after the change process. This view is in line with Odor's (2018) analysis of Kotter's change model framework. According to the author, the fourth to fifth stages of the model focused on the importance of engaging and enabling stakeholders during the process of change in an organization.

Sub-question 1j Findings

The tenth sub-question was to determine from participants if the change implementation was well articulated and understood by the cross-section of employees. This study found that participants A, B, F, and J agreed that there was adequate communication during the process of change implementation. This finding agrees with Khosa et al.'s (2015) view, which explained that communication is an essential language tool used among groups, relationships, and networks within an organization to improve work efficiency. In support of this view, participants' D and G emphasized that not only was the change communicated, the organization also created an awareness. See the example in participant G's response, who stated, "I'm that aware that some of the changes introduced. Introduced awareness was created for them, and there was an observation that some people are resistant to change, or perhaps they are used to the old ways of doing things so they refuse to change. No matter the awareness you make, you still have challenges with them. For example, the (goal settings and appraisal) HR staff were called to HQ to be trained and were asked to go back and educate other staff in the region. at the end of the day, one staff member still goes ahead and does the goal settings on behalf of the whole staff in the region. I think the change was well articulated to some extent". This view can be supported by Kotters' eight-step change model, as stated by Wanza and Nkuraru (2016). According to the author, there is a need for organization

leaders to create a sense of urgency by creating awareness, build a coalition for guidance to avoid resistance, identify a clear vision for direction, share the clear vision for proper articulation and understanding, clear possible obstacles through people, create short-term wins, keep moving and anchor the change. The author added that strict compliance with this stage process has the potential to achieve successful implementation. Furthermore, this study found that participant C argued that although there was effective communication, it was misunderstood. On the other hand, participants' H and I also argued that there was inadequate communication.

Sub-question 1k Findings

The eleventh sub-question was to determine from participants if there was sufficient time provided for transitioning from old practices to new practices. This study found that participants A, B, C, D, E, and J agreed that there was effective time management during the process of change within the AEDC. The views of the six participants can be related to the United States Office of Personnel Management (2017), which explained that organizational leaders are responsible for identifying what task to be performed by employees and identifying the process of executing and accomplishing the task. The author added that to achieve effective communication and performance, the process of change must consider the SMART - Specific, Measurable, Achievable, Realistic, and Time-bound elements and standards. On the other hand, the study found that participants' H and I were not certain if the time for implementation of change was quite sufficient. In addition, while participant G disagreed that there was not sufficient time, participant F stated that management does not consider the time all the time.

Table 11. 1 Analysis of Question 1 Findings

QUESTION 1 - WHAT ARE THE TYPES OF ORGANIZATIONAL MODEL ADOPTED BY AEDC MANAGEMENT THAT INFLUENCED EMPLOYEES' PERFORMANCE

SUB-QUESTIONS	Possible Theme	Response Category Descriptor	Response Items from Participants A -J
Sub-Question 1a - What is your knowledge on organization change?	Innovations	Brings difference	H,F,D,A
		New ways of doing things	
		New ideas	
	Consistent	Inevitable	E,C,B
		Constant	
	Create Urgency	Problems resolution by management decision	J,I,H,G
		For objectivity	
		Transformational purpose	
		Alteration of work environment	
		Structural improvement	
Sub-Question 1b - How well do you understand the change?	Transformational Purpose	Culture change	I.G.F.E.D.B.A
		Move from one place to the other	
	Achievement of Goal	Transition into future desire	G,C,B,A
		To fulfil different needs	
	Adaptability	Important	J,H
		Necessary	
	Continuous Improvement	Continuous Improvement	I,A
Sub-Question 1c - Has there been any change implemented within AEDC?	No Change Identified	Cannot identify any change	A
	Change Identification	Can identify change	B,C,D,E,F,G,H,I,J
		Many changes	
Sub-Question 1d - How was the change implemented in AEDC?	Structural Changes	New position	A,E,J
		Gap identification	

	Transformational Change	Internal Changes - Processes, Grade level, Technology, Redeployments, etc.	C,D,E,F,B,G,J
		External Changes - Privatization, new regulations	
	Cultural Changes	Commercial activities – Automation	G
		Improved HSE Culture	
		Reduced Fatalities	
	Adaptability	Seek stakeholders buy-in	H
	Performance Change	New appraisal system	I
		KPI monitoring	
Sub-Question 1e -What do you like about the change implemented?	Improved Work Efficiency	Cost Reduction	A,B,C,D,E,F,H,I,J
		Faster and Cheaper	
		Eye opener	
		Introduced automation	
	Customer Centricism	Improved Customers Relationship	D,G,J
	Reduced Risk	Reduced no of fatalities	D,G
	Improved Revenue and Performance	Debt reduction	D,J
	Reduction of Theft	Introduced cashless policy	J
Sub-Question 1f - What organizational change framework are you familiar with?	ADKAR		I,E,D,A
	KURT LEWIN		J,B
	KOTTER		
Sub-Question 1g - In your opinion, what framework was adopted by AEDC?	ADKAR		A,E,F,G,I,J
	KURT LEWIN		B,D
	KOTTER		
	Set Vision	Improved power supply	C,D,E,F,G,H,I,J,A,B

Sub-Question 1 h - Was there a vision for change?		Reduce ATC&C losses	
		Effective regulations	
		Customer centrisism	
		Gap Metering	
		Paperless Initiative	
		Strategic plans	
		Policies, procedures and guideline change	
Sub-Question 1i - Was it well articulated and understood by the cross section of employees?	Effective Communication	Introduced financial operations	A,C,D,F,E,G,J
		Met stakeholders	
		Created Awareness	
		Desire for change	
		Planning	
		Froze current ways	
		Introduced training	
	Reason for Possible Failure	Low adaptation	A,B,C,E,G,H,I
		Lack of understanding	
		Some changes succeeded while some failed	
		Too much pressure	
		Not fully accepted	
		Resistance observed	
		No enough communication and staff engagement	
Sub-Question 1j - Was the process consultative and were the view of stakeholders taken into account?	Gained Buy-in	Consultative	A,B,C,D,E,F,G,H,I,J
		Trainings	
		Allowed feedbacks	
		Staff Engagement	

		Union Meetings	
Sub-Question 1k - Was there sufficient time provided for transitioning from old practices to new practices?	Effective Time Management	Gave time for migration	A,B,C,E,I,J
		Gave room for testing	
		Correction of errors	
		Enough time for communication	
	Change is Gradual	Need timeline	D,F,G,H
		No enough time	
		Some projects were rushed	

Question 2- What are the ethical principles adopted by AEDC management that influenced employees' performance?

Sub-question 2a Findings

Question two was further broken down into seven sub-questions. In question 1a, the researcher wanted to determine if there was transparency in the process of change. This study found that while participants B, C, D, F, G, H, and J agreed that there was transparency during the process of change in the AEDC, participants A, E, and I were not so sure if there was transparency. The importance of transparency is stressed by Taamneh (2015), who stated that fairness, transparency, an opportunity for voice, and impartiality among organization employees are essential factors for resolving disputes.

Sub-question 2b Findings

In sub-question 2b, a researcher asked how participants can rate transparency in the communication of change. This study found that participants D, E, F, H, and J agreed that the communication was due to transparency. Meanwhile, participants' B and C claimed that employees only had trusted leaders. On the other hand, participants A and G claimed that there was no adequate

communication. The implication of ensuring transparency in the process of change is emphasized by Odor (2018), where Kotter's steps 4-6 were explained to include communication, empowering employees and generating short-term wins. The author added that communication must be swift and transparent.

Sub-question 2c Findings

Sub question 2c asked if the process was fair. This study found that all the participants agreed that the process was fair enough. The participants also mentioned that as a result of fairness in the process, the change encouraged innovations and improved customer-centricity and employees' development. This view is in agreement with Taamneh (2015), who explained that ensuring fairness in an organization is one of the important factors in resolving disputes. In support, GCU (2015) explained that organizational leaders must ensure equality and fairness are equally distributed.

Sub-question 2d Findings

In sub question 2d, the researcher asked if participants perceived favoritism during the implementation of change. The study found that participants A, C and D agreed that there was no favoritism. Participants B, E, G, and I argued that there was favoritism. However, participants H, J, and F stated that either favoritism was unimportant or it was inevitable during a change process. In relating their responses to theories, Nduka (2016) stressed the importance of ensuring fairness during the process of change as an indicator of achieving employees' performance.

Sub-question 2e Findings

Sub-question 2 asked if there is some information hidden from employees during the process of change. The study found that participants A, B, D, E, F, and J agreed that there was information hidden as communication was effective. In contrast, participants C, H, and I argued that although there was communication, it was not certain if some employees understood the process. The

importance of effective communication was emphasized by Khosa et al. (2015), who stated that leadership, communication, employees' development, procedural justice, organizational culture, and tolerance to change are contributors to factors to overcome deficiencies in employees' performance.

Sub-question 2f Findings

Sub-question 2f asked if views of employees were considered during the importance of change. This study found that all the participants agreed that there was effective feedback from employees as it was encouraged by the management. This finding agrees with Bashir, Kabir, and Rahman's (2016) definition of feedback, who explained that feedback is an effective way of improving a learning process. This view was supported by Odor (2018), who stated that feedback is a systematic way of gaining knowledge information about an organization from an employees' point of view where perceptions of the employees may be accepted during the process of change.

Sub-question 2 g Findings

Sub question 2 g asked if measures were put in place to mitigate those that were negatively affected. This study found that all the participants agreed that measures were adequately put in place as many of those that seem to be affected by one change or the other were trained during different employees' development programs. Realignment of structure to accommodate those that were negatively affected were also performed. The process also encouraged the self-development of staff. The need for self-development was emphasized by Duck (1993), who stated that change is intensely personal.

Table 12. 1 Result Analysis of Question 2 Findings

QUESTION 2: What are the ethical principles adopted by AEDC's management that influenced employees' performance?

SUB-QUESTIONS	Possible Theme	Response Category Descriptor	Response Items from Participants A-J
Sub question 2a- Was there transparency in the process of change?	No transparency or	Leaders direction needed	A,F,I
	Limited transparency	No feedback requested on new change introduced	
	Trust for Leaders	Change is communicated from above only	A,B,C,D,B
		Loyalty to leaders	
		Respect for leaders	
		Protect employees against fair as a result of the change	
	Transparency	Performance improvement	H,G,J
		continuous improvement	
		Employees satisfaction	
Sub question 2b -How do you rate transparency in the communication of change?	Transparency in Communication	No adequate communication	A,G,I
		May be low	
	Loyalty for Leaders	Believe in management decision	B,C,D,E,F,H,J
		Transparency is change	
Sub question 2c -How fair was the process?	Fairness/Benefits	Employees engagement	A,C,D,E,F,G,H,I,J
		Encouraged growth	
		Introduced automation	
		Reduced work stress	
		Introduced change agents	
		Goal settings	
	No Fairness	May not be beneficial	B
	Favoritism	No Favoritism	A,C,D,E
	Perceived Favoritism	Somehow perceived	B,F,G,H,I,J

Sub question 2d - Was there favoritism during the implementation of change?		Favoritism is normal	
		Close people benefitted	
Sub question 2e - Was there some information hidden from employees during the process?	No Hidden Information	Communication was clear	A,B,C,D,E,F,H,I,J
		No Hidden Motive	
	Misperception/Misunderstanding	Explanation may not be clear	B,C,H,I
		Individual challenge of understanding	
	Hidden Information	Fear of employees reaction	G
Sub question 2f- Were views of employees taken into account during the change process?	Effective Feedback	Views were considered through Union	A,B,C,D,E,F,G,H,I,J
		Important for management decision	
		Trainings were conducted to communicate and feedback	
		Useful feedbacks were taken in	
	No Adequate Feedback Process in Place	Sometimes feedbacks are not taken from start	B,C,H,I
		Except employees are not communicating	
		Discarded no useful feedback	
Sub question 2 g - How do you rate the measures for mitigating those who were negatively affected by the changes?	Mitigating Measures in place	Redeployed staff instead of termination	A,B,C,D,H,I,J
		No termination as a result of change	
		Introduced trainings	
		Leadership guide/mentorship	
	Remove Obstacles	Query to underperforming staff	A,B,H

		Redeployment	
		Zero-tolerance to fraud	
	Suggestions for Improvements	Improve Training	E,D,F,G
		Provide work tools	
		Need for self-development	
		Lack of technology	

Question 3- Why should ethical principles be considered in the process of change to influence employees' performance?

Sub-question 3a Findings

Question three was further broken down into four sub questions. Findings from sub question 3a on why transparency, fairness, and honesty are important to the study of change suggest that it is essential for benevolence, adaptation, trust, and acceptability. This is supported by Serbian and Iorga (2016), who emphasized the need for clear, transparent, and honest communication and information as an essential factor for driving a successful change in an organization.

Sub-question 3b Findings

In sub-question 3b, this study inquired why veracity, privacy, confidentiality, and fidelity are important in a change process. The researcher found that participants explained that they are important to protect an image, personal interest, trust, acceptance, continuous improvement, and mutual trust. According to Beauchamp and Childress (2013), veracity, privacy, confidentiality, and fidelity are elements of ethical principles and are important to achieve the virtues of truthfulness, candor, and honesty during a process of change.

Sub-question 3c Findings

In sub-question 3c. The researcher asked if there was any positive value-added as a result of the change. It was gathered from participants that the process added much value to employees, such as staff training, development and learning, innovation, improved performance and revenue, cost savings, and essential safety precaution measures. This agrees with Wanza and Nkuraru (2016), who stated that change is adopted in expectation to add meaningful values from innovation, structures, work processes, and culture.

Sub-question 3d Findings

In sub-question 3d, the researcher enquired how the benefit of change justifies the level of effort, resources, cost, or risk of harm to employees. Responses gathered from participants claimed that the process of change aided new technology improvement and introduction, employee development, adaptation, new improved processes, and improved revenue, among others. The themes identified from the participants' views can be related to Jalagat (2016), who explained that many factors must come together to drive the ongoing change process. According to the author, such factors include innovations, technological development, improved performance, and personal improvements.

Table 13. 1 Result Analysis of Question 3 Findings

QUESTION 3: Why should ethical principles be considered in the process of change management to influence employees' performance?			
SUB-QUESTIONS	Possible Theme	Response Category Descriptor	Response Items from Participants A - J
Sub question 3a - Why is transparency, fairness, honesty, important to the success of the change process?	Acceptability	To do away with Harm	A,B,C,D,E,F,G,H,I,J
		For acceptance	
		Gain Buy-in through loyalty	
		Portrays leadership traits	
		Easy adoption	
		Create confidence	

		Achieve Target Performance	
Sub question 3b- Why is veracity, privacy, confidentiality and fidelity important in a change process?	Promote Trust and Acceptability	Achieve target goals	A,B,E,F,I,J
		Increase rate of adoption	
		Employee Satisfaction	
		For successful change implementation	
		Gain Trust of Management	
		Habitual truthfulness	
	Improve Privacy	Confidentiality	C,D,E,G,H,I
		Sustainability	
		Introduced technology	
		Trainings on nondisclosure	
	Fidelity	No fidelity in Management promises	F
Sub question 3c - Was there any positive value added as a result of the change?	Positive Value Added	Improved work processes	A,B,C,D,E,F,G,H,I,J
		Cost reduction	
		Reduced corruption rates	
		Emotional reaction improvement	
		Paperless initiative	
		Customer satisfaction/relationship	
		Improved technology	
		Reduced stress	
		Improved regulations	
		Introduced trainings and encouraged staff developments	
Sub question 3d - How did the benefit of change justify the level of effort,	Benefits	Return of Investment on efforts	A,B,C,D,E,F,G,H,I,J
		Improved policies, appraisal and goal settings	

resources, cost or risk of harm to employees?		zero tolerance to fraud	
		Increased revenue	
		Performance measures	
		Introduced technology	
		Swift customers response	
		Image change	
		Customer centrism	

Question 4- How do ethical standards in the organization change process influence the AEDC's employees' performance?

Sub-question 4a Findings

Question four was further broken down into three sub-questions. Findings from sub-question 4a on how participants can rate employees' performance from inception of the change program to the current position gathered that there has been improvement in the performance of employees, employees' engagement, customer centricity, problem-solving, zero tolerance to fraud, improved work attitude and performance. This agrees with (Mekonnen, 2019), who explained that the change process is implemented for cost reduction, increased quality of service by redesigning the way work is being carried out for organizational support, and improvement of employees' performance.

Sub-question 4b Findings

In sub-question 4b, the researcher enquired how participants can attribute the performance of employees to the change process implemented. In response, participants claimed that the process of change helped with communication, improved the performance and work relationships of employees, and improved revenue collections. This finding agrees with secondary data which shows that there was increased in collected revenue from 2013 to 2020. According to (Abuja Electricity Distribution Company, 2013) and (Abuja Electricity Distribution Company, 2020), the annual

collected revenue in 2013 was 36 billion naira while the annual collected revenue in 2020 increased to 137 billion naira. In addition, the employees' productivity measures in percentage of admin cost to revenue improved from 38% to 17%. In other words, in 2020, admin cost was only 17% when compared to the turnover. This signifies increase in productivity when compared to 2013 when admin cost has a percentage of turnover was as high as 38% (Abuja Electricity Distribution Company, 2020). See table showing evidence of performance in the appendix. The other metrics for performance measurements also agrees with this finding. Recall that in 2013 the ATC&C loss percentage was 53% but by 2018, this was reduced to 37%. This reduction of 16% points was the highest among the privatized eleven distribution companies (Abuja Electricity Distribution Company, 2020). See table showing evidence of performance in the appendix.

Nduka (2016) articulated the importance of employees' performance to organizational success. According to the author, for organizations to be productive and meet their competitive edge, employees have a great role to play, and those employees are expected to be treated fairly. This is because organizations need employees who are ready to perform beyond their set goals and achieve greater performance to meet their expectations.

Sub=question 4c Findings

Finally, sub-question 4c asked how participants can attribute the performance of employees to the influence of ethical principles on the change process. The study found that some participants claimed that there was no ethical conduct in the process of change implemented in the AEDC, and as such, the implication results in non-acceptance of the process, lack of trust, no improved performance, and adaptability or buy-in may be difficult. This was further emphasized by GBES (2019), who explained that employees are obligated to ensure that a moral standard is maintained. Loyalty, moral duties to customers and coworkers, and trust are all identified as the standard

business ethics expected of an employee towards an employer to integrate shared values across the organization.

Table 14. 1 Result Analysis of Question 4 Findings

QUESTION 4: How does ethical standards in organization change process influence AEDC's employees' performance?			
SUB-QUESTIONS	Possible Theme	Response Category Descriptor	Response Items from Participants A -J
Sub question 4a - How do you rate employees performance from inception of the change program to the current position	Improved Performance	High performance achieved	A,B,C,D,E,F,G,H,I,J
		Reduction of customers extortion	
		Positive work attitude	
		Zero tolerance to fraud	
		Improved revenue collection	
		Reduced fatalities	
		Customer centrisism	
		Developed KPIs	
		Staff engagements and appreciation	
Sub question 4b - How would you attribute the performance of employees to the change process implemented	Performance as a result of change process	Team work	A,B,C,D,E,F,G,H,I,J
		Increase work relationship	
		Improved revenue collections	
		Zero tolerance to fraud	
		Improved collections	
		Reduced fatalities	
		Introduced sensitization and trainings	

		Improved individual performance	
		Promote flexible work culture	
Sub question 4c - How would you attribute the performance of employees to the influence of ethical principles on change process?	Performance	Promote transparency	A,B,C,D,E,F,G,H,I,J
	as a Result of	Gain buy-in	
	Ethical	Instilled good conduct	
	Principles	Leadership influence	
		Improved work culture	
		Respect for Leader	

4.8.2. Quantitative Findings Evaluation

This section provides an evaluation of the findings from the result collated from the survey questionnaire distributed through the organization's intranet. Considering that thirteen survey research questions were raised to achieve the objective of this quantitative study which is expected to confirm the responses collated from the qualitative strand, evaluation is being done according to the responses generated. Responses generated are also being analyzed as it relates to theories and/or conceptual frameworks. The first question is addressed the knowledge of participant. To be sure the participants understood the subject matter, the researcher broke down the question into eleven sub-question.

Question 1 -How do you rate your knowledge on organizational change?

Findings from question 1 revealed that 188 of 345 participants rated their knowledge of understanding of what change management is as high. This supports the qualitative strand where many indicated that they have a high level of organizational change understanding. 138 of the 188

respondents have served within 1 -5years. Only 24 participants rated their knowledge of organizational change low. The importance of knowledge of the subject matter is supported by Wendler and Grady (2008) who explained that to provide a valid response, the subject must be clear to participants. According to the authors, a review of an individual's interest in subject matter suggests three importance of participants' understanding of the subject matter to include: firstly, research participants must understand the contribution of the research and their responses can be generalizable knowledge which can contribute to the future benefit of others. secondly, the relationship of the research which the researcher can depend on for generalized knowledge. Finally, the research impact.

Question 2 -There are various organizational change models adopted by AEDC's management that influence employees' performance?

Findings from the collated survey revealed that 255 participants agreed that various organizational change models were adopted by AEDC's management. The percentage of the participants within the category is rated at 73.9% of the total participants. On the other hand, 4.1% of the total participants disagreed with the question. This agrees with the gathered responses from the qualitative strand where many respondents identified different types of change models that have occurred at different stages in the organization.

Question 3 - Which of the following process best describe the process of change management implemented by AEDC management to influence employees' performance?

The findings revealed that 45.5% of 345 participants agreed that the Adkar change model was adopted by AEDC's management to drive different changes in AEDC. About 30% were not sure or chose all of the above from the option provided. Out of the 45.5% of participants who chose the Adkar Model as the change model adopted in AEDC have spent between 1 – 5 years with the organization. This is in line with the qualitative result where some participants are familiar with the

ADKAR change model as the model that was adopted by AEDC. According to Paramitha (2020), ADKAR is an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement. The author claimed that a change process will be successful if stakeholders are aware of the need to change, have a desire to support and be involved, can make and provide required change and Know how to make the changes, on other hand, some participants indicated that Lewin model of change management was adopted. According to Wanza and Nkuraru (2016), Lewin's model of change is simple and easy for successful change implementation in an organization.

Question 4 - How effective was the organization communication on the change process?

Findings from the questionnaire survey revealed that 167 participants indicated that organization communication during the change management process was high. 120 participants out of the total participants had spent between 1 – 5 years in service within the organization. On the other hand, 22 participants rated the communication effectiveness very low. This is in line with the response gathered from the qualitative phase where participants were asked if the change implementation was well articulated and understood by the cross-section of employees. The study researchers found that many participants agreed that there was adequate communication during the process of change implementation. This agrees with Khosa et al (2015)'s view which explained that communication is an essential language tool used among groups, relationships, and networks within an organization to improve work efficiency. The total number of participants who agreed that employees were duly communicated during the change process outweighed the number of participants who disagreed. Analysis shows that only 22 people rated communication very low.

Question 5 - Which top three are the most important benefits of change?

The researcher found that improved work efficiency was highly rated as the total number of respondents that selected the option was 156. This is followed by cost reduction which is rated by 132 respondents. Please see rated responses in the table below.

Table 17.1 Response Analysis

Benefits	1 – 5years n %	6 – 10years n %	Total n %
Innovations	49 (18.7)	18 (21.7)	67 (19.4)
Cost Reduction	109 (41.6)	23 (27.7)	132 (38.3)
Improved Communication	61 (23.3)	12 (14.5)	73 (21.2)
Increased Knowledge	60 (22.9)	6 (7.2)	66 (19.1)
Improved work efficiency	122 (46.6)	34 (41.0)	156 (45.2)
Improved Debt Collection Process	89 (34.0)	34 (41.0)	123 (35.7)
Risk prevention	65 (24.8)	18 (21.7)	83 (24.1)
Improved Customers' Relationship	56 (21.4)	9 (10.8)	65 (18.8)
Staff Development	48 (18.3)	14 (16.9)	62 (18.0)
Customer Centricism	31 (11.8)	23 (27.7)	54 (15.7)

Question 6 - Was the consultation for implementing change adequate?

From the findings gathered, 234 out of 345 participants agreed that consultation for implementing change was adequate. 186 participants of the total no that agreed have spent 1 – 5 years in service. Only 17 participants disagreed. This agrees with the qualitative findings where the researcher wanted to find out if the change implementation was consultative and if the view of stakeholders was taken into consideration. This study found out that while the majority of the participants agreed that the process of change was consultative, only a few of the participants argued that there was no consultation by management. The importance of considering stakeholders' views was stressed by Ng'onga and Alang'o (2015) who they explained that change management does not happen on its own rather with all stakeholders within and outside an organization and they are expected to be involved before, during, and after the change process.

Question 7 - There are some ethical principles adopted by AEDC's management during a change management?

The research findings revealed that 219 participants out of 345 respondents agreed that there are some ethical principles adopted by AEDC's management during change management. 4.1% of 345 respondents disagreed and 74.8% of 345 participants are within 1 -5 years of service within the organization. This agreement is in line with the qualitative responses where the researcher identified some components of ethics to confirm if they were perceived during the implementation of change. for example, question 1a of the qualitative focus group questions was to find out if there was transparency in the process of change.

The study gathered that many of the participants agreed that there was transparency during the process of change in AEDC, while only a few participants were not so sure if there was transparency. The importance of transparency is stressed by Taamneh (2015) while explaining procedural justice, the author stated that fairness, transparency, an opportunity for voice, and impartiality among organization employees are essential factors for resolving disputes. Consequently, question 2c of the quantitative question focused on fairness. In response to whether the process was fair or not, all the participants agreed that the process was fair enough. The participants also mentioned that as a result of the fairness in the process, the change encouraged innovations, improved customer-centricity, and employees development. This view is agreeing with Taamneh (2015) who explained that ensuring fairness in an organization Is one of the important factors in resolving disputes.

Question 8 - Which of the following ethical principle(s) was/were adopted by AEDC management?

Findings revealed that 121 participants identified that respect for autonomy which equally means protecting the right of people was perceived during the change management adoption in AEDC. This was rated high in the survey. Meanwhile, 105 participants were not sure if any ethical principle was adopted in AEDC. 66 participants chose beneficence as the ethical principle that was

adopted by AEDC's management. 56 participants selected non-maleficence as the ethical principle that was adopted by AEDC's management. Please see the analysis of the response below:

Table 17.2. Response Analysis

Benefits	1 – 5years n %	6 – 10years n %	Total n %
Respect for Autonomy - Protect the right of people	112 (42.7)	9 (10.8)	121 (35.1)
Non-Maleficence-Need to do no harm	42 (16.0)	14 (16.9)	56 (16.2)
Beneficence - Need to do good	57 (21.8)	9 (10.8)	66 (19.1)
Justice	33 (12.6)	13 (15.7)	46 (13.3)
Not Sure	82 (31.3)	23 (27.7)	105 (30.4)
All of the above	31 (11.8)	24 (28.9)	55 (15.9)
None of the above	8 (3.1)	0 (0.0)	8 (2.3)

Question 9 - Should ethical principles be considered during a change process?

The study found that 288 participants agreed that ethical principles should be adopted during the change process in an organization. Meanwhile, 232 participants out of the 288 respondents agreed to have 1 – 5 years of experience within AEDC. Only 14 participants of 345 respondents disagreed that ethical principles should be considered. This is in agreement with the qualitative responses where the researcher wanted to find out why the components of ethical principles are important to the study of change. these components were listed to be transparency, fairness, honesty, veracity, privacy, confidentiality, and fidelity. All the respondents agreed that the principles are important and should be considered during a change process. In support of this, Serbian and Iorga (2016) explained that there is a need for clear, transparent, and honest communication and information as an essential factor for driving a successful change in an organization.

Question 10 - Does ethical principle influence employees' performance?

Analysis gathered from the survey questionnaire found that 271 participants agreed that ethical principles influence employees' performance in an organization. Out of which 219 participants of the 271 respondents agreed to have 1 – 5 years of experience within AEDC. Only 8 participants of 345 respondents disagreed that ethical principles influence employees' performance. This is in agreement with the qualitative findings where respondents were asked to rate employees' performance since inception when the change process began. The researcher gathered from the participants that there has been improvement in the performance of employees, employees' engagement, customer centricity, problem-solving, zero tolerance for fraud, improvement in work attitude and performance.

This view agrees with (Mekonnen, 2019) who explained that the change process is implemented for cost reduction, increased quality of service by redesigning the way work is being carried out for organizational support, and improvement of employees' performance. the researcher further asked the participants how they can attribute the performance of employees to the change process implemented. In response, participants claimed that the process of change has helped with communication, improved performance and work relationships of employees, and improved revenue collections. Nduka (2016) explained the importance of employees' performance to organizational success. According to the author, for organizations to be productive and meet their competitive edge, employees have a great role to play and those employees are expected to be treated fairly. In addition, the researcher found that participants were able to attribute the performance of employees to the influence of ethical principles on the change process.

Question 11 - Did AEDC provide sufficient time for transitioning from old to new practice?

The study gathered from the survey questionnaire that 210 participants agreed that AEDC provided sufficient time for transitioning from old to new practice during the change process. On the other hand, 35 participants of 345 respondents disagreed that AEDC provided sufficient time for transitioning from old to new practice during the change process. This is in line with the gathered responses from the qualitative strand. The researcher found that while some participants agreed that there was effective time management during the process of change within AEDC some participants indicated that they were not certain if the time for implementation of change was quite sufficient. In addition, only 1 participant disagreed that there was no sufficient time during the implementation of change in the organization.

Table 17. 3 Response Analysis

Questions	Responses		Years of Service	
	High	Low	1 -5 yrs	6 - 10yrs
Question 1	181	24	138	3
Question 2	255	14	212	14
Question 3	157	20	125	14
Question 4	164	22	120	0
Question 6	234	17	186	0
Question 7	249	14	196	0
Question 9	288	14	232	4
Question 10	271	8	219	0
Question 11	210	35	160	4

4.9. Summary

This research study was designed to provide answers to four research questions generated to achieve the objective of the study. The first question was meant to determine the types of organizational change models adopted by AEDC management that influenced employees' performance. The second question was to determine the type of ethical principles adopted by AEDC management that influenced employees' performance. The third question was meant to determine

why ethical principles should be considered in the process of change management to influence employees' performance. Finally, the fourth question was to determine how ethical standards in the organizational change process influence the AEDC's employees' performance.

For the qualitative phase, to provide in-depth responses to these questions, the researcher broke each question into sub questions and conducted a focus group interview. The first question was broken down into eleven sub questions: What is your knowledge of organizational change? How well do you understand the change? Has there been any change implemented within the AEDC? How was the change implemented in the AEDC? What do you like about the change implemented? What organizational change framework are you familiar with? In your opinion, what framework was adopted by the AEDC? Was there a vision for change? Was it well articulated and understood by the cross-section of employees? Was the process consultative and were the view of stakeholders taken into account? Was there sufficient time provided for transitioning from old practices to new practices?

Question two was broken down into seven sub questions: Was their transparency in the process of change? How do you rate transparency in the communication of change? How fair was the process? Was their favoritism during the implementation of change? Was there some information hidden from employees during the process? Were views of employees taken into account during the change process? How do you rate the measures for mitigating those who were negatively affected by the changes?

Question three was broken down into four sub questions: Why is transparency, fairness, honesty, important to the success of the change process; Why are veracity, privacy, confidentiality, and fidelity important in a change process; Was there any positive value-added as a result of the change; and How did the benefit of change justify the level of effort, resources, cost or risk of harm to employees. Question four was broken down into three sub questions: How do you rate employees'

performance from the inception of the change program to the current position? How would you attribute the performance of employees to the change process implemented? How would you attribute the performance of employees to the influence of ethical principles on the change process?

Data collated from the qualitative strand were obtained from 10 respondents randomly selected from the AEDC employee population. The 10 participants were selected from each regional office and head office of the AEDC to ensure that their responses were generalizable. Data gathered for this qualitative study generated responses from participants that included favorable, unfavorable, satisfactory, unsatisfactory, knowledgeable, certain, and uncertain. Responses were analyzed under the results collated accordingly in the tables provided above.

On the other hand, responses gathered were also used to evaluate the findings, and the study generated evidence indicating important themes to be considered when implementing a change process in an organization. Some of the themes generated include innovation, customer satisfaction, performance improvement, effective communication, effective time management, stakeholder engagement, improved privacy, trust and confidence in leaders, acceptability, adaptability, fairness, favoritism, transparency, continuous improvement, employee engagement, change resistance, risk reduction, and transformation, among others. These themes have been confirmed by various works in the literature and articulated accordingly to meet the objective of this study.

For the quantitative phase, to provide in-depth responses to the generated questions and hypothesis, the researcher further generated 13 questions and conducted a questionnaire survey. Each question was developed to build on or explain the initial qualitative findings. The intention was to refine and extend the qualitative findings by testing out the focus group interview instrument using the quantitative findings. The initial qualitative exploration led to detailed, generalizable results through the second quantitative strand. The questionnaire generated for this quantitative phase had 13 questions which included open-ended questions, closed-ended and demographic questions. They

were generated to gather the views of participants on their knowledge of organizational change and ethical principles. Generally, 345 responses were gathered from the survey to test the saturation of responses. The responses generated were transferred into an excel sheet and analysis of the data was done using SPSS software to facilitate analysis by identifying the importance of the subject matter.

In dealing with potential errors, this research confirms that all research is liable to errors. The quantitative phase of this study was conducted through a survey questionnaire guided by closed-ended, open-ended, and demographic questions. According to McDaniel and Gates (2015), there are two types of errors associated with surveys. These are random and systematic errors. Systematic errors were minimized by minimizing errors in the selection of samples, population specifications, and the definition of the frame. The adopted sampling procedures are justified by theory and selection procedures from literature.

McDaniel and Gates (2015) explained that the second broad category of errors called systematic errors can also occur during surveys. Also, these are associated with a discrepancy between information being sought and what was collected. These were minimized in the qualitative phase by avoiding interview influences, processing errors during the process of recording and coding responses. Extra care was also taken to minimize errors and mistakes when transferring information from recorded response answer sheets to the coding book for analysis.

There are also errors associated with hypothesis testing. The quantitative study was designed to provide answers to 4 research questions and 4 hypotheses. According to McDaniel and Gates (2015). Hypothesis testing can result in two types of errors. Firstly, the type I error in which the researcher could erroneously reject the true null hypothesis. Type II, on the other hand, is an opposite error in which the research could fail to reject the null hypothesis which in essence is false. The author explained that these errors could be due to sampling errors.

The quantitative phase of this study confirmed the documented benefits of change management and integration of ethical principles during the process of change to include innovations, cost reduction, improved communication, increased knowledge, improved work efficiency, improved debt collection processes, risk prevention, improved customer relationship, staff development, and customer centricism. However, the findings also in support of existing literature, showed that to achieve smooth system adoption and business sustainability, there was a need to deploy effective communication to enhance stakeholder buy-in as well as obtaining feedback for improving the design and implementation of the appropriate change management process and ethical principles.

CHAPTER FIVE

Implications, Conclusions and Recommendations

5.0. Introduction

This chapter presents the implications, recommendations, and conclusions of the study in four sections. Section 5.1 discusses the implications of the study. This is organized around each research question and logical conclusions with the actual conclusions that are within the scope of the study results. Section 5.2 presents the recommendations for the application of the study. Recommendations are supported by the research findings and framework in this study's literature

review. Section 5.3 provides necessary recommendations for future research with support from the research findings and frames from the literature review in this study. Section 5.4. gives a conclusion drawn from the study. The conclusions focused on specific emphasis on the results of the study as related to theory. The conclusions also describe how the results respond to the study problem, demonstrate the significance, and contribute to the literature and practice.

First, this section provides a brief of the problem statement, purpose, method, limitations, and ethical dimensions of the study for a clearer understanding. Electricity distribution companies are part of the electricity industry in the value chain of the Nigerian power sector. To improve the performance of electricity in Nigeria, the government of Nigeria reformed the power sector by privatizing 11 distribution companies in November 2013. The main objective of the federal government of Nigeria was to address the unstable and unreliable electric power supply situation in the country. At that time, customers were exposed to frequent power cuts and long periods of power outages.

In addition, the industry was characterized by a lack of maintenance of power infrastructure, outdated power plants, low revenues, high losses, power theft, and non-cost reflective tariffs. After the successful completion of the privatization process, AEDC management initiated a transformation process aimed at achieving improvements that would enable key performance indicators that were agreed upon between the investors and the government. For this purpose, this research study was conducted to evaluate the effect of organizational change on employees' job performance.

Given that there was a high rate of failure in the implementation of change management processes in many organizations, a closer investigation of the change management process implemented in the Abuja Electricity Distribution Company was conducted to gain some insight into how the implemented change process has affected employees' performance in either a positive or a negative way. To achieve this purpose, this study adopted a mixed-method research approach to

investigate and explore the human interaction and performance in regard to a change process and ethical principles that should be included during a process of change in an organization. This method of design was selected because it is effective in identifying intangible factors.

The purpose, therefore, informed four postulated research questions. First, the study identified the types of organizational change models adopted by AEDC management that influenced employees' performance. Second, the study investigated the ethical principles adopted by AEDC management that influenced employees' performance. Third, the study aimed to determine why ethical principles should be considered in the process of change management to influence employees' performance. Finally, the study evaluated how ethical standards in the organizational change process influence the AEDC's employees' performance.

Furthermore, the researcher ensured that all ethical dimensions were considered by planning and making sure participants were aware of how the research was conducted ethically. To be sure that the research portrays good ethical conduct, this research study adopted the principle of being beneficent and nonmaleficent. With this in mind, this research was guided by the principles of research ethics as identified by Laerd Dissertation (2012). First, the researcher obtained informed consent from a selected sample of respondents for the purpose of this research. Second, the researcher minimized the risk of harm to participants by ensuring that the collected data were not used for any purpose other than the research. Third, the researcher protected the anonymity and confidentiality of participants by ensuring that identifiers were used. Fourth, the researcher avoided using deceptive practices such as influencing the opinion of the respondents through compensation or other means. Finally, the researcher gave participants the right to withdraw from the research whenever they wanted to.

5.1. Implications

This research needed to investigate the effect of organizational change and the influence of ethical principles on employees' performance in the Abuja Electricity Distribution Company. In this section, the researcher presents the research implications, which are organized and discussed around the four research questions generated for the purpose of the study.

Research Question 1: What are the types of organizational change models adopted by AEDC management that influenced employees' performance?

For the qualitative phase, the results collected from ten participants indicate that they all have good knowledge of what organizational change is. However, the results revealed that while five participants were uncertain about the specific framework that was adopted by the AEDC, the remaining five identified ADKAR as the model used in the AEDC. Although out of five participants were uncertain specific framework that was adopted in the AEDC, two participants claimed that Kurt Lewin's change management process was adopted in the AEDC.

The uncertainty response in the result has an implication for employees, as there is a possibility of resistance to change where communication and awareness are not properly made. This is a result of employees not being familiar with the type of change model adopted in the AEDC during the implementation of change. Many scholars, such as Bashir, Jibrán, Afzal, and Sara. (2008) identified resistance to change as a major obstacle organizations face during a change process. According to the author, resistance could create potential damage and stall the efforts of moving forward if it is not well addressed. The result generated from the quantitative phase also confirmed the qualitative phase result.

It is therefore important to state that ensuring that employees are communicated to and understand the framework to be implemented could directly result in improved buy-in by general stakeholders and eradicate resistance. This view is supported by the Change Management Leadership Guide (2011), which states that effective communication during the implementation of

a change process will help to provide timely and accurate information to employees to positively influence employees' performance and overcome resistance to change.

Moreover, the importance of communication during a change process is paramount to the success of this study, as it formed part of the independent variables suggested in the conceptual framework that was developed for this study use. This study, therefore, implies that employees are key drivers of change in every organization, and any change that may occur or have any impact on their job should be communicated to them for their understanding and buy-in. This view agrees with the principle of ethics that this study suggested for consideration during the implementation of a change process in every organization.

According to Sorre (2016), the major reason for employees' resistance to change can be attributed to a lack of ethical principles in the process of change management. De Lange (2015) emphasized that it is important that the law enforce honesty, decency, and truthfulness, which are regarded as the components of ethical principles, to avoid potential harm to others and misleading practices. Misleading practices in this context can be related to misunderstanding the actual framework in use, thereby causing potential harm to employees.

The results collected in response to question one of this study have implications for communications and creating a sense of urgency for the stakeholders of the electricity company. First, at the initial stage of a change implementation process in an organization, creating a sense of urgency as suggested in the first step of Kotter's change framework could improve the motivation of getting things moving and increase the urgency to build and feed on itself (Bashir, Jibran, Afzal & Sara, 2008). Second, improved communication through meetings, training, emails, and other means could determine the success of the change process and generate actual and desired responses from stakeholders (Bashir, Jibran, Afzal & Sara, 2008).

Research Question 2: What are the ethical principles adopted by AEDC management that influenced employees' performance?

This study considered that ethical principles are categorized into four parts, as identified by GCU (2011). They include respect for autonomy, non-maleficence, beneficence, and justice. Resnik (2015) identified some principles extracted from various interviews in the literature. They include honesty, objectivity, integrity, carefulness, open for the qualitative phase, the results collected from ten participants indicate that they all have good knowledge of what organizational change is. However, the results revealed that while five participants were uncertain about the specific framework that was adopted by the AEDC, the remaining five identified ADKAR as the model used in the AEDC. Although out of five participants was an uncertain specific framework that was adopted in the AEDC, two participants claimed that Kurt Lewin's change management process was adopted in the AEDC.

The uncertainty response in the result has an implication for employees, as there is a possibility of resistance to change where communication and awareness are not properly made. This is a result of employees not being familiar with the type of change model adopted in the AEDC during the implementation of change. Many scholars, such as Bashir, Jibrán, Afzal, and Sara. (2008) identified resistance to change as a major obstacle organization face during a change process. According to the author, resistance could create potential damage and stall the efforts of moving forward if it is not well addressed. The result generated from the quantitative phase also confirmed the qualitative phase result.

It is therefore important to state that ensuring that employees are communicated to and understand the framework to be implemented could directly result in improved buy-in by general stakeholders and eradicate resistance. This view is supported by the Change Management Leadership Guide (2011), which states that effective communication during the implementation of

a change process will help to provide timely and accurate information to employees to positively influence employees' performance and overcome resistance to change.

Moreover, the importance of communication during a change process is paramount to the success of this study, as it formed part of the independent variables suggested in the conceptual framework that was developed for this study use. This study, therefore, implies that employees are key drivers of change in every organization and any change that may occur or have any impact on their job should be communicated to them for their understanding and buy-in. This view agrees with the principle of ethics that this study suggested for consideration during the implementation of a change process in every organization.

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nondiscrimination, competence, legality, animal care, and human subjects' protection. It is important to state that the ethical principles list is endless.

Meanwhile, in response to question 2 of the qualitative phase, many participants agreed that there was transparency in the process of change, the process was fair, there was no favoritism to an extent and the process considered employees' feedback during implementation. This implies that AEDC management might have partially considered the principle of ethics during the change process but not fully adopted it. This is because some participants stated that there was no transparency in the process of change and that there might have been favoritism and unfairness perceived by some employees during the implementation process.

This was validated by the results collated from the quantitative phase where participants agreed that ethical principles are important during change process implementation.

The implication of adopting ethical principles in the process of change is that change interferences are usually subjected to ethical problems and hence have effects on employees' emotions despite acting within a legal framework during implementation. However, managers driving the process of change must be able to acknowledge the underlying ethics, deal with them and test them as they affect every change process. This view is supported by Bashir, Jibran, Afzal, and Sara (2008), who explained that organizations usually make efforts for procedural fairness through different change management programs, but the techniques and tools of change are primarily based on assumptions of reducing harm. The author added that although the standards and mechanisms that avoid harm are not the same as those promoting good virtue, there is room for ethical improvement in the way the change process is conceived, communicated, implemented, and executed to support the change situations.

Furthermore, emphasis is placed on the importance of adopting ethical principles in the conceptual framework designed for the purpose of this study. This is because many ethical issues

arise as a result of the change approach, target, employer's responsibilities, and manipulation of change. However, the implication of considering ethical principles during a change process could improve the degree of openness around the change process and encourage the level of employees' participation during the change process, and, as a result, help to avoid possible ethical issues that may arise at the time of implementation.

Research Question 3: How should ethical principles be considered in the process of change management to influence employees' performance?

To provide an actual response to question three, four sub questions were generated in the qualitative phase for the purpose of this study. Participants' responses indicate that ethical principles should be considered in the process of change management. Some of the reasons the participants gave in their responses include the following: first, to facilitate and encourage stakeholders' buy-in or acceptance of the change process; second, to protect the confidentiality of both the employees and employers; third, to gain employees' trust and loyalty to management; and fourth, to add positive value to the organization. The quantitative result gathered responses supported the qualitative result by confirming that ethical principles should be considered during a change process. Many participants indicated that its importance is beneficial to organization improvement.

The implication of considering ethical principles in the process of change management could improve the loyalty of employees towards an organization, and employees may accept any change interventions from the management at every point in time. This view is supported by Bashir, Jibrán, Afzal, and Sara (2008), who explained that the principle of ethics normally provides a framework for determining what is important as well as what is right and justified. By this statement, it can be stated that a decision of introducing a particular change in an organization with an outcome of ethically acceptable criteria would be acceptable to employees given that the rights of stakeholders are taken care of.

Additionally, the importance of gaining stakeholders' buy-in in the process of change cannot be overemphasized. This is because employees usually resist every change initiative because it makes them uncomfortable and may negatively affect their confidence during the process of learning a new system or accepting the new responsibilities. However, the adoption of ethical principles during the implementation of change has been explained by Bashir, Jibran, Afzal, and Sara (2008), who stated that one of the importance of ethical norms is to promote knowledge, truth, and avoidance of error. Second, the author explained that since the implementation of change requires cooperation and coordination, adopting ethical principles may promote the essential values, which include trust, accountability, mutual respect, and fairness, in collaborative work.

The results generated in response to question four have implications for employees' acceptability of the process of change in the organization. At all levels of the organization, improving transparency, fairness, and being honest with employees could directly result in achieving good behavior you expect to see in people thereby achieving improved culture as a whole.

Research Question 4: How do ethical standards in the organizational change process influence AEDC employees' performance?

In the qualitative phase, three sub-questions were further generated to provide an answer to the fourth main question. Responses revealed that participants identified a certain effect of ethical principles during an organizational change on employees' performance. Some of those factors include zero tolerance for fraud, eradication of extortion, reduction of fatalities, improved work attitude, developed KPIs, improved staff engagements and employee engagements, improved teamwork, introduced training and staff development programs, and increased work relationships and culture, among others. This view is supported by Sunanda (2018), who emphasized the importance of implementing good ethical conduct during a process of change interventions to enhance a successful business. The author added that for an organization to achieve its target performance, ethical contact

must be dominant among stakeholders. Other factors that could be realized as a result of ethical principles in the change process include a positive attitude, effective teamwork, a high level of integrity, and self-discipline. The quantitative result gathered on question 4 validated the responses from the qualitative phase. This is because many of the participants confirmed that the change implemented had an influence on employees' performances.

The results generated for question four have implications for the general performance of the stakeholders of the AEDC. First, on the external change, the employees' performance could directly result in improved national economies because electricity consumption is directly related to the GDP growth of nations (Asumadu-sarkodie & Owusu, 2016; Pempetzoglou, 2014). Second, regarding the internal change, we improved collected revenue through improved policy, technology, teamwork, developed KPIs, staff engagements, developments and training, work culture, staff appreciation, and work relationships, which were identified by participants and could generate more resources to support the employees' performance, thereby contributing to the effect of change management and ethical principles on employees' performance.

The wider implication of this study would be its potential to contribute to the change implementation process of the electricity industry in third world countries by addressing the current problem of resistance (Bashir, Jibrán, Afzal & Sara, 2008) as a threat to successfully implementing a change and addressing the importance of consideration for ethical principles during the process of change. This could contribute to the improvement of employees' performance in many organizations.

Additionally, important to note are some expected results generated from the participants in response to some questions on change and ethical principles. Regardless of the general outcome of this study, some outliers were anticipated. It was expected that participants would agree that the AEDC adopted some change management framework. Although some were able to identify the framework adopted, some were uncertain. The interest of the researcher in the uncertainty of the

framework adopted in AEDC is likely to provide a major perspective to the research, thereby proffering recommendations for future use of the study.

This mixed-method research study identified some limitations that were primarily centered on the time and availability of employees during the interview phase. Although the researcher was able to select ten participants to participate in the focus group interview for the qualitative phase, some of the participants arrived at different times, which caused a few delays and setbacks during the discussion. This is because the researcher had to go back to debriefing and explaining the same questions repeatedly at the point participants arrived within a limited time allocated; as a result, it could have had an impact on obtaining the needed saturation for assessment.

Equally noted is the no population sample required during a qualitative study; only a few individuals were interviewed against the population. This led to the expansion of this research work by conducting a quantitative phase to validate the responses gathered from the FCI through a wider sample of participants. Creswell and Clark (2018) explained that studying a few individuals in qualitative research limits the ability to generalize the results. This is yet another limitation associated with the qualitative phase of the research. However, the author clarified that if the intent is to clarify the results of a quantitative study, then studying a few individuals would be advantageous as it would provide deeper insights for the required clarifications.

Delimitations

The choice of the Mixed-Method Exploratory Sequential Design helps to mitigate the explained limitations. The mitigation is achieved by combining qualitative and quantitative phases in one research. Creswell and Clark, (2018) explained that in such instances, the limitations associated with one method are minimized by the strength of the other method. Besides, the combination of the quantitative and qualitative data provides a more complete understanding of the research problem as opposed to the use of one method. Minimizing limits also implies that the results

can be generalized to the population. The choice of the Mixed- Method Exploratory Sequential Design, therefore, mitigates some of the limitations associated with the use of one design in research.

5.2. Conclusions

The purpose of this study is to evaluate the effect of organizational change on employees' performance specifically when ethical principles are adopted during a change process in Abuja Electricity Distribution Company. The motivation for this research is underpinned by evidence from a different review of the literature, which indicates that many organizations are facing different challenges that have led to change process failure. One of the key factors that have been identified through the literature review is employee resistance, which has resulted in low employee performance as a result of employee resistance to change.

Based on the premise from the literature on the advantages and benefits a change process may bring to an organization, a conceptual framework was developed using two frameworks that were merged together with ethical principles to form the independent variables, while employees' performance was the dependent variable. Using a mixed method study design, the study adopted a focus group interview and survey questionnaire as its data collection instrument and generated four objective questions to solicit the experience of employees who were selected from AEDC's employees as participants of this study. Further to the four questions generated, each question was broken down into sub-questions. Ten participants participated in the qualitative phase, while 345 responses were generated for the quantitative phase. The conclusion from the findings of this research study is analyzed based on each research question.

Research question 1: What are the types of organizational change models adopted by AEDC management that influenced employees' performance?

From the study, it can be concluded that employees are not familiar with the specific type of change model framework that was implemented in the AEDC. This is seen in their responses when asked what type of framework was implemented in the AEDC. While some identified the ADKAR framework, some explained that the Kurt Lewin framework was adopted. There is also an indication that participants may not be familiar with the change framework adopted in the AEDC, as a sub question raised to determine what change framework participants are familiar with gathered different responses to the question. However, this study has suggested a conceptual framework that organizations can adopt for successful change implementation.

This study has taken into consideration two change model frameworks as postulated by Lewin and Kotter, which were merged and proposed for organizational use. It is believed that both theories can draw strength from each other and eventually drive employees' performance, where consideration is given to ethical principles adopted during the implementation of change.

Another justification for merging both models is because the three-step process postulated by Lewin provided what Welch (2016) described as too simple and easy steps and argued that the process may only be useful for small organizations. On the other hand, Kotter's work is considered to be wide and complex and may be useful for large organizations where the process is carefully followed step by step (Welch, 2016). Considering the reasons identified, merging both frameworks will be useful for many organizations regardless of their size and application suggested for use.

A brief highlight of the suggested conceptual framework categorized the framework into three categories for adoption. The first category requires change managers to create a climate for change (Odor, 2018). This category puts together the first step identified by Lewin, which is the unfreezing stage and steps 1-3 identified by Kotter, which include establishing a sense of urgency, creating the guiding coalition, and developing a vision and a strategy.

The first stage suggested that a change process must be planned from the beginning (Jalagat, 2015). At this stage, this study concluded that it is important for change leaders to examine the market and competitive environments to identify potential crises and/or major opportunities. Considering that electricity distribution companies were privatized to achieve improvements that will enable the organization to meet some targets that include but are not limited to the unstable and unreliable electric power supply situation in the country that was agreed upon by the investors and the government, it is important to have a proper plan put in place to meet the key performance indicators.

The findings of this research also revealed that AEDC management had every change planned, put together change agents who led the change at every point in time, and developed a clear vision and strategy for direction. It is important to note that to successfully implement the first stage, the principle of ethics must be adopted from the stage of planning to the process of forming a group and developing a vision and strategy.

The second category requires change managers to engage and enable the whole organization (Odor, 2018). This category puts together the second step identified by Lewin, which is the Changing stage, and steps 4-6 identified by Kotter, which include communication, empowering employees, and generating short-term wins. From the participants' responses, it can be concluded that AEDC management communicated the change needed. However, this led to panic and chaos at the initial stage, where employees were said to be in fear as a result of not knowing what the change may be. To avoid such a chaotic situation, this study concluded that very clear communication is important and should be cascaded through every level.

At this stage, this study concluded that change managers should focus on removing obstacles by empowering broad-based action, changing the old systems and structures that undermine the new vision, and encouraging risk-taking and promoting ideas, activities, and

actions. It is evident that feedback helped the AEDC improve on new innovations introduced as a result of change initiative projects, as mentioned by the research participants.

Another key area for concentration is the need to create short wins. This study concluded that visible performance improvements assisted AEDC management in achieving their set vision. From the findings gathered, participants explained how key performance indicators (KPIs) were set and an individual's efforts put in place to achieve their performance through an effective performance appraisal system. This study concluded that emphasis should also be placed on recognizing and rewarding employees involved in the improvements the organization has created. Khosa et al. (2015) explained that employees' rewards increase motivation and as a result have a significant impact on employees' performance.

Furthermore, the study confirmed the documented advantages of engaging and enabling the organization, which include improved employee satisfaction through employee engagement and improved customer satisfaction through employee improved performance. However, the findings in support of other literature revealed that to achieve a smooth change process adoption and employee performance, the integration of good ethical principles to enhance stakeholders' buy-in must be put in place. This view supports the conceptual framework developed for this study, which suggests that for every step of change, ethical principles must be considered. This means that while engaging and enabling the entire organization through communication, there must be no harm caused to stakeholders, the communication must be just and fair, and there must be respect for autonomy.

The third category requires change managers to implement and sustain change (Odor, 2018). This category puts together the third step identified by Lewin, which is the refreezing stage, and the third two steps identified by Kotter, which include consolidation of gains and producing more change, and anchoring of new approaches. This research concluded that change

leaders must ensure that they use increased credibility to change the organizational system, structure, and policies that are not fit for the new vision. It is also important for change leaders to recruit, promote and train employees who can drive the new vision. This is important to the success of a change process. During this stage, the connections between the new behavior expected and organizational success must be articulated through effective communication. These steps must also be conducted ethically. This means that to implement and sustain a change process, an assessment of the benefit of change must justify the level of effort, resources, or risk of harm to the employees.

Research question 2: What are the ethical principles adopted by AEDC management that influenced employees/ performance?

The findings from this mixed-method research study revealed that AEDC management did not adopt any ethical principles during the change process in the organization. However, some principles, as identified by Resnik (2015), were observed during the implementation of change in the organization. They include honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, confidentiality, responsible publication, responsible monitoring, respect for colleagues, social responsibility, favoritism, competence, and legality, among others.

During the focus group interview of the qualitative strand, participants were asked if they perceived some honesty, openness, transparency, justice, fairness, and confidentiality during the process of change in AEDC. While some agreed that the traits described were perceived, some were uncertain. Some participants also stated that there was favoritism during the process of change implementation, which allowed some employees to be favored in terms of promotion, upgrade, and position. The participants also explained that favoritism had a negative implication on employees' performance, as many were not motivated to perform as a

result of perceived favoritism among some employees. Some participants explained that some employees were favored because they were closer to the management and change agents, while many that may be right for some specific jobs were not considered. This view was supported in the quantitative strand where many respondents agreed that some ethical principles can be identified during the process of change in AEDC.

This study concluded that during a change process in an organization, there are some ethical principles that should be adopted. They include respect for autonomy, non-maleficence, beneficence, and justice. In support of this view, the APA (2016) identified some ethical principles of psychologists and codes of conduct and highlighted 5 main ethical principles in research, which are stated to include beneficence and non-maleficence, fidelity and responsibility, integrity, justice, and respect for people's rights and dignity.

First, the ethics of respect for autonomy justify the need to protect employees' willingness to participate in a change process without being held against their consent. This ethical principle form also supports the need for employees to be given the right information necessary for the implementation of change, and what constitutes the need for change and the necessary implications of employees' involvement must be clearly spelled out without any deceit (GCU, 2015).

It is also the responsibility of change leaders to ensure that the information about the necessary change is well understood by employees and all stakeholders to avoid misconceptions or dissatisfaction as a result of the change implemented (GCU, 2015). This means that change leaders must consider employees' culture, origin, religion, age, gender, disability, orientation, and race where autonomy is concerned. For example, an organization may consider communicating in other languages to stakeholders where formal language may not be understood. In the AEDC, where its coverage areas cut across different states and many ethnic

groups, a representative that is able to communicate in each ethnic language may be allowed to pass information useful to stakeholders to gain their buy-in when change is needed.

Second, organization leaders must ensure that a change process does not inflict any harm on employees and stakeholders. This ethical stance is necessary for change leaders because many change processes are implemented without considering any likely discomfort it may bring to employees or stakeholders (GCU, 2015). This research study concluded that change leaders are charged with the responsibility of identifying potential or possible harm that employees or stakeholders may be exposed to as a result of change and ensuring that such harm is controlled.

Third, the ethical principle of beneficence is categorized into two categories: positive and utility beneficence (GCU, 2015). Positive beneficence ensures that value is added in a good way. This study concluded that organizational leaders must observe positive beneficence by ensuring that they are good to employees by adding positive value to employees and stakeholders. This means that change is intended for implementation but adds value through staff development programs and training, engagement, recognition, rewards, and innovations. By utility beneficence, on the other hand, organizational leaders must ensure that they strike a balance between benefits and drawbacks to achieve tangible and profitable outcomes.

Finally, the ethical principle of justice ensures that there is maintenance and substance of equality and fairness among employees (GCU, 2015). This means that organizational leaders must ensure that an individual's rights are equally and fairly distributed. This study, therefore, concluded that all employees and stakeholders must be treated as they deserve. In addition, organizational leaders' experience and professionalism are needed to measure what it means to be fair and just while dealing with people.

Research question 3: How should ethical principles be considered in the process of change management to influence employees' performance?

Based on the findings from this mixed-method research study, it is concluded that ethical principles are very important and should be considered during a change process in organizations. This is because the model of change management requires major sacrifice from organization employees; however, employees are usually not willing to provide such sacrifice during a change process (Mateka, 2007). Based on this premise, this study concluded that considering ethical principles, which include respect for autonomy, non-maleficence, beneficence, and justice during a change process in an organization, has the potential for improved employee engagement and will help minimize the failure rate of the organizational change process in many organizations. There is also an indication that applying good ethical principles during a change implementation will increase employees' performance and as such contribute to achieving targets key performance indicators for privatization which include reliability, revenue collection, and loss reduction organization is faced with.

The strength of this conclusion was drawn from the view of many of the research participants of this study, who emphasized the importance of ethical principles and their contribution to improving employees and organizational performance as a whole. Analysis of some participants' responses to the question raised on why transparency, fairness, and honesty are important to the success of a change process explained that employees are able to accept a change process where the framework adopted is transparent, fair enough, and conducted with all honesty. The participants also stated that the principles of ethics identified are potential tools for employees and stakeholders to adopt the process of change easily and give their buy-in because employees are sure that the change suggested for implementation will not bring any harm to them in any way.

Another important point is that ethical principles are very important to every organization, particularly because the implication is beneficial to individuals, stakeholders, and

organizations. This study emphasized that the principle of ethics justifies the need to do the right things and do the things in the right way (Bashir, 2008). By this statement, it can be stated that applying the principle of ethics during a change process can serve as a guide for individual and organizational leaders' behavior and help with the decision-making process. This view was also confirmed by the participants of this study, who explained that the principle of ethics helped the management of the AEDC make policies and strategies and implement a zero-tolerance for fraud and corruption. As a result, there were improved standards and culture towards society, stakeholders, and the environment compared to the usual unethical conduct through employees' behavior and practices towards customers known in the past. This improvement in the behavior and practice of employees and the organization led to improved customer centricism culture and good customer relationships.

Based on this premise, this study concluded that ethical principles are very important to the success of a change process in an organization. This is because the level of openness to the change process and level of employee participation are key factors to avoid ethical issues during change implementation (Bashir et al, 2008). From this statement, it can be stated that change leaders must ensure that the steps taken towards achieving an organizational goal must be open and fair to all. This includes the process of recruiting, promotion, training needs, etc. every employee has the right to be engaged and involved in what will eventually have a direct impact on their job. This study has concluded that since the need for change implementation is for the organization's growth and performance and the organization's employees are key players and drivers of the growth and performance needed, it is, therefore, important to treat them fairly. The principle of ethics includes

Research question 4: How do ethical standards in the organizational change process influence AEDC employees' performance?

This study concluded that to achieve sustainable employee performance during change implementation in an organization, the adoption of ethical principles has a potential influence on successful implementation. This view was drawn from this study's findings, where participants were asked how they would attribute the performance of employees to the influence of ethical principles in the change process. In response to the question, participants indicated that AEDC employees portrayed integrity, a sense of responsibility, self-discipline, improved work relationships, customer centricity, etc., as a result of ethical principles perceived during the implementation of change in the AEDC.

There is an indication that some factors considered ethical principles, such as transparency, fairness, honesty, veracity, privacy, confidentiality, and fidelity, portrayed by AEDC's management added positive value to employees and led to employees' acceptance and buy-in of many change initiatives in AEDC. However, some participants disagreed with the view that there was transparency, fairness, and honesty in the process because they perceived favoritism in the conduct of the management. It is evident that AEDC management did not fully consider ethical principles in the process of change, but some strings of ethical principles were perceived and aided employees' performance, which could be better when the principle is fully implemented.

Considering that every organization is charged with the responsibility of attaining and maintaining an increased level of productivity and performance, ethical consideration in a change process is a necessity to achieve its purpose. This study, therefore, concluded that the influence of ethical principles during a change process is a potential way of ensuring all stakeholders engage with one another in an open manner through improved work attitude, committed teamwork, portray high integrity, and maintain self-discipline, which, according to Sunanda (2018), are identified as key indicators for organizational success and development.

The objectives of the study have been achieved. The study established that organizational change is a potential solution for improving employees' performance and, as a result, will help organizations remain competitive in their business areas. However, the findings have important implications for social practice through the adoption of the right framework that can meet the needs and requirements of an organization's standards. In addition, the integration of ethical principles during the process of change is a potential solution for reducing or eradicating employees' resistance to change and improving performance. The enhanced employee performance can indirectly contribute to increased electrification, which as a result may impact the higher national gross domestic product and improved welfare of all stakeholders given that this was part of the reason for privatization in the first place. Consequently, the findings encourage the implementation of organizational change as an important option for improving performance, considering that the process requires the adoption of new processes and procedures during the implementation process for the organization.

5.3. Recommendations for application

The study has established that the organizational change process can significantly improve the performance of employees in organizations. However, the results showed that in some cases, there is no improvement in employees' performance considering some points generated from research participants. Therefore, there is a need to consider the implementation of ethical principles based on some recommendations provided from different pieces of evidence, as revealed in this study, to improve the success rate of organizational change process implementation in many organizations. The recommendations for application derived from the research are as follows.

5.3.1. Effective Communication

Communication has been said to be very important in achieving a successful implementation of change in an organization. This can be confirmed in the study conducted by Hussain (2020) on the impact of effective communication on organizational performance leveraging on moderating the role of organizational culture. According to the author, effective communication positively impacts organizational performance, particularly where the culture of an organization supports the communication implemented. The author stated that communication is a process of informing and educating organization employees at different levels to promote motivation and support strategy implementation. This means that employees can understand each other and management. The author explained that for there to be a communication, there must be a sender who transmits a message and a recipient or receiver. This means that two parties are involved in the process or group of people. Hussain (2020) stressed that communication is said to be effective where there is feedback from the receiver. The author stated that communication is ineffective when the receiver experiences difficulty in decoding the message. This means that when feedback is received, the desired results are achieved. Following this view, Hussain (2020) added that communication is said to be effective when the transaction of ideas in either oral or written words gets a reaction from the receiver as envisaged by the communicator.

The results collated from this study's findings indicated that frequent and powerful communication embedded in everything required during a change process has the potential to increase the success rate of a change process. From the results, it is clear that communication should go beyond just calling special meetings to communicate a vision; it must be a piece of everyday information used for decision making and problem-solving.

This view agrees with the conceptual framework suggested for this study, where communication is identified at the second stage of the framework required for achieving change success. It is notable that once information is fresh in people's minds, it will be easily remembered

and responded to. It is also important to state that communication must be openly and honestly done to address employees' concerns and anxieties. More importantly, adequate training should be coordinated for employees and frequent performance reviews, which are tied to the vision communicated for successful change implementation.

This study's findings suggest that AEDC management should encourage and implement a culture that supports effective communication to enhance improved performance. From the general indication, it can be stated that the implementation of effective communication within the AEDC has helped to successfully carry out projects as a result of swift access to information.

This study also recommends that the method of communication be conducted ethically. Considering the principles of ethics, which include respect for autonomy, beneficence, maleficence, and justice, first, management must respect the right of employees to support independent decision-making during any change process. Second, the process of communication must take positive action to help others to do good to employees. Third, communication should not bring any harm to employees during the implementation of a change process. Finally, communication should be distributed equally and fairly among employees during change implementation.

5.3.2. Transparency

Responses from participants on the level of transparency during the implementation of change in AEDC indicate that so much focus was not on the importance of transparency at the implementation stage. However, participants showed some dissatisfaction with the level of transparency, which was said to be low or unfair at one point or the other. This study recommends that transparency is key to the success of organizational change because it optimizes the operational efficiency of an organization as generated from this study's results. It is therefore important for organizations to make goals transparent rather than being undisclosed. This is because a greater level

of transparency helps to improve individual performance and contributions to the organization. Additionally, important to note is that when managements have a transparent goal, employees are able to understand and perform effectively in accordance with the goals, thus improving organizational performance at large.

One of the prominent areas that creates valuable insights in organizational change management studies is transparency. Although conceptualization of the word transparency seems to require special scrutiny and as such, its relevance remains unclear. Albu and Flyverbom (2016) stated that transparency is about disseminating quality information. This means that the focus of transparency is on two strands: the dynamic information and the quality of information. Based on this premise, this study suggests that transparency must be verifiable and performative. Albu and Flyverbom (2016) explained that the verifiability strand of transparency is a set of assumptions on the nature of the information disclosure, quality, and quantity for organizational problem solving and improved effectiveness. On the other hand, Albu and Flyverbom (2016) explained performativity as a set of processual assumptions that influence social action, such as conflicts, tensions, and negotiations arising as a result of a dynamic act of transparency.

5.3.3. Effective Feedback

Organizations are constantly pressurized to achieve a high level of performance in today's corporate world. For this reason, organizations are expected to focus on the activities of employees by aligning their strategy, vision, mission, and values to employees' activities. This process is primarily conducted through a performance management system. According to Mamula, Perić, and Bovan (2020), organizations with an effective feedback culture can successfully implement a performance management system. This is because organizational goals and performance are connected to the achievement of organizational success factors.

Mamula et al. (2020) explained that there are different ways of achieving a feedback system from both employees and the organization as a whole. It is therefore important for organizations to foster feedback as a tool for strengthening an organization. In the case of the AEDC, the findings revealed that conducting regular feedback facilitated a good relationship between management and employees and motivated employees to put in their best in achieving the set goals.

From the findings, AEDC management is concerned with employees' skills, utilization, and outcome. There is also a clear indication from the findings that employees are functioning well, as measurements for determining their activities are aligned with overall organizational success through a performance management system. AEDC management adopted a two-way feedback process such as dialogue, which improves the process of employees' development and the organization as a whole. This process influenced management responsibility and staff recognition of their roles. In addition, the process of accepting effective feedback in the AEDC provided results for an effective and efficient synergetic action. It was also observed that employees are encouraged to change their underperformance behavioral attitude to a different behavior that is more effective and efficient.

Feedback provides an avenue for employees to communicate the actual ways they feel about a particular change. It is recommended that management give an avenue for feedback from employees. Since the change process has a lot to do with what directly concerns employees and may be a determinant factor in their job improvements, feedback should be considered at every stage of a change process. Responses generated from participants revealed that employees' feedback was considered during many change initiations through training, union meetings, stakeholder meetings, and so on.

The result of feedback provided room for improvements on most of the new processes adopted in the organization during any change initiative. Feedback were also considered good ethical

conduct for re-evaluating a change implemented. Organization managers are expected to accept feedback from all stakeholders for the re-evaluation process. This research has found that the rate of employee satisfaction regarding the implementation of ethical change could be a determinant factor for a successful change process.

5.3.4. Innovation

The results collected found that the implementation of a change process in an organization is one of the ways an organization can remain competitive and meet its target performance. One of the benefits that come with a change process is innovation. Participants of this study stated that the change initiatives at different points have brought about new technologies, processes, policies, paperless initiatives, Integrated Commercial Services (InCMS) software, ERP software, among others, and these new programs introduced into the system are as a result of the change process initiated, therefore ensuring continuous improvements.

Participants also mentioned that the introduction of new technologies has helped to improve the culture of the organization in areas such as customers' centrisms, collection processes, risk management, cost reduction, bridged metering gaps, building good customer relationships, improving flexibility at work, increasing work relationships, and, above all, encouraging more innovations from employees from time to time. It is recommended that organizations always consider continuous improvement in their processes, policies, structures, and new technology. This view supports the conceptual framework suggested for this study, where building on the change is regarded as the seventh step of Kotter's framework. The framework recommends that to avoid failed change projects, change leaders continually look for improvements. This is because every step is an opportunity to develop what is right and what can be improved. This study recommends that management consider setting a goal to continue building on the performance that has been achieved.

The changing technology in today's world has made organizations compete in a race where new standards are set and old ones are broken from time to time. Organizations adopt the process of continuous improvement to discover new ways of doing things and implement them step by step to work as an innovation using top-bottom employees. This process helps an organization to improve its efficiency and limit the defect rate. The process of continuous improvement has also been said to help organizations gain a competitive edge in the corporate world.

Ali (2018) explained continuous improvement as a system of seeking out and implementing new ways of work in an organization. The author explained that continuous improvement is a broad focus that is gradual for improving innovations and for organizations to improve their performance. Ali (2018) identified many new ways for organizations to continuously improve their process of performance, including Kaizen, Six Sigma, Deming Cycle, Total Quality Management, and Lean Production. Implementing these performance standards is an indication of achieving organizational performance. This study suggests that AEDC management may improve its efficiency more and obtain maximum output that meets customer demand if continuous improvement is embraced. Management should also ensure that employees are involved in sharing new ideas and innovations on what is supposed to benefit the company and improve the organization's relationship with customers. This in turn will improve quality performance, reduce risk and improve employees' commitment to their work.

5.3.5. Stakeholder involvement

Stakeholders' role in the activities of an organization cannot be overemphasized. To successfully manage an organization's business, identifying stakeholders is critical. Stakeholders in this context are regarded as employees, groups, or institutions who are directly or indirectly affected

by the activities of an organization. They contribute to the activities that can affect the success or failure of an organization.

Ibraheem (2018) explained that an organization's ability to effectively manage and identify its stakeholders is an indication of achieving performance success. This means that where stakeholders' expectations and needs are met, the business environment will be suitable for all. Based on this premise, this study suggests that AEDC management should establish timely communication to meet stakeholders' needs. This can be achieved by ensuring that adequate data are provided for decision-makers and that effective feedback is received to align change objectives and stakeholders' expectations.

Where organizations disregard the importance of planning with and managing stakeholders' requirements, it can result in a waste of time and resources (Ibraheem, 2018). Furthermore, this study also suggests that change managers should be adequately trained on some important communication processes to avoid passing a wrong interpretation to stakeholders as a result of body language or wrong use of words. Change managers should always consider stakeholder engagement as a priority throughout the implementation process of a change process.

Responses from this study's results are an indication that stakeholders play a crucial and significant role in the process of change. This is why stakeholders' acceptance is recommended during the implementation of change. Management must recognize the responsibilities of stakeholders to the success of a change process because they are people who are directly or indirectly affected by action as a result of change; therefore, they must be involved in the process and understand any change effort that will have an impact on their current state.

From the findings of this study, it is clear that participants are unaware of the change framework used in the AEDC. Hence, it can be stated that employees are not directly aware of the type of change framework the management adopted to carry out the change process in the

organization. As a result, employees could not directly say if they were involved during the change implementation. This is attributed to the fact that some participants stated that employees resisted the change, and measures such as queries were sometimes used as punitive measures to enforce the change.

Stakeholders' resistance also led to disagreement with management through the UNION representatives from time to time, as explained by the participants of the research. It is therefore recommended that change managers put a strategy in place that would help to guide the information shared with stakeholders to gain their understanding and buy-in. A clear, credible, and heartfelt message on the direction of change intended is expected to establish genuine stakeholders' buy-in, which may also get people to act and achieve expected performance results.

Additionally, important to note is that the principle of ethics recommends that stakeholders' contribution is important when considering a change process that would directly have an impact on them. This means that all involved stakeholders will be able to share the benefits or losses that arise as a result of any change initiative in an organization.

5.3.6. Trust for Leaders

This study suggests that for organizations, especially AEDC management, to effectively coordinate business activities, risk management, and the mobilization of resources, trust is crucial. Trust is not just for carrying out its activities but also for managing a successful change process in an organization. This is because the effect of the change is uncertain, and organization managers need to coordinate and communicate new skills required for change implementation. For this purpose, change managers must ensure that they gain employees' trust. Johansen and Selart (2005) stated that trust is important, as it has a great effect on organizational change; therefore, the subject of trust should be understudied, including the significance of trust as an influencing factor for

building both horizontal and vertical organizational relationships and in turn achieving job satisfaction.

This study gathered in its findings that many change initiatives efforts accepted were due to the trust employees had for leaders. Trust in this context can be related to the will to be vulnerable to the intentions of others. In response to question 2, some participants explained that employees believed and consented to some changes as a matter of trust for the organization leaders. However, some participants felt their trust was taken for granted, as management was not Fidel in regard to their promises to employees. Some believe management may have deceived employees to deliver in a certain way, and at the end of the day, management does not fulfil their promises to employees.

This study recognizes trust in leaders as a central concept that may improve employees' response to change. There is every indication from the responses gathered that employees develop trust in leaders where they can rely on management's words, which can be perceived as credible and true. This contributes to a successful change process and reduces the sense of threat as a result of the change. This view is in line with the conceptual framework developed as a guide for this study.

Step two of Kotter's change model involves building a guiding team. Emphasis is laid on the importance of getting the right people who are fully committed to a change process, well-respected, and have power and influence to drive the change process initiated. To achieve this, organizations are advised to model the trust and teamwork needed. From the findings, it was concluded that employees are usually anxious and confused at the initial stage of a change initiative. Organizational leaders owe employees the duty of providing the right and useful information to manage distrust and provide a favorable attitude towards a change effort.

5.3.7. Training and Development

Meeting the high rate of a competitive market and global economic changes in today's corporate world requires many organizations to source employees with specialized skills and knowledge that are capable of making a significant impact even during difficult situations. Addressing complexities and responding rapidly to change is necessary for all organizations. Innovation, new technology, and globalization change occur, and there is a need to develop a strategy for establishing competitive advantage.

One such strategy has been said to be the training of employees and, as such, is crucial for organizations to train their workers to become viable in business and facilitate required organizational changes. Training is an essential tool for improving organizational productivity and employee performance. The process of training has been said to be continuous for skills and competencies upgrade of employees to avoid acquired skills being obsolete (Gil, García-Alcaraz & Mataveli, 2015). This means that employees must be trained to learn how to modify their job, roles, responsibilities, and business processes as well as strategies to be deployed during the process of change.

Gil, García-Alcaraz, and Mataveli (2015) stated that adequate training plans must be put in place as a driver for change management. Planning employee training is the major responsibility of human resource management. Ismael, Othman, Gardi, Hamza, Sorguli, Aziz, Ahmed, Sabir, Ali, and Anwar (2021) explained that it is important to plan employees' activities and provide required support for their physical activities while improving their ideas and knowledge through training development. This means that organizations that can successfully achieve the provision of basic training for employees have the potential to increase their productivity and effectiveness.

Based on this premise, this study recommends that the training and development of employees in areas that require immediate change are necessary for achieving a successful change process and organizational performance. The results collated for this study reveal that employees'

frequent training aided a fast adoption and understanding of every change initiative within the organization. This is because AEDC management recognized the need for employees to gather experience and change-related skills by focusing on how employees can deal with and manage change where needed.

Arguably, that many leaders often struggle to meet the demands that come with different change initiatives; therefore, the need to prepare for different scenarios a change may bring and acquire competency needs is needed. Additionally, important to note is that participants were satisfied that most changes initiated brought about different pieces of training, which included international training and staff development programs from time to time. It is recommended that management pay careful attention to the skills, experience, and education particularly needed for all levels of employees in assessing readiness for change.

5.3.8. Create Mitigating Measures

While the result of change may have a positive impact on employees and the organization as a whole, it is important to state that it may also have a negative impact on employees in an organization. Different examples were stated by participants of this study, where they explained that some employees found it difficult to adjust to the new technology and software introduced for work improvement. To ensure that such employees do not suffer, AEDC management put different mitigating measures in place; instead of terminating such employees, they were redeployed to areas where technical skills are not required for them to work.

The training was also provided for some of the staff who were able to learn and make use of the new technology. This line of decision agrees with the conceptual framework suggested for this study, where it identifies empowering broad-based action as a necessity. This study recommends that organizational leaders empower action by removing obstacles to change.

Obstacles in this context are factors that may contribute to employees' resistance to change, such as fear of uncertainty, lack of knowledge and understanding of the change, low morale, etc. The process of removing obstacles should serve as an inspiration to employees, improve optimism and help to develop confidence around the change initiatives, as seen in the AEDC. There is an indication that putting mitigating measures in place that can provide benefits such as support and rewards and mitigating losses such as reducing uncertainty will reduce employees' resistance to change.

5.4. Recommendations for Future Research

This study design is informed by theoretical assumptions that organizational change has a significant effect on employees' performance and that ethical principles integration in the process may bridge the gap of employee resistance as a result of the change. To achieve the study purpose, a conceptual framework was developed and suggested for use as guidelines that may help organizational leaders during the process of change and provide various insights into possible ways employees' resistance can be limited or eradicated. However, there are limitations observed in this research. This section, therefore, highlights some key areas future research may consider to expand the theoretical assumptions and findings of this study for organizations' use.

First, this research was narrowed to the study of the change management framework adopted in an electricity distribution company. This research recommends that similar future studies be conducted in other service-oriented companies, such as retail industries, hospitality, telecommunications, etc., to see if the findings will be consistent with the result achieved in this study. In future research, the focus should be on factors contributing to organizations' capability to adopt and implement a change process with required skills and support from individuals, teams, and organizations at large during the change.

The research should also focus on the opportunities to achieve new behaviors and practices effectively within the same serviced organizations while removing all possible obstacles as a result of the change. Equally important is that attention should be given to employees and stakeholders to provide a reasonable balance between understanding the richness and complexity of change. For example, there is limited attention to how to change receivers understand and interpret the process of identifying the problems affecting organizational change and how organizations can identify potential solutions. Therefore, such a study can provide some insights into identifying the problems and potential solutions.

Second, it is important to note that this study was conducted in a typical cultural diversity of a third-world democratic country. Another area for future research is to conduct a similar study in a different country with different cultural diversity, such as a socialist country, to see if the results can be comparable. Such a study can provide more insights into employees' and organizations' experiences, which may be factored into a more robust change management framework for application by many electricity companies.

Third, this study recommends that future research adopt either qualitative or quantitative single research rather than the mixed-method adopted for this study to provide more evidence on the relationship between ethical principles and change management, ethical principles and employee performance, and change management and employee performance. Considering that this study adopted a mixed-method, either quantitative or qualitative methods may be able to provide more insights that can inform the adoption of ethical principles in the change management process to achieve employees' performance.

Furthermore, this research recommends that future research consider contributions from different literature as an addition to resolving pending issues of change resistance faced by many organizations today as a result of non adoption of ethical principles in the process of change.

Considering that McDaniel and Gates (2015) estimated that the optimal number of participants required for a focus group interview ranges from six to twelve and must be homogeneous to a specific variable, this study recommends that other measurement tools be considered for data collection to increase the number of participants' responses and achieve saturation on the subject matter.

Fourth, many reviews of the literature, such as the Change Management Leadership Guide (2011), have confirmed that there are gaps, such as knowledge and communication gaps, among change receivers on the advantage and benefits a change may bring to an organization. It is also evident that the mechanisms for engaging change receivers to participate in any change initiative project that may maximize individual benefits are equally absent. This study recommends that future research be conducted to develop a communication framework that can be swift and aid the dissemination of important information for the acceptance of improved benefits as a result of the change process.

Specifically, key issues to focus on may include developing a framework for integrating the communication process, knowledge gaining method, and ethical principles for organizations during the adoption of a change process. This would possibly provide future directions to organizations managers who are required to bridge communication and knowledge gaps during the implementation of change in many organizations and may provide meaningful insights into how to deal with employees' resistance to change.

Fifth, this study found that there are only a few research studies that are focused on informing the understanding of the possible role of electricity regulatory bodies to the electricity distribution companies who should support and oversee the activities of distribution companies to ensure they meet the target need and justify the reason for their privatization. It is important to note that there is little or no knowledge of the extent to which the governing boards are

required to participate in overseeing the internal activities of the electricity companies and their influence on external forces.

Future research may be conducted in this area to determine the extent of powers a government coalition requires to be a part of an organization's change implementation since its effect may have a direct or indirect impact on the external environment where they operate. Attention should be given to the required training needed by the government coalition teams to oversee such an organization. By doing so, there is a possibility of providing additional insights into how stakeholders' involvement in a change process can positively affect employees' performance and how stakeholders' buy-in can be gained. There is also a possibility of providing evidence on how to deal with resistance through improved government regulations and support for electricity distribution companies.

Sixth, this research study focused on improving the change process framework by suggesting a merged framework of Kotter and Lewin's model of change in achieving the organization's employees' performance. Considering that integration of ethical principles during the implementation of a change is said to contribute meaningfully to successful change implementation, there is a need to investigate other change frameworks, such as ADKAR's change model, which bridges three phases of transition, and Judson's five-step model, which are relatively different from the framework suggested for this study as part of the effort of increasing the success of a change process in an organization. Research may be conducted on how integrated ethical principles into change models can affect employees' performance to see if the results can be compared with this study's findings.

Future research may engage in the topic of ethics of change management. Alternative measurement tools can be developed to empirically support this research study. The research can focus on the effect of the adoption of good business ethics principles by leaders and

followers. More importantly, future studies should clarify whether such adoption of good business ethics principles in change management can have a positive influence on the process of change. The results from such research may be useful to organization leaders and followers who are required to manage a change process effectively. Evidence should provide more insights into ethical principles to be followed by both leaders and followers concurrently to see if the results can help to achieve employees' performance as a result of the ethical procedures taken.

Another area that is recommended and encouraged for future research is to research integrating ethical principles in the process of change and its effect on employees' performance in an autocratic leadership organization. For instance, this study was conducted in an organization that has developed a culture that is democratic, and it is important to state that the organization values a participative work environment. Contrary research in an autocratic environment should prove fruitful for future research. Considering the importance of the workforce and stakeholders' participation and involvement required in the process of change, research in an autocratic organization would provide more insights into how the principle of ethics would be applicable during the process of change. Key issues to test should be employees' feedback and buy-in to see if the findings will be consistent with the result achieved in this study.

From this research study result, it is evident that the process of change management is cascaded from top management downwards, that is, the use of a top downwards method. However, the research did not focus on the importance or need of employees' level required as change management drivers. That is, no evidence showing if change drivers should be from top management level or lower ranked level of employees and its appropriateness for use in either a small or big organizations. Future studies may consider evaluating the position or level that is

required of change management drivers. This may provide more insight into a further translation of scientific and practitioner-based models of the change process in helping change managers to be more effective during the implementation of a change process. Specifically, future research should focus on the organization's leaders' and employees' capabilities and the needs of stakeholders during the research to see if the results can be relatively comparable.

Future research can be conducted in terms of the time frame required for change implementation in an organization. From the results of this study, participants explained that the required time for the change process is not determined; therefore, they could not justify the actual time given for any change initiative implemented either at the initial stage or during the implementation stage. This study suggests that little or no evidence relating to potentially consequential change features, which include the required time for a change process, scope, and prescriptive models to follow, is currently not available. A study may be conducted in a change management field with a focus on the actual speed needed, scope, or level at which to communicate a change process to stakeholders and employees rather than focusing on behavioral constructs such as fairness, leadership, motivation, etc., as seen in this study. The study recommended for future research may be able to provide more insights into how to minimize employees' resistance to change and improve employees' performance as a result of the actual and defined timeframe suggested for change process implementation.

Finally, this study recommends that further research be conducted extensively on the aspects of flexible and adaptive leadership styles in an organization. During this research, the focus should be on the skills and traits required for leaders to identify required changes in an organization. More importantly, understanding, the appropriate response needed, and the willingness to perform under a changing situation should be uncovered by future research. The result may be able to provide more insights into how to determine emerging threats as a result

of a change required or implemented in an organization. Such research may also be able to provide strategies frameworks and tactics needed for leaders to avoid possible disasters as a result of the change.

In addition to this research, experimental studies may be conducted to allow a researcher to manipulate situational variables to evaluate how leaders can adapt to changes in an organization. A realistic simulation may be used to conduct such research. Such research may be used to observe and evaluate leadership behavior, gain more insights into flexible and adaptive leadership and provide useful insights into the developed leadership skills of participants needed.

In addition to experimental studies recommended to be conducted, longitudinal field experiments on the effects of developing relevant and required skills for flexible and adaptive leaders in carrying out a successful change in an organization should also be conducted. Such research may provide valuable insights into how much training is needed to improve flexible and adaptive leadership in managing a change process and suggests benefits for better performance as a result of improved leadership skills.

Key issues for the research should focus on leaders' behavior and developmental interventions or frameworks for improving flexible and adaptive leadership. Strong research methods should be considered to provide in-depth knowledge about flexible and adaptive leadership. The results may be useful in reducing employees' resistance once needed, and the relevant focus is on the skills and traits required for leaders to effectively manage a change process a result, which may increase the rate of the successful change process in many organizations.

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Appendix A – Data Collection Tools

Dissertation Manuscript
Template

Version: August 2020

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Managing Change, Ethical Principles and its Effect on Employees Performance: A Survey of Abuja
Electricity Distribution Company (AEDC)

Dissertation Proposal

Submitted to UNICAF University
in Partial Fulfillment of the
Requirements for the Degree of

DOCTOR OF PHILOSOPHY

By

OWA OLUWAYEMISI ABOLANLE

January, 2022

Qualitative Phase Data Collection Tool

Demographic Questions

1. Gender
 - Male
 - Female
2. How old are you?
3. How many years have you served with AEDC?
4. What is your grade level?
 - MD
 - Director
 - GM
 - SM
 - MGR
 - ASST. MGR
 - SNR OFFICER 1 – 11
 - OFFICER 1 – 11
 - SUPPORT OFFICER 1 -11
5. Location
 - HQ
 - FCT SOUTH
 - FCT NORTH
 - FCT WEST
 - FCT EAST
 - FCT SOUTH SOUTH
 - FCT SOUTH EAST
 - KOGI
 - NIGER
 - NASARAWA

Qualitative Phase Data Collection Tool

Focus Group Interview Questions

Rules of the FCI

Please note the following rules of engagement

- No right or wrong answers
- Be honest. Tell the truth
- Talk one at a time.
- Don't dominate the discussion.
- Talk in any order.
- Listen to others.

There are four research questions generated for the purpose of this research. They are listed below.

5. What are the types of organizational change model adopted by AEDC's management?
6. What are the ethical principles adopted by AEDC's management?
7. Why should ethical principles be considered in the process of change management?
8. How does ethical standards in organizational change process influence AEDC's employees' performance?

The researcher has highlighted the following focus group interview questions below for necessary Approval.

QUESTIONS

- Kindly confirm if you are a staff of Abuja Electricity Distribution Company (AEDC)
- Please confirm your region, area office and job level

Q1: What are the types of organizational change model adopted by AEDC's management?

- What is your knowledge on organization change?
- How well do you understand the change?
- Has there been any change implemented within AEDC?
- How was the change implemented in AEDC?
- What do you like about the change implemented?
- What organizational change framework are you familiar with?
- In your opinion, what framework was adopted by AEDC?
- Was there a vision for change?
- Was it well articulated and understood by the cross section of employees?
- Was the process consultative and were the view of stakeholders taken into account?
- Was there sufficient time provided for transitioning from old practices to new practices?

Q2: What are the ethical principles adopted by AEDC's management?

- Was there transparency in the process of change?
- How do you rate transparency in the communication of change?
- How fair was the process?
- Was there favoritism during the implementation of change?
- Was there some information hidden from employees during the process?
- Were views of employees taken into account during the change process?
- How do you rate the measures for mitigating those who were negatively affected by the changes?

Q3: Why should ethical principles be considered in the process of change management?

- Why is transparency, fairness, honesty, important to the success of the change process?
- Why is veracity, privacy, confidentiality and fidelity important in a change process?
- Was there any positive value added as a result of the change?
- How did the benefit of change justify the level of effort, resources, cost or risk of harm to employees?

Q4: How does ethical standards in organizational change process influence AEDC's employees' performance?

- How do you rate employees' performance from inception of the change program to the current position?
- How would you attribute the performance of employees to the change process implemented?
- How would you attribute the performance of employees to the influence of ethical principles on change process?

Quantitative Phase Data Collection Tool

Demographic Questions

1. Gender
 - Male
 - Female
2. How old are you?
3. How many years have you served with AEDC?
4. What is your grade level?
 - MD
 - Director
 - GM
 - SM
 - MGR
 - ASST. MGR
 - SNR OFFICER 1 – 11
 - OFFICER 1 – 11
 - SUPPORT OFFICER 1 -11
5. Location
 - HQ
 - FCT SOUTH
 - FCT NORTH
 - FCT WEST
 - FCT EAST
 - FCT SOUTH SOUTH
 - FCT SOUTH EAST
 - KOGI
 - NIGER
 - NASARAWA

Quantitative Phase Data Collection Tool

Research Questionnaire Questions

QUESTION 1

How do you rate your knowledge on organizational change?

1. Very low
2. Low
3. Medium
4. High
5. Very High

QUESTION 2

There are various organizational change models adopted by AEDC's management?

1. Strongly Agree

2. Agree
3. Partially Agree
4. Disagree
5. Strongly Disagree

QUESTION 3

Which of the following process best describe the process of change management implemented by AEDC management?

1. Lewin Kurt Process which include unfreezing, moving and refreezing steps
2. John Kotter's Process which include creating urgency, forming powerful coalition, creating a vision for change, communicating the vision, removing obstacles, creating short term wins, building on the change and anchoring the changes in corporate culture.
3. Adkar Change Model which include awareness, desire, knowledge, ability and reinforcement stages
4. Not Sure
5. All of the above

QUESTION 4

How effective was the organization communication on the change process?

1. Very low
2. Low
3. Medium
4. High
5. Very High

QUESTION 5

Which top three are the most important benefits of change?

1. Innovations
2. Cost Reductions
3. Improved Communication
4. Increased Knowledge
5. Improved work efficiency
6. Improved debt collection process
7. Risk prevention
8. Improved customers' relationship
9. Staff development
10. Customer centrisism

QUESTION 6

Was the consultation for implementing change adequate?

1. Strongly Agree
2. Agree
3. Partially Agree
4. Disagree

5. Strongly Disagree

QUESTION 7

There are some ethical principles adopted by AEDC's management during a change management?

1. Strongly Agree
2. Agree
3. Partially Agree
4. Disagree
5. Strongly Disagree

QUESTION 8

Which of the following ethical principle(s) was/were adopted by AEDC management?

1. Respect for Autonomy – Protect the right of people
2. Non-Maleficence – Need to do no harm
3. Beneficence – Need to do good
4. Justice
5. Not sure
6. All of the above
7. None of the above

QUESTION 9

Should ethical principles be considered during a change process?

1. Strongly agree
2. Agree
3. Partially Agree
4. Disagree
5. Strongly disagree

QUESTION 10

Does ethical principle influence employees' performance?

1. Strongly agree
2. Agree
3. Partially Agree
4. Disagree
5. Strongly disagree

QUESTION 11

Did AEDC provide sufficient time for transitioning from old to new practice?

1. Strongly agree
2. Agree
3. Partially Agree

4. Disagree
5. Strongly disagree

QUESTION 12

What aspect of the change process require improvement?

QUESTION 13

Provide some recommendations for improving the change process?

NB: The purpose of this mixed method research is for the quantitative data to build on or explain the initial qualitative findings. The intent of the researcher is for the quantitative data results to refine and extend the qualitative findings by testing out an instrument or survey developed using the qualitative findings therefore the initial qualitative exploration leads to detailed, generalizable results through the second quantitative phase.

Appendix B – ATC % C Losses Table

DISCO	At Privatization November 2013	Quarter 3 2018	Percentage Difference (2013 vs. 2018)
Abuja	53%	37%	-16%
Benin	54%	53%	-1%
Eko	29%	31%	2%
Enugu	59%	55%	-4%
Ibadan	43%	52%	9%
Ikeja	33%	31%	-2%
Jos	58%	64%	6%
Kaduna	61%	67%	6%
Kano	48%	51%	3%
Port Harcourt	55%	64%	9%
Yola	58%	69%	11%

Source: **USAID, 2019**

Appendix C (a)– 2013 Evidence of Revenue and Administrative Cost

Statement of profit or loss and other comprehensive income			
For the year ended 31 December			
	Notes	2013 N'000	2012 N'000
Revenue	8	36,023,798	25,345,342
Cost of sales	9	(37,345,787)	(33,403,918)
Gross loss		(1,319,989)	(8,058,576)
Other income	10	923,709	771,133
Administrative expenses	9	(13,668,537)	(12,933,859)
Other gains	11	692,845	-
Operating loss		(13,371,972)	(20,221,292)
Finance income	12	4,462	4,509
Finance costs	12	(3,243)	-
Net finance income		1,219	4,509
Loss before minimum tax and income tax	13	(13,370,753)	(20,216,713)
Minimum tax	14(a)	(418,581)	-
Loss before income tax		(13,789,334)	(20,216,713)
Income tax expense	14(b)	-	-
Loss for the year		(13,789,334)	(20,216,713)
Other comprehensive income, net of tax		-	-
Total comprehensive income		(13,789,334)	(20,216,713)

The notes on pages 17 to 32 are an integral part of these financial statements.

Appendix C (b)– 2020 Evidence of Revenue and Administrative Cost

Abuja Electricity Distribution Plc Annual Report 31 December 2020			
Statement of profit or loss and other comprehensive income			
For the year ended 31 December			
	Note	2020 N'000	2019 N'000
Revenue	6	133,445,789	255,987,711
Cost of sales	7	(114,340,267)	(104,049,762)
Gross profit		19,105,522	151,937,949
Other income	8	2,088,653	2,630,985
Impairment loss	16b	(5,393,588)	(21,937,679)
Administrative expenses	7	(22,762,181)	(25,025,831)
Operating (loss)/ profit		(6,961,594)	107,605,424
Finance income	9	256,734	24,226,682
Finance costs	9	(9,465,443)	(6,041,373)
Net finance (cost)/income		(9,208,709)	18,185,309
(Loss)/profit before minimum tax and income tax expense		(16,170,303)	125,790,733
Minimum tax	12a	(334,886)	(1,246,219)
Income tax expense	12b	-	(251,979)
(Loss)/profit for the year		(16,505,189)	124,292,535
Other comprehensive income			
Items that will never be reclassified to profit or loss			
Remeasurement loss on defined benefit obligations	27b	(128,554)	(98,534)
Revaluation surplus on land and building	13d	1,087,669	-
Deferred tax	12e	-	-
Other comprehensive income/(loss), net of tax		959,115	(98,534)
Total comprehensive (loss)/income		(15,546,074)	124,194,001



Appendix D: Informed Consent Form / Certificate of Consent for Research Participants

This document consists of two parts: The **Informed Consent Form** (to share information about the research study with you) and the **Certificate of Consent** (for signatures if you choose to participate). You will be given a copy of the full Informed Consent Form.

This Form is for research interventions that cover the following research activities: questionnaires, in-depth interviews, focus groups discussions, elicited conversation, observations, recorded listening, videotaped activities and interviews.

[NB: Please use simple language and local and simplified words rather than scientific terms and professional jargon. In your explanation, consider local beliefs and knowledge when deciding how best to provide the information.]

Informed Consent Form for:

Researcher's Name:

E-mail:

Programme of Study:

Partner University:

Project / Dissertation Title:

Supervisor's name:

Supervisor's e-mail:

Part 1: Informed Consent Form

1. Introduction

2. The purpose / aims of the research

3. Participation in the research

4. Participant selection

5. Voluntary participation

--

6. Risks and benefits to participants

--

7. Confidentiality

--

8. Sharing the results

--

9. Contact details

--

Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the

purposes of my participation to this study. I understand that my data will remain anonymous and confidential. I consent voluntarily to be a participant in this study.

Print name of Participant:

Signature of Participant:

Date:

If illiterate:

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the individual has given consent freely.

Print name of witness:

Signature of witness:

Date:



Appendix E: Risk Assessment Form for Ethics Application

1. Introduction

The purpose of this document is to identify the hazards and associated risks related to the research activities which are carried out for the purpose of research project/dissertations and to describe the control measures/procedures which will be adopted to reduce the level of risk by researchers conducting research. It is important that researchers consider what hazards might arise in the course of their research activities both of their own safety and for their safety of their participants and then consider the measures required to reduce the level of risk posed by these hazards to safeguard health and safety.

Any student or faculty who embarks on a research project/dissertation must complete the Risk Assessment Form in consultation with their academic supervisor before starting their dissertation/research project. The Form should be signed by the student and supervisor or by the faculty member who will conduct research. The Risk Assessment Form should be submitted with REAF for approval from UREC.

The Risk Assessment should be revisited if any changes are made to the proposed research or if any circumstances change.

This document covers the following research activities: questionnaires, interviews (including online questionnaires and interviews), focus groups, elicited conversation, observations, recorded listening, videotaped activities and interviews.

2. Definitions

Please read the following definitions while completing this form:

Hazard: The potential of harm

Risk: The probability of that harms occurring within a defined time interval and the severity of its consequences.

Risk Assessment: The process of deciding on actions to be taken to reduce risk to an acceptable level, preferably, “low” or “high” through the implementation of control measures / procedures. Risk Assessment involves consideration of physical and psychological risks along with the protection of privacy. The student / researcher must develop procedures that reduce and minimize any risks to human participants.

Risk Rating: the simplest form of risk assessment is to rate risk as “low” or “high”, depending on how likely the activity is to cause harm and how serious that harm might be.

Low Risk: Harm arises under controlled conditions. Low risk activities show that you have correctly identified a hazard, but that in the particular circumstances, the risk is insignificant. No more than minimal risk is greater than what is typically encountered in everyday life.

Low Risk research activities do not involve:

1. Those who are considered vulnerable (persons who are incapable of protecting their own interests):

- Children under 18.
- Persons who have relative or absolute impairments in decisional capacity, education, resources, strength, or other attributes needed to protect their own interests.
- People who are marginalized, stigmatized, or face social exclusion or prejudice that increases the likelihood that others place their interests at risk, whether intentionally or unintentionally.
- Individuals in hierarchical relationships.
- Institutionalized persons.
- Women under specific circumstances: e.g. studies with female or transsexual sex workers; research on sexual and intimate partner violence; studies with trafficked women, refugees and asylum seekers.
- People living with special needs.
- Homeless persons, nomads, refugees or displaced persons.
- People with incurable or stigmatized conditions or diseases.
- People faced with physical frailty, for example, because of age and co-morbidities.
- Individuals who are politically powerless.
- Members of communities unfamiliar with modern medical concepts.

All research with children and young people under 18 covered by this Risk Assessment is carried out in the presence of a parent, legal guardian or a professional with a duty of care in a professional setting with children and/or young people. Parental/legal guardian or carer consent should be taken prior to undertaking the research.

2. Significant psychological stress or anxiety, or humiliation (make someone feel ashamed and foolish by injuring their dignity and pride) or cause of more than fleeting harm / negative consequences beyond the risks encountered in the normal life of participants.

3. Discussion of a sensitive or controversial topic in an interview that has potential to cause distress to participants because it delves into personal histories or traumatic experiences and provokes strong feelings in respondents.

4. Involve administration of drugs, placebos or other substances as part of this study.

5. Intervention procedures that are used for diagnosis or treatment.

6. Offer any financial inducement to participate in this study.

7. Serving prisoners or serving young offenders.

8. Deception, coercion or manipulation of behavior.

High Risk: More than minimal risk exists when the possibility of physical or psychological harm or harm related to breach of confidentiality or invasion of privacy is greater than what it typically encountered in everyday life.

N.B.: Unicaf University follows the international guidelines for research with human participants, as prepared by CIOMS (Council for International Organizations of Medical Sciences) in collaboration with the World Health Organization (WHO). The document, *International Ethical Guidelines for Health-related Research Involving Humans*, Geneva (2016), indicates how the ethical principles set forth in the Declaration of Helsinki of the World Medical Association could be effectively applied, particularly in low-resource settings:

<https://cioms.ch/wp-content/uploads/2017/01/WEB-CIOMS-EthicalGuidelines.pdf>

You are strongly advised to read and consult the above document before completing the Risk Assessment Form.

3. Please describe what you perceive to be possible hazards to yourself or to participants that might arise during your research activities and list in the table below the potential hazards and persons at risk identified.

Name:

Student Number:

E-mail:

Programme of Study:

Partner University:

Title of Research Project:

Brief Description of research activity (mentions the research design you propose to use, details of all research instruments and procedures to be deployed and attach any relevant documents, such as questionnaires):

Dates (from/until):

Area/Locations that the research project will take place:

Hazards (e.g. travel risks to location of research project, physical threat or abuse, chemical or biological hazards involved):
Who can be harmed (e.g. disabled persons, people who have pre-existing health condition):
How can someone be harmed (e.g. physical injury, psychological harm)?
Number of people affected:
Consequences (e.g. exposure to risks of everyday life, such as road accidents and infectious illness, psychological harm as a result of violence or of the nature of what is disclosed during the interview):
Existing Control Measures (e.g. researcher to be aware of health and safety policies of research location):
Comments:
Risk Rating (choose one): 1. High 2. Low
Further possible control measures (e.g. Indicate what precautions you will take to minimize the identified risks):
Further actions required (e.g. Mention the person responsible, description of hazard, details of action taken, date completed):

The signatures below confirm that the hazard, risks and appropriate control measures / procedures outlined above have been read and understood.

We the undersigned have assessed the activity and the associated risks and declare that the risks will be controlled by the methods listed.

Researcher's signature:

Supervisor's signature:



Appendix F: Debriefing Form

Study Title:

Thank you for your acceptance and interest in participating in the part of this study. The general purpose of this brief is to explain the basic constructs of this study.

This study will be using a qualitative research method to provide complex textual descriptions of employees' experience in this survey. This will help to provide information about the behaviors of employees towards the change process implemented, beliefs of researchers on considering ethical conduct in the process of change and opinions and emotions of individual employees on the effect of ethical change process. The method of this study design was selected because it is effective in identifying intangible factors. This will be achieved as it will interpret and give a better understanding of the complex reality of the situation. The general aim of this research is to evaluate the effects of conducting ethical principles in organizational change on employees' performance. Abuja Electricity Distribution Company (AEDC) has been selected for this survey.

The purpose of this research will be explained to the participants highlighting potential benefits to the participants and organization. Participants will be assured of confidentiality and their identities will not be reviewed because all identifiers will be removed from the collected data. Potential risks such as possible disclosures from fellow participants will be explained.

Please be informed that data collected from this survey will be highly confidential and participants' identity will also be recorded as anonymous. In addition to this, participants have the right to withdraw without been pressured or coerced at any stage without any explanation. Also note that the data provided by participants may be used only upon participant's consent to do so, if not, may be destroyed.

Name of researcher	Name of Supervisor
Unicaf contact details	Unicaf Supervisor Contact details

Tel:	
Email:	Email:



Appendix: G - UREAF

UNICAF UNIVERSITY RESEARCH ETHICS APPLICATION FORM

The Research Ethics Application Form (REAF) should be completed by:

- Bachelor's students undertaking undergraduate final year projects requiring relevant ethics review and consideration.
- Master's students in academic programmes with research based dissertation / project modules.
- Doctoral level candidates who are embarking on the first of their Dissertation stages.
- Faculty researchers who are either full time members of Unicaf University staff or part time members of staff.

Important Notes:

- For **students** at all levels, an electronic version of the completed form should be uploaded to the relevant submission link in the VLE. Your supervisor will then review this and provide feedback commentary. Once their initial approval is given then the supervisor will forward this on, for final approval by the Unicaf University Research Ethics Committee (UREC). See Appendix I and II for guidance.
- Faculty members should submit their applications directly to the UREC secretary.
- Please type your application and **do not** submit paper copy scans. Only *PDF of Word* format documents should be submitted to the committee.
- If you need to supply any supplementary material, not specifically requested by the application form, please do so in a separate file. Any additional document(s) should be clearly labelled and uploaded in the relevant VLE link.
- If you have any queries about the form, please address them to your dissertation or project supervisor.

☐ **Before submitting your application, please tick this box to confirm that all relevant sections have been filled in and that the information contained is accurate to the best of your knowledge.**

**UNICAF UNIVERSITY
RESEARCH ETHICS APPLICATION FORM**

UREC USE ONLY:
Application No:
Date Received:

Student's Name:

E-mail Address:

Student ID #:

Partner University:

Program of Study:

1. Title of Proposed Research Project:

--

2. Please indicate the category of the proposed Research Project:

- (a) UU Faculty research project ☐
- (b) UU Doctoral Student dissertation research ☐
- (c) UU Master's Student dissertation / research project ☐
- (d) UU Bachelor's Student final year research project ☐
- (e) Other, please specify: ☐

3. Proposed Research Project Investigator(s):

- a) Please fill in below the details of the Principal Investigator(s) as per 2(a).
In the case of student projects (categories 2.b, 2.c and 2.d) fill in the details of the
Faculty supervising the project (supervisor).
Please fill in the details of the:**

Principal Investigator	
Title:	
First Name:	
Last Name:	
Position:	
School/Department	
Telephone:	
Email address:	

Principal Investigator	
-------------------------------	--

Title:	
First Name:	
Last Name:	
Position:	
School/Department	
Telephone:	
Email address:	

b) Details of co-investigators (category 2.a) or co-supervisors (categories 2.b, 2.c and 2.d) if applicable:

Co-Investigator	
Title:	
First Name:	
Last Name:	
Position:	
Organisation:	
Telephone:	
Email address:	

Co-Investigator	
Title:	
First Name:	
Last Name:	
Position:	
Organisation:	
Telephone:	
Email address:	

c) In the case of student projects (categories 2.b, 2.c and 2.d), please provide details of the student:

Student			
First Name::		Student ID:	
Last Name:		Email	
Programme of study:			
Level of study:			
Supervisor:			
Co-Supervisor:			

4. Please state the timelines involved in the proposed research project:

Estimated Start Date:

Estimated End Date:

5. External Research Funding (if applicable):

(a) Please list any external (third party) sources of funding you plan to utilise for your project. You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

(b) If there are any perceived ethical issues or potential conflicts of interest arising from applying for and receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.

6. Summary of Project:

In this section please fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description / discussion to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect please ensure that you fully explain / define any technical terms or discipline-specific terminology.

7. Project execution:

Please give a description of the research method(s) that will be used:

8. Does the Project involve the recruitment and participation of additional persons other than the researchers themselves?

Note: The definition of “participation” includes both:

- (i) Active participation, such as when participants knowingly take part in an interview or complete a

questionnaire.
 YES ☐ NO ☐

- (i) If you have answered “NO” to Question 8 please directly proceed to Section 18.
 (ii) If you have answered “YES” to Question 8 please complete all the following sections.

9. Relevant Details of the Participants of the Proposed Research

Please state the number of participants you plan to recruit, and describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

10. Recruitment Process for Human Research Participants:

- (i) Please clearly describe how the potential participants will be identified, approached and recruited.
- (ii) State any relationship between the principal investigator(s), co-investigators(s), student investigator(s) and participant(s). For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).
- (iii) If any poster(s), advertisement(s) or letter(s) are to be used for participant recruitment, then please provide a copy of that.

11. Informed Consent of Research Participants:

- a) Describe in details the process that the investigator(s) will be using to obtain valid informed consent from study participants.
 If the participants are minors or for other reasons are not competent to give written consent, describe the proposed alternate source of seeking consent, including any permission / information letter to be provided to the person(s) providing the consent on their behalf (e.g. parent or guardian).
 Also, in such a case please discuss how you plan to obtain verbal assent from the actual study participants, and if this is not warranted please explain why.

(b) You need to provide a copy of these important additional documents:

- 1. Informed Consent Form / Certificate of Consent for Research Participants**
- 2. The content of any telephone script (if applicable).**
- 3. Any other material that will be used in the consent process.**

(c) Will the participants be deceived in any way about the true purpose of the study?

YES ☐ NO ☐

(d) If you answered “YES” to the above, please describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants.

12. Details of Participant Debrief and Further Information:

Please explain and further elaborate on what information will be provided to the participants after participation in the research.

For example, will you be providing a more complete description of the purpose of the research (over and above the information provided in the informed consent form and in the debriefing form, or provide information of future access to the results of the research).

13. Ensuring the Participants’ Right to Withdraw:

a) Describe how the participants will be informed of their right to withdraw from the project.

b) Explain any consequences for the participant from withdrawing from the study and indicate what will happen to the data of participants who chose to withdraw.

c) Describe how the participant will be informed of their right to access their data.

14. Details of Proposed Compensation Given to Participants (if applicable):

Will participants receive compensation for participation?

- | | | |
|-----------------------|------------------------------|-----------------------------|
| (i) Monetary | YES | NO <input type="checkbox"/> |
| | <input type="checkbox"/> | |
| (ii) Non-Monetary | YES | NO <input type="checkbox"/> |
| (iii) No compensation | YES <input type="checkbox"/> | |
| NO | | |

(a) If you answered “YES” to **either** (i) or (ii) above, please provide details below:

(b) In the case of participants who exercise their right to withdraw, prior to completion of the proposed study, and you answered “YES” to either (i) or (ii) above, will they still be entitled to compensation and on what terms (e.g. full / partial or no compensation given)?

15. Confidentiality of the Participants’ Data:

- | | | |
|--|------------------------------|-----------------------------|
| (i) Will all participants be anonymous? | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| (ii) Will all data be treated as confidential? | YES <input type="checkbox"/> | NO <input type="checkbox"/> |

Note: Participants’ identity/data will be considered confidential if an assigned ID code or number is used, but it will not be anonymous. Anonymous data are defined as those which cannot

be in any way traced back to an individual participant.

(a) Describe the procedures to be used to ensure anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.

(b) If participants' anonymity or confidentiality is not appropriate for this proposed research project, please explain why, providing details of how all participants will be informed of the fact that any data which they will provide will not be anonymous or confidential.

16. Storage, Access and Disposal of Collected Research Data:

Please describe in detail (see appendixes 1):

- (i) How the collected research data will be stored,
- (ii) What type of data will you be storing,
- (iii) Where will they be stored,
- (iv) For what period of time,
- (v) What are the measures that will be put in place to ensure the security of the data,
- (vi) Who will have access to the data, and
- (vii) The method and timeline for the disposal of the data.

-

17. Are there any other approvals required (in addition to ethics clearance from UREC) in order?

to carry out the proposed research study?

For example, do you need any kind of institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body?

☐ YES ☐ NO ☐ NOT APPLICABLE

If you answered "YES" to the above, then please provide the essential details below.

--

18. Significance of the Proposed Research Study and Potential Benefits:

Outline the potential significance and/or benefits of the research.

--

19. Potential Risks of the Proposed Research Study:

- (a) Outline any potential **Individual** risks associated with the conduct of the research. This may include potential harm coming to research staff, research participants, other individuals not directly involved in the research. Please also state the measures that will be taken to minimise any such risks and the procedures to be adopted in the event of any misadventure.

Please refer and complete the Risk Assessment Form for Ethics Application (Appendix III) and submit it along with the current document.

--

- (b) Outline any potential **Environmental** or **Societal** risks that may arise from the proposed research. If you perceive any such risks it is important that you state what measures will be taken to minimise these, as well as the procedures to be adopted in the event of any misadventure.

--

20. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

Yes ☐ No ☐

- (a) If you answered “YES” to the above, please specify these below:

--

21 Application Checklist

Please mark \checkmark if the study involves any of the following (for additional information, see Appendix III):

- Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people. ☐
- Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights. ☐
- Risk to the well-being and personal safety of the researcher ☐
- Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants. ☐
- Results that may have an adverse impact on the natural or built environment ☐

Please check that the following documents are attached to your application.

	ATTACHED	NOT APPLICABLE
1. Recruitment advertisement	<input type="checkbox"/>	<input type="checkbox"/>
2. Informed Consent Form / Certificate of Consent for Research Participants (Appendix IV)	<input type="checkbox"/>	<input type="checkbox"/>
3. Questionnaire	<input type="checkbox"/>	<input type="checkbox"/>
4. Interview Schedule	<input type="checkbox"/>	<input type="checkbox"/>

- | | | |
|--|--------------------------|--------------------------|
| 5. Debriefing Form Template (Appendix V) | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The content of any telephone script (if applicable) | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Risk Assessment Form for Ethics Application (Appendix I) | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Gatekeeper Letter Template (Appendix VI) | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body. | <input type="checkbox"/> | <input type="checkbox"/> |

22. Final Declaration by Applicants:

- (a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University and Unicaf University Research Ethics Committee (UREC) for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.
- (b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
- (c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
- (d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.
- (e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.
- (f) I will report any changes affecting the ethical aspects of the project to the Unicaf University Research Ethics Committee (UREC). Note: In the case of student projects the responsibility lies with the Faculty Dissertation / Project Supervisor as per 3 (a).

- (g) I will report any adverse or unforeseen events which might occur to the relevant Unicaf University Research Ethics Committee (UREC). Note: In the case of student projects the responsibility lies with the Faculty Dissertation/Project Supervisor as per 3 (a).

Print Name of Principal Investigator of the Research Project:

Print Name of Project Supervisor
(in the case of student research projects):

Date of Application:

Important Note:

Please now save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor as per 3 (a).** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application. Faculty members should submit this application electronically to the UREC secretary.



Appendix H:

Gatekeeper Letter

Address:

Date:

Subject: Gatekeeper Letter

Dear

I am a doctoral student at As part of my degree I am carrying out a study on I am writing to enquire whether you would be willing to allow me to use to participate in my research study.

Subject to approval by Unicaf Research Ethics Committee (UREC), this study will be usingas a survey on The study will use This project is being supervised by

I will appreciate your support in assisting to cooperate with me during the course of this survey. This may require them to provide necessary information and data upon their consent, in order to help me to accomplish this survey. This may take a period of to collate necessary data.

Thank you in advance for your time and for your consideration of this project. Kindly let me know if you require further information or need further clarifications.

Yours Sincerely,

Student Name:

Position:

Address:

Telephone Number:

E-mail:

Position:

Address:

E-mail: