

Assessment of the effect of change management on operational performance of selected electricity distribution companies in the Northwest Nigeria

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Abstract

Organization evolved through uncertainties of globalization and competition. This evolutionary process involves changes of structures, ownership, and operational policies. The trends pose a serious challenge for the organization to develop strategic change management programs as a mechanism for achieving competitive advantage, fostering growth and enhancing performance. This study examined the effect of change management on operational performance of Kano and Kaduna Electricity Distribution Companies. The study chooses a sequential explanatory mixed-method research design. This format allows the collection of both qualitative and quantitative data through questionnaires, interviews, periodic documents, and the organization's key performance indicators in annual reports. The paper selected a sample size of 372 from the employees of KEDCO and KAEDCO. Both the descriptive percentile table and the inferential statistic of simple linear regression were used to analyzed and present the data. The findings show that change management has a significant effect on organizational performance in Kano and Kaduna Electricity Distribution Companies. Therefore, the study recommends, among other things, that the management of Kano and Kaduna Electricity Distribution Companies should develop a strategic change management plan that ensures competent skills are retained and provides opportunities for professional growth through the changes. This will help guide how to implement changes as they appear unabated. This will help the organization to achieve stability and improve performance in the face of changes in ownership, organizational structure, operational procedures, technology, and business strategies. The study concludes that unit responsible for change management should be redesigned to ensure representation all other units of the organization this is for effective communication about the change programs across the organization.

Keywords: Change management, Organizational performance, Electricity Distribution Companies.

1. Introduction

Change is inevitable as organization evolved amidst competitive forces of globalization. Managing change or change management is one of the herculean tasks

to the human resources practitioners, yet the most desired skill to navigate through uncertainty and disruptive stages of the organizational evolution. It is a generally accepted view that the only thing that is ever constant in organization is change

and any organization that intends to remain relevant in its area of operations must be able to respond to change appropriately even as the world is changing in all facets (Olalekhan, et al 2021). Change can be one of the most difficult challenges for any organization. However, change may be necessary to remain competitive and achieve organizational goals; it can also negatively affect organizational performance (Heckmann et al, 2016).

Therefore, how organizations react, operate and adapt to any changes determine the operational survival of the company. The differentiating factor is widely considered to be how such organizations manage change in light of what Hayes (2014) refers to as a world of new technology, blurred organizational boundaries, and an increasingly globalized workforce. Change is interwoven with risks, and therefore it has to be effectively managed in order to be successful. Research has shown that the management of organizational change most times tends to be reactive, discontinuous and ad hoc with a reported failure rate of around 70 per cent of all change programs initiated (Burnes and Jackson, 2011). Hence to survive, organizations tend towards being more innovative, creative and competitive. Despite the consensus among scholars, practitioners, analysts and policymakers that change management remains a *sine qua non* to organizational performance, empirical evidence devoted to exposing their symbiotic relationship is scanty especially in developing nations like Nigeria with hyper-competitive and continuously evolving business environment, informed by the scantiness nature of documented studies in Nigeria despite the global recognition of the significance of change management to virtually all organizations (Olalekhan et al, 2021).

Change management practices such as continuous training, leadership development, and employee engagement build the organization's internal learning capability—an intangible but vital resource for performance improvement. When employees perceive organizational support and fairness during change (Eisenberger et al., 2001), they exhibit higher motivation and commitment, leading to improved service delivery and reduced operational disruptions. Change initiatives often fail when they are disconnected from an organization's internal capabilities (Grant, 1996). The RBV provides a basis for aligning change management practices with the firm's core competencies. This alignment ensures that the organization does not pursue change for its own sake, but rather implements change initiatives that build on and reinforce existing strategic strengths. Similarly Organizational performance encompasses three specific areas of firm outcomes. These include; financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). (Olalekan et al, 2021)

Kano Electricity Distribution Company (KEDCO) and Kaduna Electricity Distribution Company (KAEDCO) are among the eleven distribution companies registered by the federal government of Nigeria to operate in the Northwest Geopolitical Zone, (Tafida, Tukur & Salisu 2020). Distribution Companies (Discos) are mandated to generate, distribute, and market electricity in the seven states of Jigawa, Kano, and Katsina (KEDCO) and Kaduna, Sokoto, Kebbi, and Zamfara (KAEDCO). Both companies are incorporated as public liability companies on November 7, 2005, in accordance with the Electricity Power Sector Reform Act (EPSRA, 2005).

Reports available show that, within the span of ten years, Kano and Kaduna Electricity Distribution Company experienced three or four different forms of ownership; the same scenario in KAEDCO revolved around three different types of ownership. The Federal Ministry of Power initially handed over KEDCO to the Sahelian Consortium through BPE in October 2013. The company was managed for eight years before being taken over by the lending bank and regulatory agencies in April 2022 due to poor performance and inconsistency with regulatory compliance. A new private investor retook control of the same company. On 22nd July 2023, Powercom Grid Nigeria Limited announced its acquisition of KEDCO. However, the formal handover and management change occurred later in November 2023 (Mishanu 2023). Northwest Power Consortium, the first preferred bidder, took over KAEDCO in August 2015. The company was revoked and handed over to regulatory agencies, Afri-Nexim Bank and Fidelity Bank, as local lenders on 22 July 2022 due to the inability of the contractual management to improve the financial performance of the company. Therefore, the Nigerian Electricity Regulatory Commission (NERC) appointed administrators and special directors to manage KAEDCO in the interim and sell to the highest bidder. (Ibrahim, 2024).

The transition from manual billing to smart metering and digital customer management systems requires significant reallocation and upgrading of technical resources, human capital, and processes. Effective change management ensures that this reconfiguration is strategically executed balancing resource investments with organizational goals thereby enhancing productivity and revenue collection efficiency.

The way the disruptive change of ownership, organizational structures, and

operational guidelines engulfed the DISCOs amidst uncertainty might affect their operational and financial performance directly and indirectly. This research study raises the serious question of how change management affects the operational performance of Kano and Kaduna Electricity Distribution Companies, given the background of the study and the statement of the problem. The objective of the study is to assess the effect of change management on the operational performance of Kano and Kaduna Electricity Distribution Companies.

2. Literature Review

Change management refers to the structured process through which organizations plan, implement, and sustain transitions from a current state to a desired future state to improve performance, adapt to environmental shifts, or achieve strategic objectives. It encompasses the methods, tools, and techniques used to manage the people side of change while ensuring organizational systems, processes, and structures align with new realities (Hiatt, 2006; Burnes, 2017). Nwinyokpugi (2018), define change management as “the continuous process of aligning an organization with its market place - and doing it more responsively and effectively than competitors”. Change management is the process of continually reinventing the organization’s direction, structure, and capacities to assist in the changing needs of outer and insider clients and environment (Siddiqui, 2017). It is the term used to refer to the change or transitioning people, groups, companies and projects undergo from one state to another. When this term is applied to businesses and projects, it may refer to a process of transitioning.

In today’s volatile business environment, driven by globalization, technological

advancement, and policy reforms, organizations must continually evolve to remain competitive. Change management equips organizations with the flexibility and responsiveness needed to adapt effectively to new conditions (Cameron & Green, 2019). Change management directly contributes to improved organizational performance by aligning people, processes, and technology toward shared goals. When managed strategically, change enhances efficiency, productivity, innovation, and service quality (Burnes, 2017).

In recent years, research has encouraged organizations to focus more on effectively managing change and engaging employees in the change process to improve long-term organizational performance. Organizational change can be an essential part of an organization's development and growth, but it can also negatively affect organizational performance, staff retention, and abandonment. Organizational change is necessary for organizations to remain competitive in a dynamic business environment and adapt to market changes. Organizational change can be driven by various factors, such as technology, organizational culture, business strategies, and changes in market demand (Dempsey et al., 2022). Change management plays a critical role not only in maintaining variations of existing operations but also in shaping an organization's future direction (Gardasevic et al., 2020)

Change can be incremental, when small adjustments are required, discontinuous change where a major transformation is due, anticipatory change where a change is initiated but without an immediate need to respond, reactive change, which is a direct response by an organization to a change in the environment, radical change when change has an impact on the whole system of an organization and redefines the basic framework of an organization

including the strategy, structure, people, processes and core values. Incremental change is change that happens all the time in organizations' such as, changes in organization structure, introduction of new technology and significant modifications of personnel practices (Nagresh, et al, 2019). Change can be either Reactive or Proactive: Reactive change is characterized as that change implemented in response to some external event and or serious internal operational and managerial problems. Proactive change is change that occurs when the company is not experiencing any serious problems however, managers anticipate the need for change to put the company in a better position (Aninkan, 2018).

The concept of organizational performance is otherwise called organizational success or organizational worth which associates with goal attainment. However, Nwdukwe and Court (2019) see it as the process of determining the extent of organization's performance level is called organizational performance. Iwu, et. al. (2015) posits that organizational performance is the extent to which an organization as a social system with the resources and means at its disposal fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members..

The concept of performance covers both what has been achieved and how it has been achieved. Firm performance can be measured in a number of different ways. The most obvious way to measure what has been achieved, and the approach used in many studies, is by reference to key performance indicators (KPIs), which are usually to do with financial results (profitability) or productivity. Measuring the 'how' is more difficult. It has to rely extensively on qualitative assessments of organizational capability or effectiveness. Organizational capability is defined as the

capacity of a firm to function effectively in order to compete and deliver results. Organizational effectiveness is defined as the capacity of an organization to achieve its goals by making effective use of the resources available to it. (Armstrong, 2009).

Smith and Brian (2015) defined organizational performance as a set of financial and non-financial indicators that provide information on the degree of achievement of objectives and results; it is also dynamic and requires judgment and interpretations; and it may be understood differently depending on the person involved, that is, performance can be understood differently from a person within the organization as a competitor. This definition captured how organizational performance are measured using the target objectives both in financial and no financial terms to which its established to achieve which is our intent as captured in our study KEDCO and KAEDCO are both established to achieved certain target goals of service delivery and derive financial performance of the Electricity Distribution Companies. According to Brian, Simone, and John (2018), performance also ensures that superior results are delivered to their owners in order to improve their wealth. The regulatory authorities profit from organizational success as well, because tax obligations are met on time. Other benefits include increased and consistent product and service output, clear accountability in resource management, regularly meeting third-party commitments, and engaging in corporate social duties to benefit the environment. This version of organizational performance is centered on profit oriented and wealth improved while our measurement are both on revenue increase and other areas of operational efficiency. Jenatabadi (2013), noted that organizations engage in a variety of

actions in order to achieve their organizational goals. To enable an organization to be effective, the repeated activities that use processes must be quantified in order to determine the degree of performance and for management to make educated and informed decisions. Most businesses usually try to reach certain pre-determined goals using resources both within and outside the organization.

2.1 Empirical Literature

The concept of change management and organizational performance have been extensively discuss by various scholars within and outside Nigeria, empirical evidence available shows: Al-Haddad and Kotnour (2015) found that organizations with structured change processes reported higher project completion rates, greater employee satisfaction, and improved profitability. Rafferty, Jimmieson, and Armenakis (2013) demonstrated that participative change management increases employee readiness and commitment, thereby enhancing operational efficiency.

In the Nigerian context, Okereke and Nwankwo (2020) observed that strategic change management practices including digitalization, employee training, and leadership communication significantly improved the service delivery and customer relations of Electricity Distribution Companies. Similarly, Akanbi and Ofoegbu (2019) concluded that change initiatives aligned with employee involvement yield superior performance outcomes in public utilities, while resistance and poor communication undermine progress.

2.2 Theoretical Frame work

The study adapts Resource-Based View (RBV) theory (Barney 1991, 2005), as its theoretical framework. The theory provides a powerful framework for understanding and managing organizational change. It explains how

internal resources rather than external factors alone serve as the foundation for sustainable competitive advantage. In the context of change management, RBV helps organizations identify, develop, and leverage their unique internal capabilities to adapt successfully to new conditions.

The RBV emphasizes that an organization's success depends largely on its unique resources and capabilities such as skills, knowledge, technology, leadership, and culture. This signifies the need to focus on internal capabilities as drivers of change. During organizational change, these internal strengths determine how well a firm can respond, adapt, and implement transformation. In the same vein, change efforts succeed when they build on existing competencies rather than ignoring or replacing them arbitrarily.

According to RBV (Barney, 1991), resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide a lasting advantage. Change management initiatives that focus on strengthening VRIN resources like innovative culture, skilled human capital, or proprietary systems help the organization stay competitive during turbulent times. This approach ensures that change does not just respond to short-term pressure but strengthens long-term competitiveness.

This signifies the need for the DISCOs to explore the strength of their existing manpower to respond to the challenges of change instead of focusing on sourcing new resources from the external environment.

RBV underscores the importance of aligning change strategies with the organization's core competencies. Change that aligns with these competencies is more likely to be effective, efficient, and sustainable. It prevents resource wastage on initiatives that do not reinforce the organization's strengths. Instead of restructuring departments randomly, an

organization might use RBV principles to focus on optimizing areas where it already has superior expertise or technology

Modern extensions of RBV (Teece, Pisano & Shuen, 1997) highlight dynamic capabilities the organization's ability to integrate, build, and reconfigure internal and external competences in response to change. This concept links RBV directly to change management because it explains *how* organizations evolve and adapt over time. Effective change management develops these dynamic capabilities, allowing firms to anticipate and respond proactively to environmental shifts.

This underscore the need for power distribution company to continuously upgrades employee skills and invests in smart-grid technology demonstrates dynamic capability that enables it to adapt to regulatory or market changes and achieve higher operational performance Change often involves redeploying or recombining existing resources to achieve new goals. RBV provides a framework for resource reconfiguration during change evaluating which resources can be enhanced, restructured, or replaced to fit new strategies. This resource reconfiguration ensures smoother transitions and minimizes resistance. This elaborates the need the managers each level of new ownership taken over the DISCOs to explore RBV analysis to identify overlapping competencies and integrate them effectively to create synergy rather than duplication.

3. Methodology

This study adapts a sequential explanatory mixed-method research design. This allowed both quantitative and qualitative data collected to be analyzed in sequential explanatory stages, where quantitative data are presented and analyzed then followed by qualitative data from the interview and other secondary sources to support the information collected from

questionnaires and shed more light on the research findings. Both descriptive and inferential statistics were used to analyze and present the data, using percentage tables, inferential statistics, and simple linear regression analysis.

The population of the study consists of the entire staff of Kano and Kaduna Electricity Distribution Companies, which totals 6561 at the time of compiling this research work. The study used the Krejcie and Morgan (1976) table to select 398 as the sample size from the population of the study.

Multi-stage sampling techniques were used, where simple random sampling was used to select the questionnaire respondents from the population of Kano and Kaduna Electricity Distribution Company employees that are spread across seven states of the northwest geopolitical zone, while purposive sampling techniques were also used to

select the interview respondents based on their knowledge, position, and expertise on the research topic.

4. Results and Discussion

This chapter will present the data collected from the respondent through questionnaires, interview and other secondary sources of data from the organizational report, the data collected was presented here through descriptive statistic of percentage table. The information collected from the questionnaires was presented while interview is also used to corroborate the major findings of the questionnaires. The study also used the qualitative data from the annual report of the organization's key performance indicators, to shed lighter on the effect of change management on organizational performance in Kano and Kaduna Electricity Distribution Companies

Table 4.1 Employees understand the objective of the Change in KEDCO and KAEDCO

	Frequency	Percentage
Strongly disagree	17	4.6
Disagree	80	21.5
Undecided	61	16.4
Agree	185	49.7
Strongly agree	29	7.8
Total	372	100.0

Source: field survey, 2024.

Table 4.1 shows information from the respondent's opinion on employees' awareness with the objectives of organizational changes in KEDCO and KAEDCO. 17(4.6%) strongly disagree, 29(7.8%) strongly agree, 61(16.4%) undecided, 80(21.5%) disagree while 185(49.7%) of the total respondents agree that employee knows the reason behind the changes in KEDCO and KAEDCO. Data available shows majority of the respondents 214 and (57.5%) agree employees understand the vision and objectives behind organizational change in Kano and Kaduna Electricity Distribution companies.

Moreover, information collected from the interview respondent opinion shows R15 who is head of organizational design and development shed more light regarding employee awareness about change, he opined that KAEDCO has a weekly employee morning brief that are conducted each Monday of the week in all the nine regional units across Kaduna, Sokoto, Kebbi and Zamfara state. The aim is to convey information regarding organizational status, structure, changes and state of the industry, R4 who is in charge of HR Unit at Kano industrial region opine that employees are aware about the changes as they are always keep

updated on where and how electricity supply industry is heading to amidst

uncertainty and reforms,

Table 4.2 Employee are ready to accept and adopt the Change in KEDCO and KAEDCO.

	Frequency	Percentage
Strongly disagree	1	.3
Disagree	55	14.8
Undecided	90	24.2
Agree	202	54.3
Strongly agree	24	6.5
Total	372	100.0

Source: field survey, 2024.

Table 4.2 above present the data from the questionnaire: employees are ready to accept and adapt to organizational changes in KEDCO and KAEDCO. 1(0.3%) of the respondents strongly disagree 24(6.5%) strongly agree, 55(14.8%) disagree, 90(24.2%) undecided while 202(54.3%) of the total respondents agree employees are informed about the goals and objectives of the change in Kano and Kaduna Electricity Distribution Companies.

changes in Kano and Kaduna Electricity Distribution Companies.

Similarly, interview conducted shows R2 who is head of team lead talent in KEDCO opined that employee who are working in the companies are always ready for the challenge ahead due to the fact they are aware about the peculiarities of the Electricity Supply Industry which is under trial and performance monitoring bond with BPE and NERC. R5 who is the head of HR unit in KAEDCO Headquarters also convey his opinion that majority of the employees comes through change and they must be ready to respond to the organizational change eventualities.

Furthermore, investigation shows the majority of the respondent 224 and highest percentage (60.9%) of the total responses agree employees are ready and willing to respond and adapt to the

Table 4.3 There is Established communication Channel between management and Employee about the Change programs in KEDCO and KAEDCO

	Frequency	Percentage
Strongly disagree	31	8.3
Disagree	95	25.5
Undecided	7	1.9
Agree	160	43.0
Strongly agree	79	21.2
Total	372	100.0

Source: field survey, 2024.

Table 4.3 above show information from the questionnaire responses there is established communication between management and employee about the change programs. 7(1.9%) undecided, 31(8.3%) strongly agree, 79(21.2%) strongly agree, 95(25.5%) disagree while 160(43%) of the total respondents agree

management and employees has a communication channel about changes programs in KEDCO .and KAEDCO, The major findings from the questionnaire information revealed majority of the employees strongly agree there is communication between employees and

subordinate on change programs in the organization.

In addition to the quantitative data interview were conducted and the responses show R5 (Head of Organization Design and Development unit opined the management pas information through circulars, periodic meeting, social media

group and other vital sources formally to all the employees on the programs related to changes in organization as at when due. R9 also explain their role as a union of electricity workers in disseminating information related to changes in the organization to all employees.

Table 4.4 There is Adequate Resources and Training for Change KEDCO and KAEDCO

	Frequency	Percentage
Strongly disagree	20	5.4
Disagree	105	28.2
Undecided	5	1.3
Agree	181	48.7
Strongly agree	61	16.4
Total	372	100.0

Source: field survey, 2024.

Table 4.4 shows the data collected from the question on adequate resources and training for changes in KEDCO and KAEDCO..5(1.3%) undecided, 20(5.4%) strongly agree, 61(16.4%) strongly agree, 105(28,2%) disagree and the remaining 181 of the respondents who are (48.7%) of the total respondents agree there is adequate resources and training to prepare employees for change in KEDCO and KAEDCO.. The data show majority of the respondents 242 and (65.1%) of the total respondents agree that the companies mobilized adequate resources and training for change,

However, interview responses are presented to support the questionnaire

data, R6 who is the head of performance management unit in Kaduna Electricity Distribution Company and has the opinion changes attracted training and orientation which involved how to accomplish new task and coordinate new reporting system in case of structural changes. Similarly R4 who is the head of HR Unit says changes must be accompanied by training and resources no matter how little, she went further to cite certain changes in billing system from using a code for location to code allocation feeder by feeder, she asserted the changes involve resources to train the billing officers on how to learn and apply the changes in their monthly billing system.

Table 4.5 Changes comes with opportunity for personal and Professional growth in KEDCO and KAEDCO

	Frequency	Percentage
Strongly disagree	6	1.6
Disagree	52	14.0
Undecided	8	2.2
Agree	227	61.0
Strongly agree	79	21.2
Total	372	100.0

Source: field survey, 2024.

Table 4.5 here present information from the questionnaire responses on Change

comes with opportunities for personal and professional growth. 6(1.6%) strongly agree, 8(2.2%) undecided 52(14%) disagree, 79(21.2%) strongly agree while 227 and (61%) of the total respondents agree that changes come with opportunities for personal and professional growth in Kano and Kaduna Electricity Distribution Companies. Findings revealed majority of the respondents agree changes comes with opportunity for personal and professional growth in Kano and Kaduna Electricity Distribution Companies.

Moreover, information collected from the interview conducted are on the same direction with the findings of the

Table 4.6 Change management has an effect on Organizational Performance in KEDCO and KAEDCO

	Frequency	Percentage
Strongly disagree	8	2.2
Disagree	76	20.4
Undecided	15	4.0
Agree	199	53.5
Strongly agree	74	19.9
Total	372	100.0

Source: field survey, 2024.

The data from the table above shows responses on the question change management has a positive effect on organizational performance in KEDCO and KAEDCO. 8(2.2%) strongly disagree, 15(4.0%) undecided, 74(19.9%) strongly agree, 76(20.4%) disagree, while 199 of the total respondents and (53.5%) agree that changes has a positive effect on organizational performance in KEDCO and KAEDCO. The findings shows highest number of the respondent agrees changes have a positive effect on organizational performance in Kano and Kaduna Electricity Distribution Companies.

To complement the data from the questionnaire response, interview conducted shows R14 who is the Chief Technical Officer of Kano Electricity Distribution Company and former Head

questionnaires, R11 who is the regional manager in Kano regional office and one time senior manager HR at KEDCO headquarter clearly hinted on how some NEPA 2 are recruited in to permanent and pensionable job in Kano electricity Distribution companies. He also hinted how some middle level managers were opportune to occupy the esteem position in their career due to the changes in the organization. R5 who is the Head of HR operation unit at the time of the interview in Kaduna Electricity Distribution Company Headquarter also opined he is occupying the position on acting capacity due to the change that led to exit of certain number of top level managers.

Technical Officer in Abuja Discos shed more light on how changes affect organizational performance in KEDCO and KAEDCO., in his opinion when organization changes employee wake-up to face the challenges of change with all their ability, this due to the fear of unknown and when fear is challenge by employees the result will be improve in organizational performance. He also asserted, if changes are accompanied with clear goals, training and resources for the change it will positively affect the organizational performance. R15 who is the head of organization design and development in KAEDCO a unit responsible for managing changes and organizational development opined changes help both employees to grow an face challenge, it also help organization to move from its present stage towards

achieving improve performance, in his word no despite the challenges KAEDCO emerged more effective and efficient in performance at every stage of change,

The Findings from the data on energy received and billing efficiency revealed; in 2022 quarter three and quarter four report KEDCO received 476,00Gwh and 538,84Gwh of energy, billed only 321.00, 361.8Gwh with the billing efficiency of 67.44% and 67.15% in the report while KAEDCO received 499Gwh, 542.00Gwh, billed 24500Gwh and 258.31Gwh with the billing efficiency of 49.18% and 47.66%. Kaduna Electricity was the only DISCOs with less than 50% billing efficiency among all the eleven Distribution Companies.

Comparing the data from 2022 quarter one and quarter two performance report and 2024 report the findings shows KAEDCO received energy 443.90Gwh and 442.67Gwh, energy billed stand as N251.51 and N279.20 and billing efficiency of 56.77% and 63.07% in the first and second quarter 2024 report while Kano Electricity Distribution Company has 440,32 and 442.67Gwh energy received with the energy billed of 329,93Gwh and 331.59Gwh and billing efficiency of 74.93% and 74.63% billing efficiency in the first quarter and second quarter report of the year 2024. The data from the Kano Electricity Distribution companies billing efficacy report over three years shows quiet sustain improvement which can be attributed to

Regression Analysis.

Table 4.7 Model Summary

Model	R	R Square	Adjusted R Square	Standard Error
1	.611a	.374	.365	.53366

a.Predictor (Constant) Change Management (CM)

b. Dependent Variable Organizational Performance (OP)

Source: field survey 2024

Table 4.7 above present information from the regression analysis result of the independent variables of change

the organization effective and efficient change management strategies, while Kaduna electricity Distribution companies data on energy received and billing efficiency shows slow movement and stagnation without much appreciation towards improved performance over the years,

The same set of secondary data on the metering progress that culminate change of different ownership and change of metering scheme over three years shows Kaduna Electricity Distribution Company with the total registered customers of 844,996 was able to achieved 197,442 total metered customers and 23.37 metering performance in the 2022 while Kano Electricity Distribution Company with the total registered customers of 849,311 had only 205,280 total metered customers, from the year 2022 to year 2024 Kaduna Electricity rose to 887,528 total registered customers with 210.229 metered customers and 23.96% billing efficiency, while Kano had 881,922 with 212.229 metered customers and metering performance 24.04%. The data available show despite upward increases in the number of registered customers in both DISCOS, there quite sluggish improvement in metering amid turbulent changes of ownership, changes of operational structure and the metering finance. The data revealed within three years both KEDCO and KAEDCO were not able to reach metering performance above 25%. See appendix I & II

management dependent variable of organizational performance in Kano and Kaduna Electricity Distribution

Companies, Nigeria as depicted in the above tables, depict that from the model, the R^2 which is often referred as the coefficient of determination of the variable stand as 0.374. The R^2 which is also a measure of the overall fitness of the model indicate the model is capable of explaining about 37.4% of the variability of organizational performance. This shows percentage increase of change management effectiveness will lead to 0.37.4% increase of organizational performance in Kano and Kaduna Electricity Distribution Companies

Discussion of Findings

The major findings from the research study revealed there is communication channel between employee and management on the change programs, employees understand the objectives of the change and they are ready and willing to adapt to the change. Further investigation shows there are resources available and training for change. This was supported with the interview responses R6 who is the head of performance management unit in Kaduna Electricity Distribution Company and has the opinion changes attracted training and orientation which involved how to accomplish new task and coordinate new reporting system in case of structural changes. Similarly R4 who is the head of HR Unit in KEDCO Industrial region assures; changes are accompanied by training and resources no matter how little, she went further to cite certain changes in billing system from using a code for location to code allocation feeder by feeder, she asserted the changes involve resources to train the billing officers on how to learn and apply the changes in their monthly billing system. The study discovered there is opportunity for professional growth due to the change. This shows an indication that change management programs in Kano and Kaduna Electricity Distribution

Companies has a significant effect on organizational performance.

This underscore the need for power distribution companies to continuously upgrades employee skills and invests in smart-grid technology demonstrates dynamic capability that enables it to adapt to regulatory or market changes and achieve higher operational performance as opined by resources based view theory (Barney, 1991,2005)

Further information from the secondary data present shows the metering progress that culminate change of different ownership and change of metering scheme over three years shows Kaduna Electricity Distribution Company with the total registered customers of 844,996 was able to achieved 197,442 total metered customers and 23.37 metering performance in the 2022 while Kano Electricity Distribution Company with the total registered customers of 849,311 had only 205,280 total metered customers, from the year 2022 to year 2024 Kaduna Electricity rose to 887,528 total registered customers with 210.229 metered customers and 23.96% billing efficiency, while Kano had 881,922 with 212.229 metered customers and metering performance 24.04%. The data available show despite upward increases in the number of registered customers in both DISCOS,

5. Conclusion and Recommendations

The study concludes that; management of Kano and Kaduna Electricity Distribution Companies should develop a strategic change management plan that will guide implementation of changes in ownership, organizational structure, operational procedures, and technology. This is by redesigning the unit responsible for change management to incorporate the representation of all other department for easy communication and coordination of the change programs. The aim is to ensure

the change is communicated and provide employees with the opportunity for professional growth. Similarly, the study recommends for the need to establish a comprehensive Power sector HR policy that will protect the job security, retention of competent work force and ensures employees professional growth devoid of change of ownership.

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