

Management of Change and Employee Performance of Nigerian Breweries Plc. Enugu, South - East, Nigeria

Donatus Chukwuemeka Obialor

Email: chukwuemekadobialor@uniuyo.edu.ng

Phone: 08034092759

<https://orcid.org/0009-0006-8722-5828>

Blessing Ottobong Ete

Email: blessinggottobongette@gmail.com

Phone: 08032364313

Queen Ubong Harrison

Email: queenharrison001@gmail.com

Phone: 08037925713

Georgina Edet Okon

Email: georginaeuba@gmail.com

Phone: 08034774378

Department of Business Management,
Faculty of Management Sciences
University of Uyo, Uyo Nigeria

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Abstract

The rapid transformations precipitated by technological, economic, political, and societal advancements define the business environment of the twenty-first century. The objective of this research was to examine the correlation between change management and employee performance at Nigerian Breweries Plc. in the South-East region. A sample of 262 employees of Nigerian Breweries Plc. was selected using Taro Yamane's technique from a population of 2,685. To address the research inquiries and evaluate the hypotheses, the data were subjected to analysis utilizing the Pearson Product Moment Correlation Coefficient and the Coefficient of Determination with a significance level of 0.05 alpha. A robust positive correlation was observed between advancements in technology, leadership, and communication and employee performance at Nigerian Breweries Plc. in South-East Nigeria. According to the findings, a considerable positive correlation exists between employee performance and technical development at Nigerian Breweries Plc in South-East Nigeria. The recommendations were that the change orientation of the organization ought to inspire personnel to proactively engage, make valuable contributions, and improve overall performance.

Keywords: Technology, Communication, Performance, Leadership, and Change

Introduction

Rapid changes in the corporate environment of the twenty-first century have been precipitated by technological, economic, political, and social advancements (Juneja, 2021). Businesses operate in a dynamic environment characterized by the daily discovery of new production materials, the emergence of new markets and competitors, and the rapid and profound transformation of the legal, political, economic, and cultural frameworks within which they function (Ayandele, 2019). Juneja (2021) asserts that in this specific context, organizations must obtain the requisite competencies to adapt to and

effectively oversee change to achieve their objectives. An organization must implement a proactive change management policy in light of this ongoing transformation. Historical definitions of change management have characterized it as the procedure by which an organization transitions from its pre-change state to its post-change state (Trainer, 2021).

In addition, for organizational reforms to be successful and long-lasting, competent change leaders are required (Grossman, 2020). Such leaders must be capable of forging and communicating a shared vision, overcoming resistance to change, and resolving difficulties. Leadership is inextricably linked to employee performance. Recruiting, training, and daily administration are the stages in which the strategies that yield the greatest impacts on performance, productivity, and business success are implemented.

Additionally, change communication constitutes the informative component of the change management strategy. This enables personnel and other interested parties to more easily grasp the importance and scope of the novel undertakings. The foundations of any change communication strategy should consist of channels for comments, concerns, and inquiries, in addition to information and documentation that are timely, relevant, and consistent.

Inventions, discoveries, or the availability of resources that were previously inaccessible may also contribute to technological advancement. Scotto & Morellato (2013) posit that the administration of technological change has affected employee performance due to the work becoming more streamlined and efficient. Therefore, perpetual and unavoidable change is a characteristic of organizations. It can result in intra-organizational discord and unnecessary, costly revisions if not managed appropriately.

Statement of the Problem

As the global landscape evolves, businesses are reorienting themselves to capitalize on new markets, restructuring their organizations for greater efficiency, contending with an increasingly dynamic market, being compelled by intense competition to substantially modify business practices, and so forth. Beverage companies operating in Enugu, for instance, encounter competition from an assortment of sources. The aforementioned strategies comprise pricing strategies, innovative strategies, and structural strategies. Pricing strategies aim to attract a greater customer base and gain a competitive advantage by reducing the price of products. Structural strategies, on the other hand, involve outfitting internal structures to optimize employee performance and establish a pleasant customer experience. Consequently, to mitigate these concerns and improve employee performance, organizations must implement a proactive and suitable change management strategy.

Furthermore, it is frequently asserted that change is the only constant in an organization and that, in specific ways, it improves employee performance and productivity. Consequently, it is critical to consider the effects of leadership, communication, and technological advancements on employee productivity. Consequently, further investigation is warranted to ascertain the impact of change management on employee performance at Nigerian Breweries Plc. South-East. This will serve to illuminate a gap in the literature and enhance our comprehension of the subject matter.

The primary aim of this research is to examine the relationship between change management and employee performance at Nigerian Breweries Plc., a company situated in the southeastern region of Nigeria. To achieve this overarching goal, three research inquiries and hypotheses were developed and assessed.

Research Questions

- (i) What is the relationship between leadership change and employee performance of Nigerian Breweries Plc., South-East, Nigeria?
- (ii) What is the correlation between communication change and employee performance of Nigerian Breweries Plc., South-East, Nigeria?
- (iii) What is the relationship between technological change and employee performance of Nigerian Breweries Plc., South-East, Nigeria?

Hypotheses

- (i) Leadership change has no significant relationship with employee performance of Nigerian Breweries Plc., South-East, Nigeria.
- (ii) Communication change has no significant correlation with employee performance of Nigerian Breweries Plc., South-East, Nigeria.
- (iii) Technological change has no significant relationship with employee performance of Nigerian Breweries Plc., South-East, Nigeria.

Review of Related Literature

Concept of Change Management

According to Connelly (2021), the notion of "change management" incorporates alterations occurring at both the organizational and human levels. This explains the substantial quantity of definitions that are present for the given term. The phrase "Change Management" comprises multiple notions: a control mechanism comprising standards, processes, and procedures; a corpus of knowledge comprising models, methodologies, and additional instruments; the obligation to supervise change; and a field of expertise.

Armstrong (2012) defines change management as the methodical planning and execution of a transformation to minimize resistance to its implementation. According to Lori (2020), organizational change management is a comprehensive and methodical strategy aimed at improving the efficiency of an organization's operations, objectives, and goals during the transition from an unfavourable current state to a desired future state. Through the application of suitable strategies, change management aims to facilitate the facilitation, management, and adaptation of individuals to change (Pratt, 2019).

Organizations undergoing continuous change, according to Wagner (2019), must be able to respond to and adapt to it without difficulty. Change management, also referred to as organizational change management, ensures that the human, cultural, and organizational dimensions of corporate transformations are taken into consideration. This approach enables the program to optimize benefits, reduce risks for stakeholders, and foster effective engagement (Lewis, 2020).

Leadership Change and Employee Performance

Armstrong (2012) defines leadership style as how a leader organizes the responsibilities of team members. A leader may also exhibit a specific behaviour to motivate and encourage subordinates to accomplish goals. The manufacturing company under examination predominantly utilizes the transformational leadership style as its method of implementing change. Transformational leadership cultivates a work environment that amplifies employee vitality, self-assurance, and adaptability to sudden changes, all of which contribute to the overall success of the organization. Transformational leaders inspire and motivate their subordinates through the intentional demonstration of concern for their concerns and the provision of essential support to overcome both personal and professional challenges (Juneja, 2021). Transformational leadership is founded upon four fundamental pillars: charismatic, intellectual, inspirational, and individualized leadership approaches. The implementation of a transformational leadership style by Nigeria Breweries Plc. is substantiated by the concept's fundamental tenets—need fulfilment, skill enhancement, employee autonomy, and self-awareness—all of which are critical for the success of employees (Obialor et al., 2023).

Change leadership entails the ability to procure resources necessary to establish a solid foundation for change and the capacity to inspire and motivate others through one's vision, passion, and advocacy. As stated by Pratt (2019), change leadership is characterized by its strategic nature and utilizes feedback to determine the course of action for change management leadership. The research establishments implement a transformational leadership approach to facilitate the transition process and enhance employee performance. The job performance of team members is significantly influenced by the leadership style employed by the leader. This is because various leadership behaviours and styles can have an impact on the level of task completion and overall job performance (Lori, 2020).

Change Communication and Employee Performance

According to Grossman (2020), change communication serves as the informative component of the change management approach, facilitating stakeholders' comprehension of the changes occurring, the rationale behind them, and the potential personal repercussions. It ensures that stakeholders are provided with consistent information regarding their concerns, distributes timely messages and resources by significant milestones, and provides a platform for inquiries and feedback exchange. Effective communication regarding change management is of the utmost importance in facilitating the transition of individuals from their present state to their desired future state, irrespective of whether the modifications affect leadership, technology, business procedures, or a combination thereof (Trainer, 2021). These types of frameworks, or communication patterns, dictate how information is transferred within a company. The feedback that individuals provide facilitates leadership and aids in the change process by utilizing the common means of human communication. Organizational environments prone to resistance to change may exhibit either passive or aggressive communication patterns. Conversely, assertive communication patterns are utilized by Nigerian Breweries Plc personnel to inspire confidence in their convictions and to avert demeaning or intimidating exchanges with others (Amstrong, 2012).

Assertive communicators are more likely to be inherently self-assured, handle challenging situations, and employ proactive, assertive communication techniques to resolve issues, all of which improve employee performance in these organizations (Trainer, 2021). Proficient communicators facilitate their subordinates' comprehension of exact objectives and enable them to contribute significantly to the organization. Conversely, insufficient communication may lead to dissatisfied employees, reduced productivity, increased rates of absenteeism, and a greater proportion of staff attrition. Employers must identify the internal communication channels that are most likely to elicit employee engagement to ensure that the appropriate message reaches the appropriate individuals at the appropriate time (Grossman, 2020).

Technological Change and Employee Performance

Technological progress may result from novel discoveries, inventions, or the availability of resources that were previously inaccessible (Ayandele, 2019). Technological advancements have been implemented recently to support organizational initiatives and inspire personnel. These include carbon capture and utilization technologies, advanced automated production machines, remote sensing and data analytics systems, biomass boilers, and wastewater treatment plants that generate biogas. To ensure that beer is enjoyed by beer devotees worldwide, the organization has integrated waste reduction technology throughout the entire beer value chain. Heineken achieved this by developing two cutting-edge technologies that enhanced product refrigeration, increased employee productivity, and decreased costs. Technology has enabled Heineken to achieve a chilling time of less than 30 seconds for their "Chillit" product. Furthermore, the organization's point-of-sale refrigerators can be monitored with the help of an IoT (Internet of Things) solution. These advancements ensure optimal refrigeration system functionality across all locations, providing customers with beverages that are precisely chilled. Employees of Nigerian breweries who are situated in workspaces that are ergonomically designed exhibit reduced energy consumption and time spent on problem resolution. In such a work environment, performance is determined by diligence and effectiveness (<https://www.nbplc.com>).

The aforementioned alterations possess the capacity to profoundly influence the productivity of personnel while also revolutionizing the framework of the organization and its sector. Technological innovation may influence organizational policies and strategies, but in the organizations that were examined, these modifications were precipitated by employee productivity and growth enhancements, transformative leadership, and management. As stated by Coppersmith (2019), a strategic decision is required when implementing innovative technology to improve the overall effectiveness of an organization. As a result, the technological transformation undertaken by Nigeria Breweries Plc. enhanced the efficiency of their operations and products. Technology in isolation is insufficient to increase productivity or improve performance; it must be utilized in conjunction with human and

technological resources to their fullest capacity. Consequently, worker productivity and efficiency have increased as a consequence of technological advancements (Connelly, 2021).

Employee Performance

As stated by Ashley (2019), employee performance is comprised of the employee's conduct during work hours and their capability to execute their designated duties. An employee's performance may encompass various aspects such as task-level productivity, work quality, and overall efficacy. According to Ciner (2019), employee performance can be defined as the extent to which an individual fulfils their designated duties and accomplishes the essential tasks. It describes the effectiveness, quality, and efficiency of the output. Performance can be described as the result or level of achievement that an individual attains in accomplishing tasks within a specified timeframe, relative to a variety of criteria, targets, or mutually agreed-upon work standards. Furthermore, performance pertains to the conduct or lack thereof of personnel.

As stated by Robbins (2013), performance management comprises all endeavours undertaken to improve the overall performance of a company or organization, in addition to the performance of every employee and work division within the organization. Staff performance pertains to how personnel carry out the responsibilities that have been delegated to them by the institution. The execution of an organization's responsibilities is not an independent process; instead, it is consistently influenced by an employee's personal attributes, abilities, and job satisfaction, in addition to their remuneration (Obialor et al., 2023).

The Nigeria Breweries Plc and Employee Performance

Established in 1946, Nigeria Breweries Plc. is the first and largest brewery in the country. In June 1949, the initial batch of Star lager beer was dispensed from the bottling lines of the organization's Lagos facility, signifying a momentous achievement. Following a series of optimization procedures, the initial brewery established in Lagos has attained the most sophisticated brewhouse in the entire country. The company established its second brewery in Aba in 1957. It is worth noting that the Ibadan brewery commenced operations in 1982, while the Kaduna brewery was founded in 1963. In 1993, the company acquired its sixth brewery located in Enugu. Ama Brewery, the sixth brewery, commenced operations in October 2003 and is located in Ameke, Enugu State. Presently the most advanced and largest brewery in Nigeria, Ama Brewery employs 2,685 individuals. Conversely, the organization disposed of its previous Enugu brewery in 2004 and acquired a malting facility in Aba in 2008 (<https://www.nbplc.com>). The Nigeria Brewery has since expanded to encompass eight operational breweries and modern malting plants in Aba and Kaduna states. Furthermore, it has established new breweries in Ota and Kaduna, as well as life breweries in Onitsha, Anambra State, from which it distributes its superior quality products across the nation (<https://www.nbplc.com>).

The forward-thinking leadership team of the company is comprised of devoted, goal-oriented, and seasoned executives. They work in conjunction with other personnel and combine their extensive expertise and understanding to ensure that the change initiative enhances employee productivity and successfully achieves organizational goals. Because the organization is vast and geographically dispersed, it is segmented to facilitate diversification, professionalism, efficiency, and labour division. In essence, the organization is structured into eight departments, each of which possesses an exceptionally specialized field of knowledge. Information and communication, brewing, packaging, engineering, human resources, finance, brewery control, and shipping are among these departments, as stated on <https://www.nbplc.com>.

This technique is highly beneficial not only for enhancing employee performance in Nigerian breweries via communication change but also for cultivating social and professional relationships among staff members and other personnel across all hierarchical levels. To provide workers with direction and oversight, the management of Nigerian breweries utilizes a downward communication flow method, which commences with superiors and culminates with subordinates, given that

communication is the process of conveying meaning from sender to recipient. This approach provides employees with direction on how to execute their responsibilities about the organization's process of transformation (<https://www.nbplc.com>). A downward communication flow method does not require leaders to be subdued or antagonistic; rather, they ought to exhibit authoritative behaviour and communication. As a result, the organization implements an assertive communication style to effectively manage evolving situations and proactively resolve issues, guided by its program that instils confidence in employees' convictions and prohibits the derogatory treatment of others during discussions.

The program leaders within this organization are entrusted with various responsibilities to guarantee adherence to the change process. These responsibilities encompass facilitating the effective communication of orders and instructions, furnishing operational managers with information and guidance from specialists, conducting performance evaluations for each employee, and enhancing reporting mechanisms. The implementation of transparent communication practices within this organization has contributed to a reduction in employee confusion and anxiety regarding the state of the company. As a result, employees are now more at ease and secure in their work environment (<https://www.nbplc.com>).

Technological progress can be initiated by various factors, including the introduction of previously inaccessible resources, novel discoveries, or inventions (Ayandele, 2019). Technological advancements include the implementation of sophisticated automated production machinery and the financing of two ongoing renewable energy projects (a hybrid of solar and battery storage) for the Ibadan and Ama breweries in the states of Oyo and Enugu. These projects collectively have an estimated value of \$10 million. The breweries are anticipated to receive approximately 10GWh of electricity annually from these projects at a substantial discount to their current electricity expenses. To achieve its objectives and enhance employee performance, the organization is also allocating resources towards state-of-the-art technological advancements and innovation. These include biomass boilers, wastewater treatment facilities that generate biogas, remote sensing and data analytics systems, and carbon capture and utilization technologies (<https://www.nbplc.com>).

It is critical to minimize waste throughout the entire beer value chain, as the beer's journey continues until it is consumed by beer enthusiasts worldwide. Heineken developed two cutting-edge technologies with the dual purpose of enhancing product refrigeration, increasing workforce productivity, and reducing costs. Using this operation, Heineken's "Chillit" technology facilitates the cooling of products in less than 30 seconds. Additionally, Heineken employs an Internet of Things (IoT) solution for retail, which enables the monitoring of refrigerator efficacy at points of sale. Clients can experience delightfully chilled beverages and optimal refrigeration system performance in any location with the assistance of these technologies. Staff performance has increased substantially as a result of heightened efficacy brought about by these technological developments. A "skip and run" solution developed by the company assists its clients in PET bottle manufacturing facilities in conserving money and energy. Existing breweries can also benefit from the energy savings provided by this low-temperature equitherm technology, which will be implemented in new breweries. The corporation has implemented several sustainable technologies, including water conservation, energy-efficient lighting, and renewable energy sources, to achieve carbon neutrality by 2040. Employees are undergoing training to enhance their knowledge, competence, and efficiency in light of these technological advancements; this contributes to improved performance and the achievement of the organization's goals (<https://www.nbplc.com>).

Theoretical Review

Transformational Leadership Theory

Burns's (1978) transformational leadership theory is crucial for navigating workplace challenges and changes (Burns, 1978, as cited in Connelly, 2021). Chandra & Priyono (2016) posit that transformational leadership fosters an environment at work that enhances employees' self-assurance, vitality, and ability

to adapt to abrupt shifts. This contributes to the overall performance of organizations. Transformational leaders inspire their subordinates by attentively considering their concerns and providing the necessary assistance to surmount challenges that may arise in their personal lives or at work. Bass (1985) in Armstrong (2012) defines transformational leadership as a leadership approach that instigates and integrates coping mechanisms for employees during periods of organizational change.

It is predicated upon four primary dimensions, specifically leadership styles that are charismatic, inspirational, intellectual, and individualized. Charismatic leaders exhibit leadership determination in a manner that establishes them as capable individuals who inspire and motivate their colleagues to follow suit. A leader who possesses such determination is esteemed and treated with esteem. Inspirational motivation refers to the degree to which a leader exhibits conduct that inspires and motivates subordinates to perform at an optimal level. Employing intellectual stimulation, a leader motivates and inspires subordinates to exercise their creativity. Personalization constitutes the fourth component of transformational leadership. Individualized consideration, as defined by Bass & Avolio (2004) in Connelly (2021), pertains to the extent to which a leader exhibits concern for the desires of subordinates and offers the necessary assistance. The justification for applying transformational leadership theory is that its fundamental concepts - necessity fulfilment, skill enhancement, employee autonomy, and self-awareness - are all crucial to employee performance. By providing their subordinates with the necessary encouragement and motivation, leaders thus inspire them to achieve organizational and personal objectives.

Lewin's Change Management Model

The present investigation is grounded in the three-phase transition paradigm that Kurt Lewin initially postulated in 1951. Lewin, a German-American psychologist, developed the unfreeze/change/refreeze change model in 1951. The concept is that effecting change requires three steps: increasing recognition of the need for change, achieving advancements toward the intended standard of conduct, and establishing the new behavior as the prevailing norm. Unfreezing was defined by Lewin as recognizing the necessity of change and attempting to persuade others of its critical nature. Unfreezing broadens the comprehension of how the status quo or present degree of acceptance impedes businesses.

According to Lewin, the likelihood of widespread acceptance of a change increases with the number of individuals who are cognizant of it and perceive it as imperative and crucial. The implementation of the change signifies the "moving" or "transitioning" change as the second phase. Effective communication is necessary to ensure that all individuals are cognizant of the forthcoming change, its rationale, and how it will benefit them. The phases of unfreezing pertain to existing behaviours and the rationales behind their modification. This will require individuals to be relocated from the present state to the optimal state. This stage may prove to be the most challenging due to the necessity of modifying individuals' behaviour, which they may be unwilling to do or fail to understand its significance.

During the transition phase, individuals undergo challenges in adjusting to the new environment and begin to develop new routines and behaviours. Better-prepared individuals will find this step to be less challenging. Therefore, Lewin acknowledges that education, communication, support, forbearance, and support are all necessary to assist individuals in adjusting to change. Refreezing refers to the procedure of reinforcing and fortifying the modified conditions that have arisen due to the transition. Modifications to an organization's objectives, offerings, structure, personnel, or processes are embraced and assimilated as the new norm or status quo. According to Lewin, the refreezing phase was especially critical in ensuring that individuals would not revert to their previous behaviours once the change was implemented. Since positively rewarded behaviour is likely to be repeated, Lewin argues that the new condition should be reinforced through positive reinforcement and recognition of individual efforts.

As a practical and uncomplicated framework, the Lewin (1951) model is beneficial for comprehending the transformation process. The likelihood of effective change management is increased when critical stages of the change process are comprehended. As a result, our research is pertinent to

our model, which provides a practical and crystal-clear framework for identifying critical turning points in the change process that are essential for the efficient management of change. Furthermore, the methodology furnishes a framework for Nigerian breweries and bottling companies Plc. to develop and implement efficacious change management strategies.

Empirical Review

An investigation was carried out by Okeke et al. (2019) in Anambra State, Nigeria, to analyze the organizational performance and change management practices of manufacturing enterprises. By employing primary sources of information, the researchers opted for a descriptive survey design. The reliability of the research instrument was assessed using a test-retest procedure on a sample of 286 employees. According to the study, technological advancements significantly improved the operational efficacy of manufacturing firms. The study's findings indicated that manufacturing enterprises in Anambra State, Nigeria, have experienced a significant improvement in their organizational performance as a direct consequence of change management.

A study conducted by Grossman (2020) examined the effects of change management on employee productivity within commercial establishments situated in Trans Nzoia County, Kenya. In conducting this inquiry, a descriptive survey research design was applied. The research sample comprised 470 personnel who were selected from a pool of 14 commercial institutions located in the county of Trans Nzoia. A stratified simple random sampling technique was utilized to select 216 employees in total for the study. The personnel were classified into three categories: managerial, administrative/supervisory, and clerical/teller. To acquire data, question-and-answer sheets were utilized. By employing descriptive and inferential statistics, an examination was conducted on quantitative data. It was discovered that restructuring, technological advancement, organizational culture, and downsizing all had statistically significant effects on the performance of commercial bank employees. Following this, the study concluded that change management significantly impacted the employee performance of commercial banks located in Trans Nzoia County. To improve the readiness of employees for change, the research suggested that commercial bank management undergoing organizational change should give precedence to the implementation of communication and participatory leadership strategies.

The impact of modifications on employee performance was investigated by Ciner (2019). The researcher employed an exploratory study design and a questionnaire to collect data from a sample of eighty Unilever enterprise employees. The data were analyzed using Pearson's correlation to ascertain the magnitude of the association between change management and employee performance. Positive correlations between transformation and performance were identified, according to key findings. The researchers concluded that to maximize employee performance, organizations must develop appropriate change models.

Robbins (2013) investigated the impacts of change management on organizational sustainability service providers in Denmark. By employing primary sources of information, the researchers opted for a descriptive survey design. To assess the instrument's reliability, a test-retest was conducted on 206 employees who constituted the study population. According to the report, technological advancements significantly improve the effectiveness of organizations in delivering services to businesses. The results of the study suggested that the adoption of change management strategies significantly enhanced the long-term viability of service-oriented organizations in Denmark.

Juneja (2021) investigated organizational performance and change management in Indian manufacturing enterprises headquartered in Northern Louisiana. The study participants consisted of 186 personnel employed by manufacturing organizations. The study employed a survey instrument and performed multiple regression analyses to investigate the associations between change management and the performance of organizations. The findings indicated that manufacturing firms in India experienced a significant, positive effect on their operational efficacy when change management strategies were

implemented. The results of the study suggested that change management significantly enhances the operational efficiency of manufacturing firms in India.

A study was undertaken by Connelly (2021) to investigate the impact of change management on the performance of employees at Zenith banks in Lagos State. Utilizing a survey research design, the study examined 376 employees as a population. To gather the data, questionnaires were employed. By employing descriptive and inferential statistics, an examination was conducted on quantitative data. According to the findings, structural reform significantly improved the productivity of Zenith Bank staff. Therefore, the research determined that change management significantly impacted the performance of employees. To improve the readiness of employees for change, the research suggested that commercial bank management undergoing organizational change should give precedence to the implementation of communication and participatory leadership strategies.

A study conducted by Coppersmith (2019) examined the perspectives of hotel patrons in Chandigarh concerning structural alterations carried out by hotel staff. To carry out the investigation, a systematic compilation of inquiries was employed. The use of regression analysis was completed. The findings suggested that the hotel staff in Chandigarh significantly benefited from the organizational overhaul. The consensus among the researchers was that structural transformation in Chandigarh's hotel industry had a substantial positive effect.

Methodology

The correlational survey research design, which examines the relationship between two variables, was utilized in this study. The process of information gathering encompasses the application of diverse tools and techniques, including in-person interviews, surveys, and observations, to determine the extent of the correlation between two variables. The study sample comprised 552 individuals employed by Nigerian Breweries Plc., a company headquartered in Enugu, South-East Nigeria. The sample size was determined to be 262 employees through Taro Yamane's formula. There are both primary and secondary sources in the data. With an alpha level of significance of 0.05, the gathered data were analyzed utilizing the Coefficient of Determination and the Pearson Product Moment Correlation Coefficient to evaluate the hypotheses and provide answers to the research questions.

Results and Discussion of Findings

Among the 262 questionnaires that were disseminated, 230 copies were returned in a functional state after being duly completed.

Research Question 1

What is the relationship between leadership change and employee performance of Nigeria Breweries Plc. in South-East, Nigeria?

Table 1: Correlation coefficient between leadership change and employee performance of Nigeria Breweries Plc in South-East, Nigeria

Variables	R	R-square	%contribution
Leadership Change	0.921	0.848	84.8
Employee Performance			

The findings presented in Table 1 indicate a strong positive correlation between leadership changes, employee performance, and Nigerian Breweries Plc. South-East. This implies that by improving a leader's transformational leadership style, employees would be transformed and productivity would increase. Additionally, it was demonstrated that transformational leadership comprised 84.8% of the observed variation in employee performance. This finding demonstrates that an 84.8 per cent variance in employee performance can be attributed to a leadership change at Nigerian Breweries Plc South-East,

Nigeria, which fostered enhancements in employees' self-assurance, energy, and adaptability to sudden organizational changes. Alternative factors account for the remaining 15.6%.

H0₁: Leadership change has no significant relationship with employee performance of Nigerian breweries Plc. South-East, Nigeria.

Table 2: Significant relationship between leadership change and employee performance

Variables	R	R-square	Sig.	Decision
Leadership Change Employee Performance	0.921	0.848	0.000	Significant

The initial hypothesis is refuted, as shown in Table 2 of the correlation analysis results. This finding indicates that employee performance at Nigerian Breweries Plc South-East, Nigeria is significantly supported by the transformational leadership style. Employees have been inspired to accomplish personal and organizational objectives as a result of the provision of necessary encouragement and motivation, which has altered their perception of issues. This is because the p-value (Sig. =.000) is less than the predetermined significance level of 0.05 (alpha = 0.05).

Research Question 2

What is the correlation between communication change and employee performance of Nigerian breweries Plc South-East, Nigeria?

Table 3: Correlation coefficient between communication change and employee performance of Nigerian breweries Plc South-East, Nigeria.

Variables	R	R-square	%contribution
Communication Change Employee Performance	0.917	0.841	84.1

A robust positive correlation is observed between communication change and employee performance at Nigerian Breweries Plc South-East, Nigeria, as shown in Table 3. This suggests that enhanced employee performance could result from improved communication change facilitated by the inspiration and stimulation of a transformative leader whose communication flow pattern is downward, from superiors to subordinates, in order to provide direction and control. Additionally, the findings indicated that the assertive communication pattern accounted for 84.1% of the variability observed in employee performance. This finding suggests that communication change accounts for 84.1% of the variance in employee performance at Nigerian Breweries Plc South-East, Nigeria. The remaining 15.9% is attributable to other factors.

H0₂: Communication change has no significant correlation with employee performance of Nigerian breweries Plc South-East, Nigeria.

Table 4: Significant correlation between Communication change and Employee Performance

Variables	R	R-square	Sig.	Decision
Communication Change Employee Performance	0.917	0.841	0.000	Significant

The results of the correlation analysis presented in Table 3 refute the second hypothesis, suggesting that there is a significant relationship between communication change and employee performance at Nigerian Breweries Plc South-East, Nigeria. This is due to the fact that the p-value (Sig. = 0.000) is below the significance level of 0.05 alpha.

Research Question 3

What is the relationship between technological change and employee performance of Nigerian breweries Plc South-East, Nigeria?

Table 5: Correlation coefficient of between technological change and employee performance of Nigerian breweries Plc South-East, Nigeria.

Variables	R	R-square	%contribution
Technological change	0.990	0.980	98.0
Employee Performance			

The correlation between technological advancements and employee productivity at Nigerian Breweries Plc South-East, Nigeria is illustrated in Table 6. The findings indicate a robust positive correlation between technological advancements and the performance of personnel at Nigerian Breweries Plc. in the South-East region of Nigeria. This suggests that an upsurge in technological advancements as a consequence of a transformational leader's initiative to introduce new automated machines and other state-of-the-art technologies would enhance employee performance by fostering innovation and goal achievement. Additionally, it was disclosed that technological advancement accounted for 98% of the variability identified in employee performance. This finds technological advancements to account for 98% of the variance in employee performance at Nigerian Breweries Plc. The remaining 2% is attributable to other factors.

H0₃: Technological change has no significant relationship with employee performance of Nigerian breweries Plc South-East, Nigeria.

Table 6: Significant correlation between technological change and Employee performance of Nigerian breweries Plc South-East, Nigeria.

Variables	R	R-square	Sig.	Decision
Technological change	0.990	0.980	0.000	Significant
Employee Performance				

Inferring that technological change correlates considerably with employee performance at Nigeria Breweries Plc in South-East Nigeria, the correlation analysis presented in Table 6 refutes the third hypothesis. This is because the p-value (Sig. = .000) is below the significance level of 0.05 alpha.

Discussion of Findings

The South-East region of Nigerian Breweries Plc. exhibited a noteworthy positive correlation between leadership transitions and employee performance. The findings suggest that employees would undergo a substantial mental transformation and demonstrate improved job performance as a consequence of embracing transformational leadership. This particular leadership approach enhanced the overall work atmosphere by fortifying the confidence, vitality, and adaptability of the employees in the face of abrupt organizational transformations. Furthermore, an analysis revealed that a transformational leadership style accounted for 84.8% of the variance in employee performance observed at Nigerian Breweries Plc. South-East, Nigeria. As a result, a change in leadership is capable of explaining 84.8% of the observed variability in employee performance. The remaining 15.6% is accounted for by alternative factors. Due to the p-value (Sig. = .000) falling below the predetermined significance level of 0.05 alpha, the alternative hypothesis (which asserts no significant correlation between leadership change and employee performance) was accepted instead of the null hypothesis. The current inquiry supports the findings of Grossman (2020), who utilized Spearman Product Correlation analysis to investigate change management communication in India and identified a noteworthy correlation between employee performance and compliance with a five-step planning guide.

Furthermore, improved worker performance ensues when employees are motivated and inspired by a democratic leader, which in turn enhances communication. A shift in assertive communication accounted for 84.1% of the variance in employee performance, according to the outcome of the test for the second hypothesis. This finding indicates that the communication shift initiated by a democratic leader through assertive communication explains 84.1% of the variance in employee performance at Nigerian Breweries Plc. South-East, Nigeria. The residual 15.9% can be attributed to alternative factors. The results of this research failed to offer evidence in favour of the second hypothesis, which proposed a substantial negative correlation between messaging modification and staff productivity at Nigerian Breweries Plc South-East, Nigeria. A p-value (Sig. = 0.000) that is less than the designated significance level of 0.05 supports this conclusion. This finding corroborates the conclusions of Trainer's (2021) study on change management and change leadership, which distinguished the two based on variations in communication modifications.

Enhanced employee performance is directly attributable to technological advancements stimulated by a visionary leader's ingenuity and the successful attainment of organizational objectives. Furthermore, it was disclosed in the study that technological advancements accounted for 98 per cent of the variability in employee performance that was observed at Nigerian Breweries Plc. in the South-East region of Nigeria. The variability in question was mitigated through the integration of automated manufacturing equipment. Potential confounding factors could account for the remaining 2%. With a p-value of 0.000, which is below the predetermined significance level of 0.05 alpha, the alternative hypothesis was validated. This is consistent with the conclusions by Mukhebi (2019), who investigated the correlation between change management and employee performance in Kenyan commercial institutions, where a substantial correlation existed between technological advancements and employee performance.

Conclusions

An analysis was conducted on the employee performance of Nigerian Breweries Plc. in South-East Nigeria concerning change management. The notion of change management arose from the integration of technological, leadership, communication, and operational advancements. The initial hypothesis posits that 84.8% of the variance in the work performance of Nigerian Breweries Plc. can be accounted for by a change in leadership. Hypothesis 1, puts forth a noteworthy positive correlation between leadership change and employee performance at Nigerian Breweries Plc. South-East, Nigeria, is rejected because the R² value (0.848) and p-value (Sig. =.000) fall below the predetermined significance level of 0.05 alpha.

The significant positive correlation between communication transformation and employee performance is supported by the correlation coefficient ($r = 0.841$) presented in Table 4. In addition, the P-value is less than 0.05 (0.000). The result of the second hypothesis indicates that cooperation and employee performance at Nigerian Breweries Plc. South-East, Nigeria, are significantly correlated (P-value $0.000 < 0.05$).

Lastly, the findings presented in Tables 5 and 6 demonstrate a statistically significant positive correlation between technical advancement and employee performance at Nigerian Breweries Plc. South-East, Nigeria. The positive and statistically significant correlation between employee performance and technological advancement is supported by the r-value of 0.980 and the associated P-value of $0.000 < 0.05$.

Recommendations

The study's conclusion led to the following suggestions:

1. A shift in leadership should be planned to encourage workers to participate and improve output.
2. Organizational efficiency and worker performance can be enhanced by regularly improving communication with employees. This can be achieved by soliciting feedback and making ideas, which can assist avoid confusion regarding future job assignments.
3. Employee training needs should be addressed by technological advancements in the manufacturing sector to improve organizational performance.

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