

## Change Management and Employees' Commitment of Oil and Gas Companies in Rivers State

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### Abstract

*In organizations, changes are inevitable, they are liable to surface at any given time; but, the ability for management to be resilient is what really matters for their sustainability. Thus, firms must welcome those changes and accord them the right attention using the appropriate strategies. The aim of the study is to examine the nexus betwixt change management and employees' commitment of oil and gas companies in Rivers State. The target population for this work constitutes all the recapitalized oil & gas in Nigeria, whereas, the sample is seven and twenty (720) staff of the five (5) oil and gas firms, which includes SPDC, NAOC, Total, Chevron and LNG and figures for each firm was determined using Bowley (1974). The study used questionnaire to collect data from the respondents and Cronbach alpha was deployed to ascertain the reliability of the instrument. Spearman-Rank-Statistical-Technique was used, utilizing the Statistical Package for Social Sciences (SPSS). The Spearman's rho was employed to check the connection involving the independent variable dimensions as well as the dependent variable measures. The findings indicated a solid connection betwixt change management (measures: process change and content change) and the dedication of oil and gas company personnel in Rivers State. For future company resilience and sustainability on normative and affective commitment, the study indicated, among other things, that organisational leadership ought to make sure that they preserve, inspire and teach personnel on change management.*

**Keywords:** *affective commitment, change management, continuance commitment, employees' commitment, content change, process change.*

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### Introduction

The behavioral research within the setting of an organization has showcased variables that are critical which are detrimental or supportive to the workforce performance. This idea is valid while concentrating on human resources quality which is a major factor that significantly contribute to the success of an organization (Pohlman & Gardiner, 2000). Employees' commitment and Change management broadly are researched elements in literary works in management (Bodla & Danish, 2009; Allen & Meyer, 1990) that usually are the precursors of performance of employee. As reported by Meyer, David, John, Lynne, Topolnytsky, Laryssa and Herscovitch (2002), change management is a determinant of employees' commitment. The principal distinction concerning employees' commitment and change management is the fact that while employees' commitment can be explained as the responses of emotion that a worker has against his company; change

management is the responses of emotion which a worker has against any tasks. Consideration is given to these two variables as being greatly interrelated. Simply put, while a staff has good emotions regarding the corporation, its objectives and values, possible it is for him to remain dissatisfied with the work the organization give to him.

Generally employees have a sense of responsibility and calling to their job. The effect regarding the non-work/work interactions profession, in conjunction with accelerated pressures of citizens' affairs work, could be influencing commitment to the profession negatively. In this time of accelerated change, knowledge based capital has to be preserved as a way for the corporation to keep being responsive and productive to its stakeholders needs (Bloch, 2001). The literary works indicates that people are organizationally committed for many different grounds, inclusive of an affective adherence to the organizational values, an understanding of the involved costs in leaving the organization, as well as a sense of responsibility to the organization (Meyer & Allen, 1997). Comprehension of how employees of the non-public sector end up being fulfilled and dedicated to their job, as well as to what extent different elements bring about their commitment level, is very crucial to increasing their performance.

This study aims to determine how different aspects of employees' commitment (normative, continuance, and affective employees' commitment) relate to change management in terms of workers and to pinpoint which of the three employees' commitment aspects—normative, continuance, and affective employees' commitment—is the most crucial factor in this affiliation. In a similar vein, this research will examine the relative importance of staff demographic-variables on the various aspects of employees' commitment as well as change management. It is clear that certain empirical studies (Vandenberg and Charles, 1992) looked at the affiliations betwixt employees' commitment to change, execution of change, and demographic traits.

Within the public sector, employee dedication has also been assessed. To the best of the researchers' knowledge, only a few studies have looked particularly at the impact of different work characteristics on employees' commitment in the Nigerian oil and gas business. An advanced level of change management may lead to a successful work life and a reduction in stress, which is the explanation for why contentment can lead to commitment (Cote & Heslin, 2003). A worker's feelings on work fulfilment may have an effect on such feelings. Employee behaviour regardless of the context of the organisation will be influenced by this emotion.

As pointed out by Wilson and Rosenfeld (1990), is that negative as well as affirmative behavior towards jobs might exert great impacts on numerous forms of the behavior of an organization. Whenever an employee is not satisfied with its work, the worker could possibly have negative feelings. The result is that the employee might start thinking quitting. The process of decision starts with the person evaluating and identifying alternate options, in regards to quitting or staying in the work. The series of choices will alter the commitment level of the employee. It is very certain that individuals and change management have contributed in ensuring advancement in a country. Therefore, the management approach must be reasonably organised in order to produce the best results for all parties involved. Their responsibilities are varied and difficult. To provide the greatest service possible to their organisations, they must also stay current on new information, technology, and procedures. Thus, the present research targeted at ascertaining as to the level these workers are dedicated to their job and contented with various aspects of their work. In this connection, significant publication was carryout to develop the body of knowledge on employees' commitment and change management of Nigerian municipality employees.

## Statement of the Problem

Oil & gas sector is an engine of business growth and development globally, Nigeria inclusive. Friedman (2006) observed that the oil & gas sector promotes business growth through its role of mediating among the business units which had excess finances as well as that which needed such finances to assist their investment. He pointed out that “In combining such reserves oil & gas were able to accomplish scale of economies with effects of benefit for their borrowing customers”. However, the employee the level of commitment desired by the management is not being achieved. The lack of continuance, normative and affective commitment has led to increase in customer’s complaint, low customer deposit and saving, poor change work, poor customer relation and customer satisfaction. This has affected the organizational profitability, dividend, turnover and patronage.

In the light of the above, the concept of change management was introduced to address these pitfalls and bottleneck crippling the oil & gas industries. Thus, the integration of content change, process change and work conditions to the job would serve as possible remedies towards enhancing satisfaction in the work place. The oil & gas industry in Nigeria has been affected by various pitfalls and bottlenecks in retaining their valued staff that move away with the workings property of the oil & gas, hence the increased rate of turnover in the industry. Coupled with the changing world economic order with the shift in leadership abilities of the leaders, organizations’ desire for increased performance make it imperative for such leaders to motivate and increase the satisfaction of their workers and hence organizational commitment. To achieve these, Understanding of the leadership trait that can provide the best outcome has brought the study of change management to the fore. Therefore, we are undertaking this study to investigate the extent to which the dimensions of change management can enhance or hinder the measures of employees’ commitment in the Nigerian oil & gas in Rivers State.

## Aim/Objectives of the Study

The study's goal is to investigate how oil and gas businesses in Rivers State's workforce respond to change management.

1. To ascertain if any affiliation exists betwixt process change and affective employees’ commitment of oil and gas companies in Rivers State
2. To ascertain if any affiliation exists betwixt process change and continuance employees’ commitment of oil and gas companies in Rivers State
3. To ascertain if any affiliation exists betwixt content change and affective employees’ commitment of oil and gas companies in Rivers State
4. To ascertain if any affiliation exists betwixt content change and continuance employees’ commitment of oil and gas companies in Rivers State
5. To determine the culture role of moderating betwixt change management and employees’ commitment of oil and gas companies in Rivers State.

## Research Questions

Researchers’ efforts were guided by seeking answers to the following research questions.

1. What certainly is the connection betwixt affective commitment and process change of oil and gas companies in Rivers State?

2. What certainly is the connection betwixt continuance commitment and process change of oil and gas companies in Rivers State?
3. What certainly is the connection betwixt affective commitment and content change of oil and gas companies in Rivers State?
4. What certainly is the connection betwixt continuance commitment and content change of oil and gas companies in Rivers State?
5. What is the moderating role of corporate culture betwixt change management and employees' commitment of oil and gas companies in Rivers State?

### Research Hypotheses

The following research hypotheses had been tried on this research in order to help us obtain information that can elucidate on the issues raised in the research question

**Ho<sub>i</sub>:** Substantial affiliation does not exists betwixt affective commitment and Process change of oil and gas companies in Rivers State

**Ho<sub>ii</sub>:** Substantial affiliation does not exist betwixt continuance commitment and process change of oil and gas companies in Rivers State

**Ho<sub>iii</sub>:** Substantial affiliation does not exist betwixt affective commitment and content change of oil and gas companies in Rivers State

**Ho<sub>iv</sub>:** Substantial affiliation does not exist betwixt continuance commitment and content change of oil and gas companies in Rivers State

**Ho<sub>v</sub>:** Culture fails to substantially moderates the connection betwixt employees' commitment and change management of oil and gas companies in Rivers State

### Significance of the Study

The study's significance could bring several benefits to a lot of parties' for instance human resource management in setting up their approach as well as the empirical and analytical researches. Prior research and studies concentrated on the aspects of the affiliation between organisational commitment and change management among oil and gas employees. However, the focus of this study is on the management of change and employees' commitment among the oil and gas workforce in Rivers State. The outcomes of the study will, firstly, educate the oil & gas sectors management on work commitment and change management the level. Furthermore, it could supply useful information to the administration in knowing the elements which impact change management. Change management being perceived often as an essential contributor in the direction of performance of job as well as level of work commitment, it is of extreme relevant that the leadership understands and knows these elements. It would certainly help the leadership in establishing good working environment in order to improve change management, thus work commitment. This study could be useful also for Ministry of Commerce and Industry and Ministry of Finance as well as the State Government. Understanding the factors that could help in change management among the employees of the oil & gas sectors could enhance The Ministry and the State Government in taking decisions concerning the career in order to benefit the workers, and also the corporations.

The outcomes of the study would certainly add up to the body of knowledge particularly concerning change management among workers of the corporation within the country. Research worker expects that this research will assist the leadership of the establishments to get the chance to

become more informed concerning change management and commitment of employees to the institution. Aside from that, by deciding this thing, the establishment could possibly identify the element that might impact the commitment of employees' as well as straight away to the change management. It is relevance to hold the valuable and then reduce the returns. To be able to confront the minimizing in economy, the organizations need to be more aware and focus more on employee satisfaction. Finally, research worker anticipates that your understanding will additionally add up to the body of knowledge as well as be a beneficial information source which include for upcoming study concerning this matter. In order to boost the persistence and normative commitment in the oil and gas industries, this study will promote new thinking and strategy adaptation. This research project will also be helpful to small and medium-sized businesses, agricultural companies, CBN, educational companies, political companies, legal advisors, non-governmental organisations, and inspirational individuals.

### Scope of the Study

This research will discuss the content scope, geographical scope and unit of analysis in alignment to Change management and employees' commitment.

### Content Scope

The content scope in this research is focused on the impact of change management and employees' commitment towards enhancing its in alignment with affective, continuance and normative commitment.

### Geographical/Survey Scope

Moreover, the scope of this research geographically is based on chosen oil & gas companies within Rivers State which consist of certified firms by the Department of Petroleum Resources (DPR).

### Unit of Analysis

Conversely, the unit of analysis is center on employee individually within the oil and gas industry.

### Definition of Terms

**Process change:** all focus on modifying how issues get performed to answer the question "HOW" on implementation

**Content change:** this aims to answer the question on goals, objectives and purpose

**Employees' commitment:** this is "multi-dimensional in reality, including the loyalty of an employee's to the establishment, desire to put in effort with respect to the organization, level of goal as well as value congruency with the establishment, and also need to uphold membership.

**Affective commitment:** it is the willingness and solid desire to work with passion and loyalty in the organization.

**Continuance Commitment:** this entails the intention to stay or need of belongingness in respect to opportunity cost.

### Literature Review

### Concept of Change Management

Change management is actually an uncomfortable process for virtually any establishment. By means of change followers and leaders each of them accept it as difficult task. Modifications in technology, societies, customers, markets and competition throughout the world are pushing to



make clear their values, create newer techniques as well as discover new means of performing (Heifetz, R. & Laurie, 2001). There are various forms of changes of organization within the various bases Dunphy, & Stace (as quoted in Rafferty & Simons, 2006) determine four forms of changes of organization based on impact of change, level of change as well as content of change. Level of change implies either the change is found on small or big level. Richard Whipp and Andrew Pettigrew as part of their book 'Managing-Change-for-Competitive-Success' (1991) differentiate among three strategic change dimension:

1. Content (Purpose, Goals and Objectives)

The "WHAT" question is addressed in the change content?

2. Process (Implementation)

Addressing the "HOW" question is the goal of the change process.

3. Context (The Internal and External Environment)

The purpose of the shift context is to answer the "WHY" question.

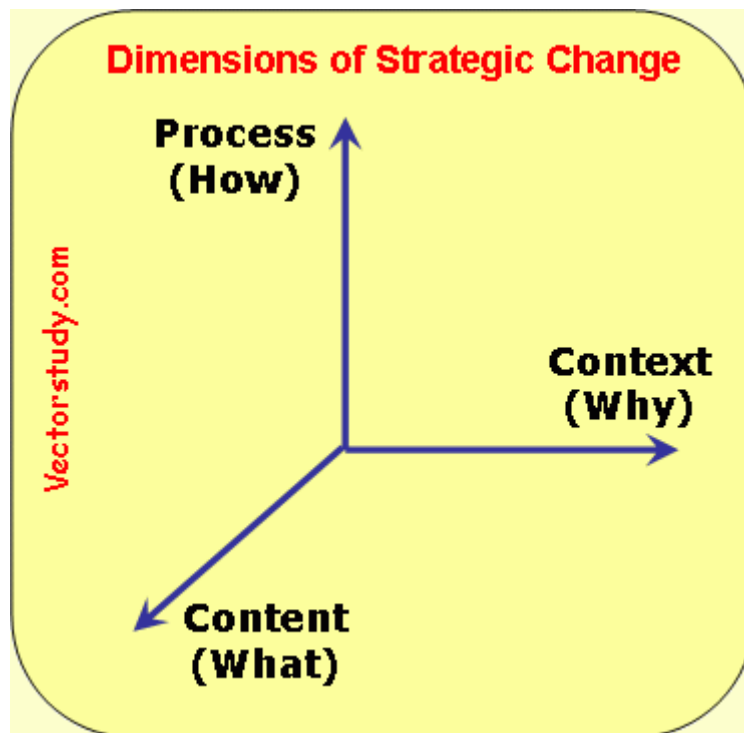


Figure 2.1: Change Management Model

Pettigrew and Whipp stress the regular interaction involving such change dimensions. An "iterative, cumulative, and reformulation in use process" is used to implement modifications. The affiliation between the substance (Goals, Purpose, and Objectives) and the change is what makes change successful; How did the modification occur or how was it implemented; as well as context of the organization or where of change (the external and internal environment).

In accordance with considerable empirical study, furthermore, they revealed five interrelated central factors in the ownership of effectively handling tactical change:

1. Environmental assessment (regular tracking of the internal as well as the external surroundings (competition) of the establishment using the systems of open learning)

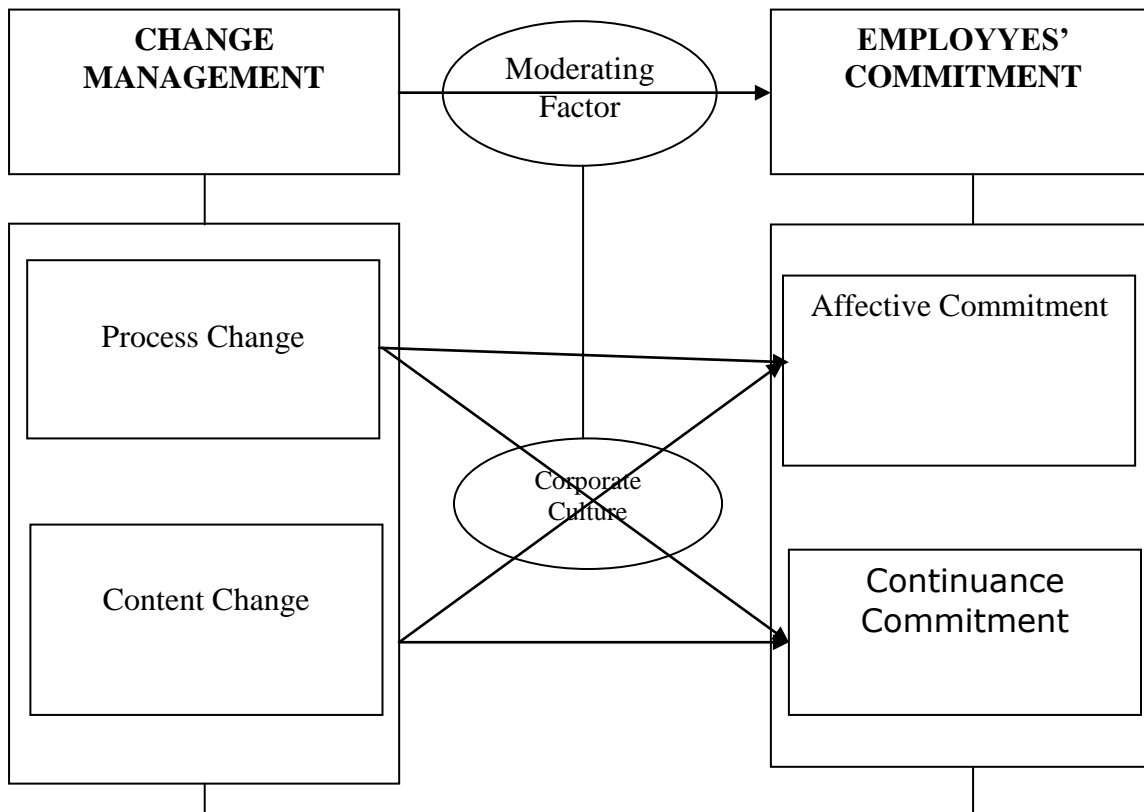
2. Human-resources as being assets as well as liabilities (employees need to understand their importance as well as trust by the company)
3. Connecting operational and strategic-change (plans were executed as well as modified with time, grouping of functions of operation is solid and can result to newer strategic-changes)
4. Leading-change (push forwards the firm; providing the ideal atmosphere for change, managing functions, directing. Preparing the plan not only for the direction of change, but likewise the ideal values and vision)
5. Total coherence (a strategy for change ought to be regular (clear goals), consonant (with its surrounding), supply competitive edge as well as be feasible.

In this age of globalization there exists a business world that is dynamic that requires regular change.

Change within an establishment is undeniable. Organizations need to make changes either as a result of internal or external elements. During the process of change adaptation, leader that is adaptive presents new values, ways of working, responsibilities and roles to his employees. Obviously it is very not easy for workers to embrace change (Heifetz R., & Laurie, 2001). In an effort to handle such changes, knowing the change management process is essential with regard to the organizational success within the constantly evolving market surrounding (Lowder, 2009).

Change is described as “causing a thing distinct in certain way” (Randle & Flamholtz, 2008) Change is whatever that differs from norms. “Change of organizational means activities connected with processes, procedure, planning, routines, designing, implementing and internalizing tools or methods that is going to take people to execute their tasks in a different way” (Mourier & Smith, 2001). For change implementation to be successful workers need to embrace new affiliations, new roles, new values as well as new methods to perform task. Various types they are of changes based on a variety of conditions. There are four different forms of organisational transformations, including corporate modification, tweaking change, evolutionary adaptation, and modular transformation, according to Dunphy and Stace (as referenced in Rafferty & Simons, 2006). Fine-tuning modification describes little adjustments made to a company's operations, business plan, or organisational structure.

Whenever a leader employs change within an establishment he need to check not just the performance of the firm but likewise check employees commitment to change, seeing that change affect employees directly (Heifetz & Laurie, 2001). If staffs are committed they are going to back the initiative of change. Can change commitment be procured and, if it does, will that assist the efforts of implementation (Parish & Cadwallader, 2008). It is needful to comprehend how workers see change. How change in organization can be backed by commitment of workers (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). There exists increasing attention in determining the part played by employees' commitment in achieving change in organization (Parish & Cadwallader, 2008). To get the commitment of workers, organizational leaders need to understand the elements that improve commitment to change.



**Authority:** Pettigrew and Whipp (1991), Allen and Meyer (1991), Dennison (1990).

Fig 1: Conceptualized Framework on Conflict Resolution Strategies and Organizational Survival

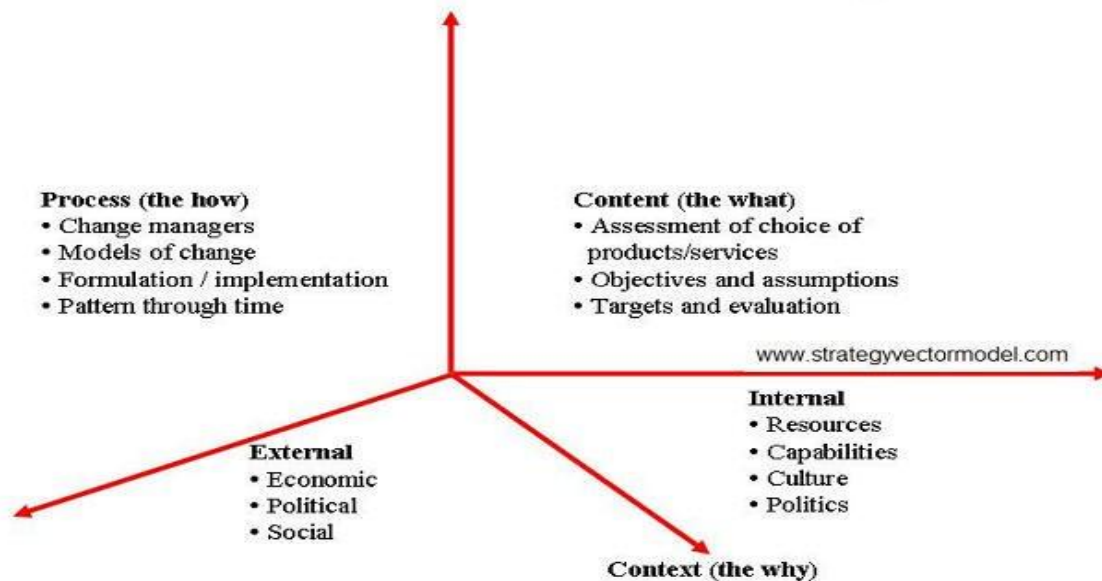
The Predictor variable is referred to as Change management, Pettigrew and Whipp (1991) as adopted by Armsolid (2016) identifies process change and content change as the dimension, whereas the criterion variable is seen as employees' commitment being coined by Allen and Meyer (1991); as adopted by Saimir (2013) such as continuance, normative and affective commitment; whereas the moderating variable, corporate culture is postulated by Dennison (2014).

### Dimensions of Change Management

The concept of change management is quite complex (Morris 2014) provided a review of work dimensions which were set up to provide greatly to change management. The specific dimensions stand for attributes related to change management. The dimensions are: The context change, process change, promotions, content change and Supervision as well as co-workers Change management may take several forms. Usually, such programs come under the below categories:



### The Dimensions of Strategic Change



**Structural change:** These programs try to reconfigure the organization so as to obtain better total performance. These include layoffs, mergers, promotions, acquisitions, divestitures, consolidations or the arrival of a fresh leader.

**Cost-cutting change:** These programs center on the removal of non-important tasks or on another ways of squeezing expenses out of operations - for instance, capital, expense, headcount, or creating industry alliances; unit cost reductions; partnering; outsourcing; or bargaining long term vendor contracts.

**Process change:** These programs focus on adjusting how things are carried out. Examples include re-engineering a plan or bringing out a new technology.

**Cultural change:** These programs center on operating values of a company, behavioral norms, as well as the connection among its employees and management. Changing from command-and-control to participative management or reorienting a firm from an inwardly centered 'product push' mindset to an outward-looking client focus are instances of change of culture.

**Strategic purpose change:** it initiatives seek to recreate an organization through varying its strategic intent, mission or core purpose. For example, moving from selling personal goods to selling complete solutions which add value for the client or growing from regional to international markets.

The Pettigrew and Whipp (1991) presented three dimensions of strategic-change for success that is competitive. All the dimensions of three are process, context and content. The content primarily targets the goals, objective and purpose for field achievements. Simply we can state that, it targets "What" has been to be created as well as what needs to be attained. The dimension of process offers along with the approach for the carrying out of the strategies as well as procedures to accomplish the goal. The final dimension, context seeks at supplying with the external as well as internal surroundings, wherein the process will be positioned. It primarily defines the word "where" for the process to be positioned in.

In their book "Managing Change for Competitive Success," published in 1991, Andrew Pettigrew and Richard Whipp provided all three strategic change elements". Wherein they stressed on the continual inter-play among these dimensions of strategic for the achievements as well as revealed that, the implementation of change is a cumulative, reformulation as well as iterative in procedure while, effective change is caused by relations among these strategic-changes

### **Process Change**

Process change employ the series of activities essential to effect change in organization, concentrating much more about the crucial measures of execution as compared to with the conceptual jobs needed. Every one of the model processes pay for gratitude to Lewin's (1947) standard three stage model of change, designating the important advancement by change phases, refreeze as well as unfreeze. Later process-models lay out series of activities which expand to differing levels after these crucial fundamental change stages (Bateman et al., 2010).

Recently within his retaliation, Burke (2008) stressed the role of leadership at every level, incorporating a pre-launch-phase centered on getting ready an establishment towards troublesome impact of change. Change of Process-models were grouped with regards to the fundamental ideological viewpoints and descriptions they encompass, key fundamental presumptions, as well as kinds of feeling which portray every single approach (Boles, Madupalli, Rutherford & Wood, 2007). Even though the amount of labels and categories in every classification-scheme differs, five separate process models were differentiated: life cycle (maturational), teleological (planned), social cognitive (conceptual), evolutionary (inevitable) and political (strategic). Culture of organization is afforded varying functional significance and role in every one of these change process models. Kezar (2001) saved a 6th cultural group of process-models change particularly intended on modifying culture of organization. Process models of cultural change have become known by theorists of organization regardless of the reality that "the cultural concept was initially designed to describe permanence, not change" (Demers, 2007).

### **Content Change**

Content of change refers to either changes is as a result of internal or external factors. Four types of changes including corporate transformation, incremental adjustment, fine-tuning change and modular transformation. Fine-tuning changes are carried out on smaller level of an establishment normally at divisional or departmental levels. Progressive adjustments are the ones that are not extreme but straight modifications in the strategy of a company, management and structure process. Modular transformation means realignment of more or one divisions or departments. Corporate transformation means change which is carried out on corporate level as well as revolutionary with its effect. In several instances fine-tuning-change has good as well as immense outcomes in comparison any other forms. Personnel tend to be adoptive and exhibit dedication in order to fine-tuning change (Rafferty & Simons, 2006)

### **The Paradigms of Change Management**

The ability to master, control, and mould one's own life can be interpreted as having a sense of change management, which is an outlook that a person holds about their effectiveness in a variety of life domains. According to Okpara (2004), this is different from assessments of real dedication or commitment since it is a confidence in one's ability to handle difficulties. The idea of mastery can be related to two theoretical frameworks: (a) the idea of self-efficacy, which originated from and relates to personal convictions about how successfully a situation can or will be handled, and (b) the stress model, which holds that secondary appraisal, or evaluation of one's ability to handle a

new or difficult scenario, is crucial to subsequent mitigation strategies (Saari and Judge, 2004). According to these views, those who are more confident in their capacity to control or influence the circumstances around them are more likely to be content with them and have a good outlook on them.

Samad's (2007) investigation of Internet-assisted self-managed change in the workplace came to the conclusion that these changes increased workplace satisfaction by boosting workers' feelings of personal accountability and decision-making power. Sanders, Hopkins, and Geroy (2003) indicated that workplace modifications that improve intrinsic quality of work should give employees additional coping mechanisms and give them a greater sense of control over their reactions and environment in their research of downsizing survivors. For those experiences that either empower or disempower people, the affiliation betwixt change experiences and the notion of change management is particularly important (Salancik, 1977). First, working towards change is likely to strengthen people to the extent that it enables members to take part in decision-making in a team that is supportive, interconnected, and creative. Feelings of estrangement and helplessness have been linked to a lack of commitment to decision-making (Sekaran, 2006). In particular, the link was mediated by employees' perceptions of participation in their workplace, according to Greg (2016), who discovered evidence of complicated mediational paths betwixt the level of change management and change management.

Second, taking part in a change that is perceived to be successful probably makes people feel more committed or instrumental to it. According to coping theories and the self-efficacy hypothesis, successes or dedication in one area are likely to strengthen perceptions of mastery in other areas. For example, perceived commitment in a changing workplace may translate into confidence in other work (or personal) arenas. For instance, Friedman and Casner-Lotto (2002) point out that working on profitable change gives workers a sense of success and trust as well as aids them in coping with unpredictable times by boosting flexibility and adaptability.

### **Concept of Employees' Commitment**

Commitment among employees plays a significant role in the study of organizational behaviour. This is partly because so many studies have discovered connections betwixt employees' dedication and attitudes and behaviours at work (Greg, 2016). Furthermore, according to Batemen et al. (2010), there are several factors that should be taken into account when examining employees' commitment, including "(a) employee behaviours and performance effectiveness, (b) attitudinal, affective, and mental concepts like change management, (c) aspects of the worker's occupation and role, such as responsibility, and (d) individual traits of the worker, such as age and length of employment." Company employee was researched in the private, non-public and public sector and of recent internationally. The first study concentrated on defining the concept while current study carries on analyzing employees' commitment by popular two methods, commitment related behaviors as well as commitment related attitudes. A number of results as well as antecedents were recognized during the past 30 years (Mowday et al, 2001).

Bateman and Strasser (1984) declares that employees' commitment was described operationally as "multi-dimensional in nature, concerning the loyalty of an employee to the organization, desire to put in energy on organization behalf, level of value as well as goal congruency with the establishment, likewise willingness for membership preservation". In 2001, Mowday, Steers, and Porter identified commitment-related attitudes and behaviours. According to Porter et al. (1980), the three most important factors in an employee's commitment are "a solid belief in and acceptance of the organisational goals, a desire to exert significant effort on behalf of the organisation, and also

a particular desire to preserve the organisational membership." According to Sheldon (1971), commitments are an affirmative assessment of what is expected of the company as well as of the organisation itself. As reported by Buchanan (2006) several scholars describe commitment as the attachment involving an employee (a person) and the employer (organization), however his own commitment definition.

Three different kinds of commitment—*affective*, *continuation*, and *normative* commitment—were identified by Dunham et al. (2004) and Meyer and Allen (2007). Bolon suggested normative commitment as a more contemporary type of dedication among staff in 2003. *Affective*-commitment means the identification, involvement and attachment of emotion which a worker maintains with its establishment and goals (O'Reily & Chatman, Mowday et al., 2007; Meyer & Allen, 2006). Porter et al (1980) characterize *affective*-commitment further through three elements (1) "accepting of and believing the goals as well as values of the establishment, (2) a need to direct effort on supporting the firm to accomplish its goals, and (3) a willingness to preserve membership of the organization". Mowday et al. (2001) stated further that communication that is *affective* is "whenever the worker specifies with a specific establishment together with its goals to be able to preserve partnership to enhance the goal". Meyer and Allen (2007) went on and said that workers maintain membership out of preference and it is their organizational commitment. *Continuous* commitment is the desire to continue in a company as a result of the workers' investment with "nontransferable" investments. Nontransferable investments consist of things like affiliations with fellow colleague, retirement or special things to the establishment (Reichers, 1985). *Continuance*-commitment also includes factors like the length of the employee's employment or any benefits that the employer may offer exclusively to its employees (Reichers, 1985). Meyer and Allen (2007) go on to say that it is frequently quite difficult for a worker to leave the organisation when they participate in a continuing commitment with their company.

### Measures of Employees' Commitment

Employees' commitment happens to be essentially the trendiest variables examined during the last 3 - 4 decades. Just as every single other construct of psychology it is very challenging to get a definition approved globally. Nevertheless, it was measured and defined in many distinctive fashions. The different measures and definitions possess the typical detail that employees' commitment is regarded as being a linkage or bound of the person to the establishment (Mathieu & Zajac, 1990). Employees' commitment could be described as strength relative of a person recognition along with and participation within a specific establishment. It could be classified by these three elements: 1) a powerful perception in as well as acknowledgement of the organizational goals and values; 2) a readiness to put in substantial energy on the company behalf; and 3) a powerful need to preserve membership to the company (Porter, et al., 1974). Most of the attention concerning employees' commitment stands out as the perception that extremely as per organizations' dedicated companies were theorized to take part in citizenship tasks, show greater employment efficiency etc. (Jaros, 1997) as well as other alike appealing habits.

Steers (1977) carried out a research to investigate the outcomes along with the antecedents of employees' dedication. He discovered, the antecedents (like he recommended) had been significant and greatly connected of employees' commitment, for each of them samples. Such antecedents had been split into groups of three that have been as follows: work experience, individual characteristics and job characteristics. Regarding the results of the employees' dedication, it was discovered that dedication was powerfully as well as affirmatively connected with the intention to stay within the establishment for each of these samples. Thus, it could be taken that dedication is negatively as well as solidly connected to turnover-intention. Besides, dedication is discovered to



be connected inversely to worker turnover, through the sample of the hospital. The most significant input towards the literary works about employees' dedication is Meyer and Allen(1990) work, wherein they expanded the construct meaning likewise researches it further.

### **Affective Commitment**

Affective-commitment is commitment types in which there exists a good affiliation among the organization as well as the individual due to the fact each of them have alike values (Shore & Tetrick, 1991). People that remain within their companies having a solid dedication preserve their rank merely not due to the fact require they the job, but likewise due to the fact they desire it (Meyer et al., 1993, p. 539). The scientists while concentrating on job experiences of an employee recommend that employees whose jobs experiences were in line with their prospects as well as satisfy his or her primary needs seem to build more solid affective connection to the organization (Dunham et al., 1994; Meyer et al., 1993; Hackett et al., 1994).

In accordance with the research carried out by Feinstein (2002), in the commitment of employees was characterized as comprising of two-constructs which is continuance as well as affective (Allen & Meyer, 1990). Mowday, Porter, and Steers(1982) state that, affective commitment of employees is "a powerful philosophy in as well as acknowledgement of the organization's values and goals; a readiness to put in substantial energy in the organization stead; as well as an intense want to preserve membership within the organization."

### **Continuance Commitment**

The similitude to affective employees' dedication is continuance commitment of employees, that views the concept that people exit not an organization for worry of missing out on their rewards, using a process-change-cut, and never having the capacity to discover a different employment (Murray, Gregoire, and Downey, 1991). Then, commitment that is continuance has to do with the knowledge of a person as well as what a person has bestowed upon a company. Hence, exist the challenge in "shedding it out" as well as the not known "opportunity-cost" of exiting the company or possessing couple of or no options. Furthermore, Meyer et al.(1993) mentioned that education as well as skills are definitely not commonly transmitted to some other company that seems to enhance commitment of employee to their present companies.

People that remain inside their company with an intense continuance-commitment happen to be there for the reason which it was needed. Commitment that is Continuance exhibits economic-ties to such company in accordance with the costs connected with exiting the company. Study in commitment that is continuance indicates that this element comprises of a pair connected sub dimensions: individual sacrifice as well as sensed absence of alternatives (Meyer et al., 1990; Dunham et al., 1994). Both individual sacrifice as well as sensed absence of employment alternatives enlarges the associated costs of exiting the company.

### **Affiliation betwixt Change Management and Employees Commitment**

Numerous investigations they are that have examined the change management and employees' commitment affiliation (Currivan, 1999). Certain scientists have accepted that employees' commitment could be an independent-variable with change management for being an outcome (Vandenberg and Lance, 1992; Bateman & Strasser, 1984). As reported by Bateman and Strasser (1984) change management is impacted by employees' commitment, which consequently will impact the turnover intention. These researches contend that executives that are extremely dedicated to the companies could encounter greater degrees of change management (Lau and Chong, 2002). Irving, Coleman and Cooper(1997) discovered that change management had been



related affirmatively to normative as well as affective commitment (with a more powerful connection between affective commitment and satisfaction), though not with commitment that is continuance.

Rosin and Korabik (1991), making use of executives that are women in Canada as samples, stated that women that assumed that their targets were not achieved, who characterized their work as confined in duty, variety, leadership, autonomy and time flexibility and who mentioned politics in the office as well as working in a place that is dominated by male as prospective factors in a leave decision, encountered reduced employees' commitment and change management as well as had a greater leaving intention. Moreover, it is discovered that employees' early commitment to a company is decided mostly by their personal characteristics as well as how good their first work experiences fit their expectations.

A number of the same factors that lead to change management are also to blame for employees' lack of commitment or commitment (Hellriegel, Slocum, & Woodman, 2001). Job experiences have a constant impact on an employee's commitment in the future. Contentment and dedication are related. According to Tella et al. (2007) and Becker et al. (1995), employees' dedication can be categorised into three categories: (1) a solid desire to remain a part of a particular company; (2) a willingness to put in significant amounts of effort on the organization's behalf; and (3) a specific belief in as well as acceptance of the company's goals and values. According to Kalleberg and Mastekaasa (2001), past research on the link between employees' commitment to change management and organisational effectiveness has not shown any predictable or simple-to-reconcile results. A satisfaction to commitment model correctly assumes that commitment leads to satisfaction, according to Porter et al. (1974), Tett and Meyer (1993), and Lincoln & Kalleberg (1990). A second commitment to satisfaction model contends that dedication helps people have an affirmative outlook on their jobs (Tett & Meyer, 1993).

### **Change Management, Employee Commitment and Organizational Technique**

Several theoretical contentions were designed to clarify the reason change management could trigger increased employees' commitment. Certain theories concentrate on the motivation and effort of individual employees as well as declare that they perform harder. Strategic HRM theory, as an example, recommends that a suitably developed HR system that usually consists of change management will likely have a good influence on employee's commitment as well as motivation, resulting in changes in behaviour that lead to increased performance of organization (Becker et al. 1997). In a similar way, the theory of self-leadership centers on participatory decision making, change management and personal discretion as vital inspiring factors, and recommends these would bring about more dedicated workers who aim for higher commitment and efficiency (Sims and Manz 1996; Manz and Sims 1980). The theory of work design, nevertheless, does stress intra-group systems such as work design, task variety as well as interdependence (Wall and Martin 1987; Hackman and Oldham 1980), whereas the theory of socio-technical change stresses modifications in an organizational structure as well as its operations as the principle mechanism wherein performance is improved (Van Hootegem, 2000; Mueller et al. 2000).

It is actually obvious from this that the change management performance-link is connected to the more general discussions around HRM as well as self-leadership, empowerment and performance and so on. Nevertheless, change management study ought not to be regarded only in these contexts provided that a distinct literature on change management has emerged during the period (Gladstein 1994; Salas et al. 2000; Benders and Van Hootegem 1999; Campion et al. 1993). Ichniowski et al. (1996) produce an overview of the causes why revolutionary places of work could be more

effective. We utilize their framework to deal with the problem of change management, and it forms the foundation for the discussion that follows also our succeeding classification regarding the manner in which change management can be efficient. Increasing worker discretion is commonly presented to make a good impact on motivation as well as change management that collectively result in workers voluntarily performing harder. Group dynamics can also have an impact over and above these personal effects, as employees may find inspiration in working together to achieve a common objective.

### Methodology

For this study, a quasi-experimental design was adopted in the research process. As a result, a survey is frequently more accurate because the entire population cannot be examined. All of Nigeria's recapitalized oil and gas is therefore the work's target demographic. The decision to focus on a readily available population of oil and gas in Rivers State was made since it would be exceedingly time-consuming to analyse all of Nigeria's oil and gas. In the light, seven hundred and twenty (720) employees from diverse branches are the aim. Information mortality has traditionally been seen as a barrier to investigating big populations, particularly when the study's components are dispersed throughout various clusters. Hence, purposive sampling technique was adapted to select (5) oil & gas in Rivers State. Furthermore, the accessible population was management staff of the ten selected oil & gas.

The oil & gas so selected are shown in table 3.1.

**Table: 3.1. Numbers of Staff**

S/N	OIL AND GAS FIRMS	STAFF
1	SPDC	153
2	NAOC	143
3	Total	147
4	Chevron	140
5	LNG	137
<b>TOTAL</b>		<b>720</b>

The area offices of the chosen oil & gas in Rivers State have a total of roughly seven hundred and twenty (720) management staff members, according to information gathered from the Human Resource Departments at the area offices. Using Bowley (1974) formula reveals the proportion of the following as shown below.

### Optimum Sample Size

S/N	OIL AND GAS FIRMS	SAMPLE SIZE
1	SPDC	55
2	NAOC	51
3	Total	52
4	Chevron	50
5	LNG	49
<b>TOTAL</b>		<b>257</b>

The questionnaires were design to enable respondents tick on their suggestions on the subjects. Structured question were put to the respondents during personal interviews to help us explain doubts if any and explain any ambiguity to our respondents had been utilized to guarantee this study validity.

To measure the survey instrument validity, duplicates of the survey questions was presented to my supervisor as well as certain other lecturers in Management field. Copies of the survey questions likewise were provided to a couple of practicing managers. These people were given sufficient time to look into the survey questions and offer criticisms and/or suggestions wherever necessary. Such criticisms and/or suggestions had been documented by the researcher as well as utilized to improve the instrument.

To guarantee reliability, two principal procedures were taken: Firstly, data would be used by several sources. Secondly, the inner aspect of the instrument of survey is going to be examined through the use of Cronbach alpha coefficients, making use of the statistical package for social sciences (SPSS). Thus, items that returns only alpha values of 0.7 and above is going to be regarded.

The Cronbach alpha towards the measurements of change management tend to be as follows: process change (0.76), content change (0.81) and context change (0.79). The variable that is dependent in this research is employees' commitment. In order to empirically ascertain the connection involving the dependent as well as independent variables in this research (as well as their elements), the Statistical Package for Social Sciences (SPSS) and the Spearman-Rank-Statistical-Technique were both employed. In order to test hypotheses 1 through 5, the Spearman's rho was used to examine the affiliation betwixt the independent variable dimensions and the dependent variable measures. Since all the variables in this research are calculated on an ordinal scale, the choice of the Spearman's rho is determined by how well it fits the type or volume of data that had been acquired. This makes it appropriate for our review. By contrast, partial correlation analysis was used to examine the moderating variables.

## RESULTS AND DISCUSSION

### Distribution and Collection of Data

In this sector, data gathered from the field will be displayed in figures and tables.

All in all, 257 copies of survey questions were given out, in the proportion as follows. Questionnaire administrated was done using proportion sampling. The quantities given out in every single firm along with the quantity taken back are all tabulated as shown on Table 4.1.

#### Distribution of Questionnaire

S/N	OIL AND GAS FIRMS	Level of Management Staff/Employees				
		Top Level	Middle Level	Lower Level	Employees	Total
1	SPDC	5	10	15	25	55
2	NAOC	4	7	14	26	51
3	Total	5	9	16	22	52
4	Chevron	3	7	11	29	50
5	LNG	2	6	13	28	49
	<b>TOTAL</b>	<b>19</b>	<b>39</b>	<b>69</b>	<b>130</b>	<b>257</b>

The rates of return of the distributed questionnaires are shown in the table below.

## Responses to Distributed Questionnaire

S/N	OIL & GAS FIRMS	Sample Size	Questionnaire Retrieved	Percentage
1	SPDC	55	48	21%
2	NAOC	51	46	20%
3	Total	52	44	19%
4	Chevron	50	47	20%
5	LNG	49	45	20%
	<b>TOTAL</b>	<b>257</b>	<b>230</b>	<b>100</b>

In the above table, it is cleared undoubtedly that 55 copies of questionnaire were given out in SPDC, only 48 (21%), were returned, 51 were administered at NAOC, only 46 (20%) of them were returned, 52 were distributed at TOTAL, only 44 (19%) were returned, 56 copies of questionnaire were distributed to CHEVRON, only 52 (20%) of them were returned, and 49 of the copies of questionnaire were administered at the LNG only 45 (20%) of the respondent returned their own. Therefore two hundred and thirty (230) copies of questionnaire were eligible for the analysis.

## Response Rate

QUESTIONNAIRE	FREQUENCY	PERCENTAGE
Distributed	257	100%
Retrieved	230	89.50%
Unusable	27	11.84%
Analyzed	230	89.50%

The survey and fieldwork, which are shown in table 4.3, had a 90% success rate, following which the usability of the instruments was assessed. Using answer checks, spotting blank and missing options, and spotting duplicate entries on the same indicator were all part of this process. 90% of the questionnaires that were used in the experiment were successful, with 12% being eliminated as useless. The remaining 230 (90%) questionnaires and respondents were used in total for the study, serving as the sample size.

## Demographic Analysis

In relation to the research variables, the demographic report identifies key traits in the sample, such as the survey respondents' age, gender, educational background, and length of service with the specific organisation.

## Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	123	53.6	53.6	53.6
Valid Female	107	46.4	46.4	100.0
Total	230	100.0	100.0	

The gender of the people who participated is shown in table 4.4 above; the table reveals that, with a response percentage rate of 53%, the male research participants outperform their female counterparts, who have a 46% percentage rate.

### Age classification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 24 years	45	19.4	19.4	19.4
25 - 40 years	129	55.9	55.9	75.4
40 - 65 years	56	24.6	24.6	100.0
Total	230	100.0	100.0	

The distribution of respondents by age is shown in Table 4.5 above, with the age group of 25 to 40 years receiving the majority of responses (56%) followed by the age group of 40 to 65 years (at a rate of 25%), and finally the age group of 18 to 24 years (at a rate of 19%).

### Qualification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NCE/OND	83	36.0	36.0	36.0
HND/BSc	115	50.2	50.2	86.3
MSc/MBA	32	13.7	13.7	100.0
Total	230	100.0	100.0	

Following those with national diplomas and ordinary diplomas at a rate of 36%, respondents with graduate degrees at a rate of 36%, and the majority of participants having earned higher diplomas and first degrees at a rate of 50%, the educational status of respondents is shown in table 4.6 above.

### Tenure with Particular Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 5 years	87	37.9	37.9	37.9
6 - 10 years	113	49.3	49.3	87.2
11 - 15 years	24	10.4	10.4	97.6
16 years and above	6	2.4	2.4	100.0
Total	230	100.0	100.0	

A majority of respondents (49%) have worked for their organisations for betwixt 6 and 10 years, followed by those who have worked there for betwixt 1 and 5 years (38%), those who have worked there for betwixt 11 and 15 years (10%), and finally those who have worked there for more than 16 years (2%), as shown in Table 4.7 above.

### Data Presentation

#### The degree to which process change influence affective commitment

S/N	RESPONDENTS	NUMBER	PERCENTAGE
1	Solidly agree	55	23%
2	Agree	91	37%
3	Not sure	52	22%
4	Disagree	16	8.5%



5	Solidly disagree	16	8.5%
	<b>Total</b>	<b>230</b>	<b>100</b>

According to the table above, out of all respondents, 55 (23%) solidly agree with the fact that change influences affective commitment, 91 (37%) say they agree, 52 (22%) say they're unsure, 16 (8.5%) say unambiguously they disagree, and 16 (8.5%) say they solidly disagree.

### The degree to which process change influence continuance commitment

S/N	RESPONDENT	NUMBER	PERCENTAGE
1	Solidly agree	69	30%
2	Agree	54	23%
3	Not sure	63	27%
4	Disagree	22	10%
5	Solidly disagree	22	10%
	<b>Total</b>	<b>230</b>	<b>100</b>

According to the above table, 69 (30%) respondents solidly agreed, followed by 54 (23%) respondents who said they agreed, 63 (27%) respondents who said they were unsure, and 22 (10%) respondents who said they disagreed vehemently.

### The degree to which content change influence affective commitment

S/N	RESPONDENTS	NUMBER	PERCENTAGE
1	Solidly agree	55	23%
2	Agree	91	37%
3	Not sure	52	22%
4	Disagree	16	8.5%
5	Solidly disagree	16	8.5%
	<b>Total</b>	<b>230</b>	<b>100</b>

According to the table above, out of all respondents, 55 (23%) solidly agree that content change influences affective commitment, 91 (37%) say they agree, 52 (22%) say they're unsure, 16 (8.5%) say unambiguously they disagree, and 16 (8.5%) say they solidly disagree.

### The degree to which content change influence continuance commitment

S/N	RESPONDENT	NUMBER	PERCENTAGE
1	Solidly agree	72	31%
2	Agree	61	26%
3	Not sure	72	31%
4	Disagree	19	8%
5	Solidly disagree	9	4%
	<b>Total</b>	<b>230</b>	<b>100</b>

According to the above data, 61 (26%) solidly supports solidly agree, 61 (26%) solidly emphasizes solidly agree, 72 (31%) of those surveyed insists on not sure, 19 (8%) argues on disagree, and 9 (4%) of the entire population believes solidly disagree that content modification influences continuing commitment.

### The degree to which culture influence change management and Employees' commitment

S/N	RESPONDENTS	NUMBER	PERCENTAGE
1	Solidly agree	56	24%
2	Agree	92	40%
3	Not sure	54	24%
4	Disagree	18	6%
5	Solidly disagree	18	6%
	<b>Total</b>	<b>230</b>	<b>100</b>

According to the table above, 56 (24%) of all respondents are convinced with the fact that change influences normative commitment, 92 (40%) believe that this is the case, 54 (24%) said they are unsure, 18 (6%) solidly disagree, and 18 (6%) solidly agree that this is not the case.

### Statistical Testing Of Hypotheses

Spearman's rank coefficient of correlation is one of the statistical methods used to assess the hypotheses.

**H<sub>01</sub>:** A substantial rapport does not exist betwixt process change and affective commitment

#### Correlations

		Process change	Affective
Spearman's rho	Correlation Coefficient	1.000	.821
	Process change Sig. (2-tailed)	.	.029
	N	230	230
	Correlation Coefficient	.821	1.000
	Affective Sig. (2-tailed)	.029	.
	N	230	230

\*. Correlation is significant at the 0.05 level (2-tailed).

The fact that the rho value is 0.821 and the significance level is 0.05 suggests that the variables are solidly linked and affirmatively connected. The alternate hypothesis, which asserts that process change and affective commitment have a substantial connection, is thus supported and the null hypothesis is rejected.

**H<sub>02</sub>:** There exists no substantial connection betwixt process change and continuance commitment.

#### Correlations

		Process change	Continuance
Spearman's rho	Process change Correlation Coefficient	1.000	.574
	Sig. (2-tailed)	.	.012
	N	230	230
	Continuance Correlation Coefficient	.574	1.000
	Sig. (2-tailed)	.012	.
	N	230	230

\*. Correlation is significant at the 0.05 level (2-tailed).

Since the rho value is 0.574 and P0.05, it is implied that the variables are affirmatively linked, but there is only an average affiliation betwixt them. As a result, the alternate hypothesis—that there is a significant affiliation betwixt process improvement and continuing commitment—is accepted and the null hypothesis is rejected.

**Ho<sub>3</sub>:** There exist no significant connection involving content change and affective commitment

### Correlations

			Content	Affective
Spearman's rho	Content	Correlation Coefficient	1.000	.821
		Sig. (2-tailed)	.	.039
		N	230	230
	Affective	Correlation Coefficient	.821	1.000
		Sig. (2-tailed)	.039	.
		N	230	230

\*. Correlation is significant at the 0.05 level (2-tailed).

It is implied that the variables are solidly linked and affirmatively associated by the fact that the rho value is 0.821 and P0.05. The alternate hypothesis, which asserts that there is a solid correlation betwixt content change and affective commitment, is thus adopted and the null hypothesis is discarded.

**Ho<sub>4</sub>:** There is no significant affiliation betwixt Content change and continuance commitment

### Correlations

			Content	Continuance
Spearman's rho	Content	Correlation Coefficient	1.000	.821
		Sig. (2-tailed)	.	.029
		N	230	230
	Continuance	Correlation Coefficient	.821	1.000
		Sig. (2-tailed)	.029	.
		N	230	230

\*. Correlation is significant at the 0.05 level (2-tailed).

The fact that the rho value is 0.821 and the significance level is 0.05 suggests that the variables are solidly linked and affirmatively connected. As a result, the alternative hypothesis—which argues that there is a solid correlation betwixt content change and continued commitment—is accepted and the null hypothesis is rejected.

## Using Partial Correlation Co-efficient

**Ho<sub>5</sub>:** Organizational culture does not moderate the affiliation betwixt change management and employee commitment.

### Correlations

Control Variables		Change	Commitment
Culture	Correlation	1.000	.867
	Change Significance (2-tailed)	.	.033
	Df	0	2
	Commitment Correlation	.867	1.000
	Change Significance (2-tailed)	.033	.
	Df	2	0

The partial correlation score of 0.867 indicates that the variables are solidly connected since they are affirmatively correlated. Therefore, the null hypothesis is rejected, and the alternative hypothesis, according to which there is a solid correlation betwixt change management and employee commitment, is endorsed.

## Discussion of Findings

The initial hypothesis needed to analyze the connection involving process change and affective commitment. As a result, it was hypothesised that process change and affective commitment do not have a substantial correlation. This test of the hypothesis showed that process change and affective commitment do indeed have a substantial link. The conclusion reached was that process reform improves affective commitment. This finding is in accordance with the previous findings of Hall, Johnson, Wysocki and Kepner (2002) discovered that process change impacts affective commitment. This discovery could be described based on the facts that Northcraft and Neale (1996), see commitment is a behavior exhibiting an employee's respect to the company, as well as a regular process wherein members of organization present their worry for the establishment and its persistent achievements as well as wellbeing. Employee commitment is influenced by a variety of considerations, such as individual variables (predisposition, length of employment, age, and both inner and external control attributions); organisational ones (like job design and the supervisor's management style); and non-organizational ones (like the accessibility of alternatives). Subsequently, all of these factors affect commitment (Nortcraft & Neale, 1996).

The second theory attempted to examine the affiliation betwixt process change and continuing commitment. As a result, it was hypothesised that there is no real connection connecting process change and commitment to continuing something. This test of the hypothesis showed a substantial link involving process change and commitment to continuing. According to the foregoing, it was decided that process change increases continuing commitment. This finding is in line with those made earlier by Hall, Johnson, Wysocki, and Kepner (2002) who found that process modification has an impact on continuance commitment. The notion of commitment as a bond of devotion by Mowday, Porter, and Steer (1982) may help to further explain this recent finding. These authors outline three components of commitment: identification with the company's ideals and aims; a desire to be a part of the organisation; and a readiness to exert effort on its behalf.

The third theory investigated how affective commitment and content change are related. Therefore, it was proposed that there is no discernible connection betwixt content change and affective commitment. A substantial link betwixt content modification and affective commitment is revealed

by this hypothesis check. In accordance with the above it was finalized that content change boosts affective commitment. This discovery is in accordance with the previous findings Meyer et al. (1991) that content change affects affective obligation. This discovery could be described by the fact that Mowday et al., (1979) dispute that employees' commitment is "more worldwide, exhibiting an overall affective reaction to the establishment in general" while change management "displays one's reaction either to one's employment or to some areas of one's employment". Hence, employees' commitment centers around on attachment to the recruiting company in general, along with the values and goals of the organization, whereas change management centers on this particular task system wherein a worker executes her or his functions (Mowday et al., 1979). Employees' obligations are less affected by ordinary events than is change management; as a result, it is thought to be a more complicated and long-lasting construct (Mowday et al., 1979).

The fourth hypothesis tried to analyze the connection involving content change and continuance commitment. Thus, it was hypothesized that significant affiliation does not exist betwixt content change and continuance commitment. This test of the hypothesis showed that there is a substantial association betwixt commitment to continuation and content modification. The conclusion was reached that content alteration increases continuing commitment in light of the foregoing. According to earlier research by Meyer et al. (1991), content alteration has an impact on continuation commitment. This discovery can be explained by the fact that the majority of research indicates affirmative affiliation betwixt commitment and satisfaction (Aranya, Kushnir, and Valency, 1986; Boshoff & Mels, 1995; Harrison & Hubbard, 1998; Johnston et al., 1990; Knoop, 1995; Kreitner & Kinicki, 1992; Morrison, 1997; Norris & Niebuhr, 1984; Ting, 1997) and that that connection influences performance. One attitude construct that has been linked to employees' commitment is change management (Steers, 1977), but it's important to emphasise that it also functions as a separate construct. Employee commitment and change management are two different things.

The fifth hypothesis tried to analyze the impact of culture of organization on the connection involving change management and employees' commitment. Therefore, it actually was hypothesized that you cannot find any significant influence of organizational-culture on the connection involving change management and commitment. This hypothesis has been tried with Partial-Correlation-statistical technique. As is seen through our data analysis this hypothesis was declined. In accordance with the above it was finalized that the impact of culture of organization correlates change management as well as employees' commitment. This discovery is in accordance with the previous studies of Dennison (2014) that corporate culture impacts change management as well as employees' commitment. This discovery averred by Allen and Meyer (1991) who says change management is a determinative of employees' commitment. A real distinction betwixt change management and employees' commitment is that whereas employees' commitment can be explained as the response of emotion that a worker displays towards his company; change management is the employee responses towards whatever job. It is regarded that both of these variables are greatly interrelated. Simply put, while a worker has affirmative emotions regarding the establishment, its objectives and values, it simple for him to be dissatisfied with the employment he has in the company.



### Decision and Result Analysis

ALTERNATE HYPOTHESES	RESULT	OUTCOME
<b>Ho<sub>1</sub></b> : Significant connection does exist betwixt affective commitment and process change.	Refuse null hypotheses; allow alternate hypotheses	+ve
<b>Ho<sub>2</sub></b> : Significant connection exists betwixt continuance commitment and process change.	Refuse null hypotheses; allow alternate hypotheses	+ve
<b>Ho<sub>3</sub></b> : Significant connection exist betwixt affective commitment and content change	Refuse null hypotheses; allow alternate hypotheses	+ve
<b>Ho<sub>4</sub></b> : Significant connection exists betwixt continuance commitment and content change.	Refuse null hypotheses; allow alternate hypotheses	+ve
<b>Ho<sub>5</sub></b> : The organizational culture moderates not the connection betwixt employees' commitment and change management.	Refuse null hypotheses; allow alternate hypotheses	+ve

### Conclusion

The research revealed that significant as well as affirmative affiliation exist betwixt nature of work; betwixt context change with affective, betwixt process change; normative and continuance commitment of personnel in the establishment.

Hence, it is agreed that dimensions of Change management has substantial impact on employees' normative, affective and continuance commitment.

### Recommendations

It was discovered that the change management feature brings remarkable influence on employees' commitment of employee. Any organization's future business strategy success is based significantly on the levels of the firms' consolidation of concepts on change management and as applied to enhance employees' commitment. Thus, the following recommendation is stated as follows.

1. In order to secure future business viability and survival based on normative and emotional commitment, organisational leadership should see to it that personnel are kept up to date, inspired, and trained in change management.
2. Development programs should be integrated at strategic and functional level of change management in organizations so as to enhance employees' commitment
3. Stakeholders of organization has to build the recognition that it is firms' complete dedication towards change management which is going to be transformed into career commitment, occupational commitment, normative commitment, affective and commitment to supervisor.

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