Change Management and Organisational Performance in Food and Beverages Manufacturing Companies in Southwest Nigeria

Titilayo Shakirat FOLARORI*
Temitayo Alice ONIFADE**
Adekola Rasheed ADEKUNLE***
Omolola Oladunke ADEBIYI****

Abstract

This study examined change management and organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria. The objectives focused on assessing the effects of leadership change and organisational structure, on organisational performance. A quantitative survey design was adopted, covering Lagos, Ogun, and Oyo States. The population comprised of employees of Nestlé Nigeria Plc, Honeywell Flour Mills, CWAY Foods, Rite Foods Ltd, Sumal Foods Ltd, and Johnvents Food Ltd. Krejcie and Morgan's sample size formula guided the determination of sample size, and random sampling was used to select respondents based on staff categories. Data were generated from primary sources using well-structured questionnaires, with 284 valid responses analysed using descriptive statistics, regression, and multiple regression techniques. Regression results revealed a very strong relationship between change initiatives on organisational performance Leadership change had the strongest positive effect (β = 0.934), while organisational structure showed a significant negative influence (β = –0.494). The study concludes that holistic and leadership-driven change initiatives are critical for achieving superior organisational performance. It recommends that Organisations should invest in leadership development and succession planning to ensure that leadership transitions are smooth and aligned with strategic goals. Transparent communication during leadership changes is essential to maintain employee trust and morale. New leaders should be equipped with change management skills and trained to maintain continuity while

* Bells University of Technology, Nigeria, Corresponding author: titilayo.folarori@bellsuniverity.edu.ng
** Bells University of Technology, Nigeria, E-mail: taonifade@bellsuniversity.edu.ng
*** Bells University of Technology, Nigeria, E-mail: Kolaradekunle787@gmail.com
**** Bells University of Technology, Nigeria, E-mail: ooadebiyi@bellsuniversity.edu.ng

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driving innovation. Organisations should adopt flexible and decentralized structures that encourage innovation, faster decision-making, and responsiveness to market dynamics.

Keywords: *Change Management; Leadership Change; Organisational Structure; Organisational Performance.*

Introduction

The business environment is experiencing rapid developments in science and technology, alongside the intensification of global competition and globalization (Gölgeci et al., 2020). These factors, coupled with the ongoing changes in political, economic, and social fields, have had a significant impact on how organizations operate (Ashta et al., 2018). As a result, organizations that fail to adapt themselves to these changes risk falling behind, which could threaten their survival and even lead to their eventual disappearance (Naseer et al., 2023). Therefore, change has become a vital and inevitable issue for all organizations to ensure their continued growth and success in achieving their goals (Harahsheh et al., 2021).

Change management have thus become important factors that influence the success of organizations and their long-term viability. Change management is the methodical process of handling organizational goals, procedures, and technology transitions. It is crucial for facilitating seamless adaption and reducing employee resistance (Cameron and Green, 2023). On the other hand, organizational performance is fundamental to the survival of any organization. According to Conțu (2020), the extent to which an organization positions itself effectively in the business market with the help of its informational, financial, and human resources is what defines organizational performance (Nuhu et al., 2016).

Since organizational change is linked to employee performance and the organization's overall performance managing change is crucial to achieving successful results (Sarwar et al., 2022). A lot of businesses use antiquated or inflexible organizational structures that hinder flexibility, teamwork, and the smooth exchange of information required for innovation (Nwachukwu & Chladkova, 2020). During organizational transitions, effective leadership change not only directs vision and culture but also promotes team alignment. Likewise, communication channels, decision-making procedures, and accountability frameworks are all significantly influenced by organizational structure, which in turn affects operational effectiveness and results (Nwachukwu, 2020).

Previous research has investigated several facets of change management, including the challenges and issues that it entails (Pryor et al., 2008). It has also examined the readiness for change and its connection to business systems through analysis of strategic methods of change management. Additionally, literature has delved into human resources (Narbariya et al., 2022) different types of leadership and leader characteristics, and how they affect employees' reactions to change initiatives (Junnaid et al., 2020).

Statement of Research Problems

The food and beverages (F&B) manufacturing sector in Nigeria represents one of the most dynamic and competitive segments of the economy, contributing significantly to employment, GDP, and industrial output. However, firms in this sector especially those operating in Southwest Nigeria are confronted with a rapidly changing business environment characterised by fluctuating exchange rates, inflationary pressures, inconsistent government policies, erratic power supply, high production costs, and shifting consumer preferences (Adewale & Fadeyibi, 2023; Onifade, 2024). These environmental instabilities make organisational change inevitable for firms seeking to remain competitive and achieve sustainable performance.

Despite the growing recognition of the importance of effective change management, many Nigerian manufacturing firms still experience considerable difficulty in implementing change initiatives successfully. Studies have shown that resistance to change, poor leadership commitment, inadequate communication, and lack of employee involvement often lead to failure of change efforts (Okonkwo & Nwokoye, 2022; Olajide & Okunbanjo, 2020). In several food and beverages companies, organisational inertia and cultural rigidity hinder adaptation to technological advancements, process re-engineering, and market innovations, resulting in declining productivity, inefficiency, and customer dissatisfaction.

Recent empirical evidence reveals that while change management practices such as continuous improvement, employee training, and innovation adoption can enhance operational and financial performance, the extent of their effectiveness depends on contextual factors such as organisational structure, leadership style, and resource availability (Eze et al., 2024; Nwosu & Odu, 2025). However, there remains a paucity of research that examines the specific mechanisms through which change management influences performance outcomes in Nigeria's manufacturing firms particularly in the Southwest region, which serves as the industrial hub of the country.

Furthermore, most existing studies in Nigeria either adopt a generalised approach to manufacturing firms without isolating sectoral differences or focus on isolated components of change, such as process innovation or technology adoption, rather than a holistic view of change management practices (Ogunleye & Adeola, 2024). This gap limits the understanding of how comprehensive change management leadership, communication, employee participation, technological adaptation, and organisational culture collectively affects organisational performance metrics such as profitability, efficiency, product quality, and market share. Consequently, there is a clear need to investigate how change management practices are implemented and how they shape organisational performance in food and beverages manufacturing companies in Southwest Nigeria.

Objectives of the Study

The broad objective of the study is to investigate the impact of change management on organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria; the specific objectives are to;

i. examine the impact of leadership change on organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria.

ii. assess the influence of organisational structure on organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria.

Literature Review

Concept of Change Management

A wide definition of change management is an organization's methodical approach to managing the shift or modification of its objectives, procedures, or technological capabilities. In order to attain long-term gains in organizational performance, it entails preparing, assisting, and supporting both individuals and teams as they adjust to change (Burnes, 2017). Fundamentally, change management seeks to guarantee that new initiatives are successfully adopted and institutionalized inside the organization, as well as to align stakeholders and lessen opposition (Nguyen, et.al, 2020). For businesses dealing with shifting market conditions, technology advancements, or internal reorganizations, it is essential.

Change management is especially important in the manufacturing industry because of the dynamic nature of global competitiveness, technical advancements, and changing regulations (Ajayi and Adetunji, 2023). Change management is a strategy for moving people, groups, and organizations toward a desired future state. It also refers to a collection of fundamental instruments or frameworks meant to maintain control over any change endeavor. This is a collection of tactics and methods for handling organizational change and assisting individuals in making the required adjustments to attain the intended outcome (Kotter, 2021).

Leadership Change

A leader is a person who oversees and guides a group's operations. Scholars of organizational behavior have acknowledged the importance of leadership style in achieving business goals. Without using overt threats or abusing authority, a leader's change is to motivate followers to strive toward the organization's or group's objectives and establish its culture. Making ensuring that employees fully understand the company's vision and values should be the top priority for leaders (Eliyana and Ma'arif, 2019). According to Igbaekemen and Odivwri (2015), the goal of leadership change is to guarantee that predetermined goals are fulfilled. This suggests that the leaders' efforts to influence their personnel are oriented towards a definite end. Innovation, growth, and advancement can all be partially ascribed to effective leadership. It appears that leadership is more than just accomplishing tasks; it's about uniting individuals around a shared goal, despite their individual driving forces.

Leadership change does not merely imply a replacement of personnel at the top; rather, it involves a strategic shift in leadership approach from authoritarian or transactional styles to more transformational, participative, and adaptive models (Northouse, 2022). Transformational leaders inspire followers through vision, communication, and motivation, thereby promoting a culture of innovation and continuous improvement (Yukl & Gardner, 2020). Such leadership is particularly vital in the food and beverages sector, where consumer preferences and production technologies evolve rapidly, demanding quick adaptation and effective decision-making

Organisational Structure

An organization's organizational structure establishes formal coordinating methods, reporting lines, and job distribution. Most experts think that formalization, centralization, and control are the three most important aspects of an organization's structure. Underdown (2023) characterized this as “centralization, formalization,

and complexity". Structural complexity is the extent to which an organization's structures divide or diverge work. More communication between levels or departments is necessary in a complicated organization. The more complicated an organization is, the more effective control, cooperation, and leadership are needed. According to Tolbert and Hall (2019), a formalized structure comprises a number of rules and regulations that dictate how organizational operations should be carried out; hence, formalization tends to restrict creativity and communication inside an organization. The position of decision-making authority inside an organization is established via centralization. In decentralized organizations, judgment is attributed to much lower levels, whereas in strong centralised organisations, it is attributed to the top executive or executives. According to Ganti (2021), "structural change" refers to a significant change in a nation's economic institutions or processes, frequently brought about by significant socioeconomic achievements.

Organizational Performance

Onyema and Onuoha (2020) defined organisational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organisation whether it is a profit-making or a non-profit-making entity. Itis the extent to which an organisation 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.

Shariff, et.al., (2020) noted that organisational performance is positively impacted by the presence of change management practices, change management tends to create a significant contribution to organisational competencies, and in turn, becomes a great advance for further enhancing innovativeness. Performance may be measured using different matrices such as revenue, profitability, customer count, staff counts, market segment occupancy, and even sales volume. Irrespective of the matrix being used, several factors influence the level of performance. Productivity is a fundamental measure of organizational performance that reflects the efficiency with which resources are transformed into outputs. It is typically expressed as a ratio of outputs (goods or services) to inputs (labor, capital, materials), and it serves as a key indicator of an organization's operational efficiency and competitiveness (OECD, 2020).

Theoretical Review

Resource-Based View (RBV) Theory

The resource-based view (RBV) is a strategic management theory that argues that firms achieve sustainable competitive advantage and superior organisational performance by owning and effectively managing resources that are: valuable: contribute to efficiency and effectiveness. rare: not commonly possessed by competitors. inimitable: difficult or costly for others to replicate. non-substitutable: no equivalent strategic alternatives (Barney, 1991).

According to Lacity and Willcocks (2008), the resource-based perspective stressed that a company's resources are the main factor in determining its performance and ability to maintain a competitive edge. In other words, businesses should look at internal resources that might boost their competitive edge. The premise is that internal resources are in the greatest position to improve an organization's financial performance. Managers should explicitly comprehend the relationship between the resources in their treasury and the overall success of the organisation. The mode in which distinctive resources are sources of competitive advantage is explained by the firm's resource-based perspective theory, according to Barney (1991). As long as the costs exceed the estimated value the resources might produce, the author continued, managing an organization's resources has an impact on the firm's competitiveness. The resource-based approach would be more advantageous if the internal resources that may provide a company the necessary competitive edge were identified and assessed.

Most significantly, the resources created particularly for competitive advantage must be free of aspects that rivals may easily copy. The central tenet of the resource-based view is that vertical and horizontal integration may be desired by a company that intends to gain a competitive advantage over its rivals by safeguarding resource imitation. Barney (1991) claimed that although a resource is a channel towards achieving competitive advantage, the advantage would only be benefited for a short period so long as the replicated sustained resources are also (Barney, 2002).

Empirical Review

Musaigwa (2023) The function of leadership in change management The process of organizational change is complex and difficult. Because of this, many organizations that implement change programs fall short of their goals, and occasionally the costs of change outweigh the benefits. Nevertheless, because of the dynamic and quickly

evolving corporate environment brought about mostly by technology innovation, it is becoming more and more crucial for organizations to accept change in order to survive and succeed. The purpose of this study was to examine how leadership functions in change management. Using a qualitative methodology, the study selected ten department managers as participants. These applicants carry out leadership and management duties in the company they are studying. Purposive sampling and thematic analysis were used in the study to examine the data. The results indicated that a key component of change management is leadership. Motivating people, developing a change vision, communicating change, preparing for change, establishing a change-friendly atmosphere, gaining employee support, and setting an example are among the leadership duties identified.

Leadership and organizational performance: a review of theoretical and empirical viewpoints by Nandasinghe (2020) The ability to inspire others to take action in order to achieve a shared goal is known as leadership. It is a process of encouraging and helping others to work enthusiastically towards objectives. Because it creates a clear vision and communicates with its colleagues and subordinates effectively, leadership is crucial. When a business has a clear vision, its direction helps its people understand their duties and responsibilities. In order to find out what new leadership skills are necessary to compete successfully in the digital business environment, I propose that future research focus on topics like organizational leadership transformations, technological advancements, and other related topics. This essay aims to explain leadership, its attributes, abilities, and models, as well as the significance of leadership and how it affects the performance of the company.

Njoroge and Jumanne (2018) Employees and leadership change management Performance in the Kenyan leadership's parliamentary service commission decides whether a group, nation, or organization will meet the requirements of its followers while simultaneously achieving its objectives. This study examined how employee performance at the Nairobi, Kenya, parliamentary service commission was affected by leadership transition management. Stratified sampling was used in this descriptive study design. According to the study's findings, most participants felt that the organization's use of ethical leadership enhanced their attention to employee participation in strategy development, which in turn raised their level of trust in the company. The findings also demonstrated that the majority of department heads in the parliamentary service commission used a mix of transactional and transformational leadership styles, as well as participative leadership. According to the majority of respondents, most leaders engage in effective leadership practices. Effective leaders follow a leadership philosophy,

according to survey participants. They added that the foundation of good leadership is a practice of valued-based leadership. Special contribution to policy, practice, and theory: The researcher put up a value-based leadership model in light of these findings, and a number of values that successful leaders should have have been offered. Effective leadership is both task-oriented and people-oriented, according to the study's findings.

Shyaman and Mabaotwana (2020) looked into how organizational structure affected output. an empirical investigation of Sri Lanka's small and medium-sized businesses. A conceptual model was developed by considering both the Lumpkin and Dess model and the establishment's Resource-Based View. Data was gathered from 383 small and medium-sized business owners in the sample using a standardized questionnaire. A structural equation model was used to assess the measurements and test the hypotheses developed regarding the influence of the two main constructs following the collection of empirical survey data within Sri Lanka's small and medium-sized industry. The analysis used both descriptive and inferential statistics. The impact of organizational structure was examined using seven dimensions. The results showed that only five dimensions Span of Management, Departmentalization, Specialization, and Delegation were favorably associated with corporate performance, whereas formalization and coordination had no discernible effect. Therefore, the five organizational structure dimensions had a statistically significant impact on the performance of small and medium-sized businesses, while the formalization and coordination dimensions had a statistically negligible effect.

By altering the function of organizational culture in Kuwaiti schools, Zamanam (2021) investigated the effects of change management on employees' work. Technological, cultural, structural, and human change were the change management variables employed in the study. Employee performance in Kuwaiti schools was found to be significantly impacted by structural, technical, and human changes. It was discovered that the organization's structure, management, departments, directorates, and units changed as a result of the shifts in the beliefs, attitudes, and behaviors of its employees. The impact of change management on employees' work varied according to their goals, values, and motives as well as how the organization's culture evolved. The way functions cooperate may alter as a result of this. According to one of the findings of a study by Joharis (2016) on "the impact of organizational culture, organizational structure, and job satisfaction on teacher organizational commitment at senior high schools in Medan, Indonesia," job performance was simultaneously influenced by organizational culture, organizational structure, and

job satisfaction. This demonstrates unequivocally that performance and organizational culture are inextricably linked.

The impact of organizational structure on the performance of small and medium-sized businesses in Sri Lanka is examined by Mabotuwana et al. (2020). The impact of the various ideas, models, and methodologies is examined in this study. A conceptual model was developed, taking into consideration both the Lumpkin and Dess model and the establishment's Resource-Based View. Information was gathered from a sample of 383 owners of small and medium-sized businesses using a standardized survey questionnaire. Structural equation modeling was used to assess the measurements and test the hypotheses developed regarding the influence of the two primary variables after empirical survey data was gathered from the Sri Lankan small and medium-sized industry. Only five dimensions specialization, departmentalization, span of management, hierarchy, and delegation were found to be positively correlated with business performance, while formalization and coordination had negligible effects. The research used seven dimensions to represent organization structure in order to examine the impact. Consequently, the five organizational structure dimensions demonstrated a statistically significant impact on the performance of small and medium-sized businesses, but the formalization and coordination dimensions demonstrated a statistically insignificant effect. The effect of organizational structure on the effectiveness of employee work was studied in hospitals in Makassar. The complexity of employee work, job formality, and job decentralization are the dimensions measured in the organizational structure. The results indicate that overall, the organizational structure has a positive influence and is significant to the effectiveness of employee performance, which in turn improves the performance of an organization or company (Wahudi, 2017).

Methodology

This study adopted a quantitative research approach, The area of study is the Southwest geopolitical zone of Nigeria, which comprises the following six states, Lagos State, Ogun State, Oyo State, Osun State, Ondo State and Ekiti State. To get the population of the study multi-stage sampling will be used, first stage, company identification companies was identified using manufacturers Association of Nigeria (MAN) membership directories, second stage companies was stratified based on size (small, medium, large), type (food vs. beverage), location (state-level representation). Third stage purposive sampling was used to choose companies.

The study focuses on registered food and beverage manufacturing firms. The target population for this study consists of employees and management personnel working in food and beverages manufacturing companies located in Ogun, Lagos, and Oyo States (Nestlé Nigeria Plc, Honeywell Flour Mills, CWAY Foods, Rite Foods Ltd, Sumal Foods Ltd, Johnvents Foods Limited). The total number of staff in the six food and beverages manufacturing companies, which is 2754, serves as the sampling frame for the selection of the sample. The sample size was determined using Krejcie and Morgan's. The corresponding sample size from Krejcie and Morgan, the sample size for this study is 338. The data for this study were gathered from primary sources. The researcher's administration of well-constructed questionnaires, which utilized to acquire the thoughts and perspectives of survey participants, was the primary source of data for this study. Expert review from academic supervisors and industry professionals was conducted to verify content and face validity. The test-retest reliability was used to measures the stability of responses over time by administering the same instrument to respondents at two different points and correlating the scores. The descriptive statistics for this study include percentages, tables and frequency distribution and Inferential statistical tools used for this study was Regression which was used for testing hypotheses.

Result and Findings

Hypothesis 1

Ho: leadership change has no significant impact on organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12591.514	1	12591.514	8.456E3	.000[a]
	Residual	419.933	282	1.489		
	Total	13011.447	283			

a. Predictors: (Constant), Lc

b. Dependent Variable: OP

The ANOVA table supports the model's overall significance. The F-value is extremely high (8456) and the significance level is .000, meaning the model is statistically significant. This confirms that leadership change is a significant predictor of organisational performance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.753	.152		11.508	.000
	Lc	.863	.009	.984	91.955	.000

a. Dependent Variable: OP

In the Coefficients table, the constant value is 1.753, which represents the expected value of organisational performance when leadership change is zero. The unstandardized coefficient for Lc is 0.863, which means that for every one-unit increase in leadership change, organisational performance increases by approximately 0.863 units. The t-value for Lc is 91.955, and the p-value is .000, indicating that the relationship is statistically significant.

Hypothesis 2

Ho: organisational structure has no significant influence on organisational performance in selected food and beverages manufacturing companies in Southwest Nigeria.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11374.893	1	11374.893	1.960E3	.000[a]
	Residual	1636.554	282	5.803		
	Total	13011.447	283			

a. Predictors: (Constant), OS

b. Dependent Variable: OP

The ANOVA table shows that the regression model is statistically significant, with an F-value of 1960 and a p-value of .000. This means that organisational structure significantly predicts organisational performance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.471	.379		-3.880	.000
	OS	.923	.021	.935	44.272	.000

a. Dependent Variable: OP

In the Coefficients table, the unstandardized coefficient for OS is 0.923, which means that for every one-unit increase in organisational structure, organisational performance increases by approximately 0.923 units. The constant term is -1.471, which would be the predicted value of performance when organisational structure is zero (although this value might not be meaningful in practical terms). The t-value for OS is 44.272, and the significance value (.000) indicates a statistically significant relationship. In conclusion, these results show that organisational structure has a strong, positive, and statistically significant impact on organisational performance

Discussion of Findings

The study investigated the impact of change management (leadership change, organisational structure) on organisational performance within food and beverage manufacturing companies in Southwest Nigeria. The analysis also showed that leadership change is the strongest positive predictor of organisational performance ($\beta = 0.934$). This aligns with several recent empirical studies, Senadjki, et.al, (2024) found that digital leadership, a modern form of transformational leadership, significantly strengthens firm performance through fostering digitization and innovation. Faiz (2024) demonstrates that transformational leadership particularly in implementing digital HRM builds innovation culture and enhances performance. A systematic literature review by Santa et al. (2025) confirms that transformational leadership's impact on firm performance is mediated by dynamic capabilities and organizational innovation.

The findings showed a significant negative relationship between organisational structure and performance ($\beta = -0.494$). The result is supported by recent research, Santa et al. (2025) highlight in manufacturing that rigid structures hinder innovation, advocating for agile, boundary-spanning models. Saadah and Agustiyara (2024) report that in public sector innovation, bureaucratisation dampens adaptability unless mitigated by flexible systems. These findings support that organizational structures may limit organisational agility and performance. In Pakistan, Bilal (2023)

study on advertising agencies found that bureaucracy especially centralization and formalization undermines creativity and innovation, which in turn harms organizational performance.

Conclusion

This study concludes that effective change management are crucial for improving organisational performance in Nigeria's food and beverages manufacturing sector. The research demonstrated that change management, when well-structured and inclusive, creates an enabling environment for innovation to thrive. Change management positively influences both financial and non-financial performance outcomes. Companies that neglect structured change processes or underinvest in innovation risk stagnation and declining competitiveness in the fast-evolving manufacturing landscape of Nigeria

Recommendation

Organisations should invest in leadership development and succession planning to ensure that leadership transitions are smooth and aligned with strategic goals. Transparent communication during leadership changes is essential to maintain employee trust and morale. New leaders should be equipped with change management skills and trained to maintain continuity while driving innovation. Firms should conduct impact assessments of leadership transitions to evaluate effects on performance metrics and employee engagement. Organisations should adopt flexible and decentralized structures that encourage innovation, faster decision-making, and responsiveness to market dynamics. Review and redesign overly bureaucratic or hierarchical structures that hinder communication and slow down innovation Introduce cross-functional teams to foster collaboration across departments and improve operational synergy.

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