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CHANGE MANAGEMENT AND THE PERFORMANCE OF MARITIME ACADEMY OF NIGERIA, ORON

DR. EKPO IMOH EKPO
School of Maritime Transport Studies
Maritime Academy of Nigeria, Oron
08023113690
imohekpo48@yahoo.com

Abstract
Change is an inevitable influence on every facet of human existence. This work sheds some light on the concept and application of change management with the aid of the different change models. The study anchors on employee's commitment, employee's communication of change, resistance to change and employee's involvement. The study concluded that improvement in performance can be achieved if employees are made to show more commitment to change initiated in Maritime Academy of Nigeria. Such should be properly communicated to employees through various channels if improvement in performance must be guaranteed. Reputation, image, prestige and job security should be given assurance in order to reduce the level of resistance to change. The efficiency of change management revolves around the willingness and acceptability of employees in implementing the desired change. It is rather unfortunate that change management in higher institution has failed as the decisions come to staff too sudden. If reasonable avenues and appropriate channels of communication such as news bulletin, short message service, (SMS), e-mails and memos are employed, communication will be better enhanced. Also, if employee's commitment is enhanced, communication of change is appropriate, resistance is properly controlled and employees are involved through appropriate means, then a positive change on the performance of Maritime Academy of Nigeria, Oron will be achieved.
Keywords: Change, Management, Performance, Communication, Commitment

Introduction

Change is an inevitable influence on every facet of human existence. Since man is an inevitable factor in work organization, organizations are also subjected to continual change of one form or another. Change management is the process of aligning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization while simultaneously maximizing the effectiveness of the change effect. Change management process guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes. It is a structured approach for supporting the individuals in organizations to move from their own current state to their own future state.

Change cannot be avoided when it occurs, hence it is unstoppable. The inevitability of change has made most organizations to adopt and consider it as part of organization's existence. Change can be defined and perceived differently by different authors for instance; Armstrong (2009) defined change as any changes in structure, management, employees, processes and other related activities. Consequently, organizational change is regarded as empirical in an organizational entity of variation in shape, quality or state over time. Lucy (2008) stressed that change initiative and efforts should align with goals and objectives to ensure organizational success. This means that management of change plays an important role in handling and responding to change effectively as well as counter the notion of resistance. Change can bring positive and negative impacts to organizational outcomes and because of this; the need to manage change has become an urgent concern. Management decisions are dependent on how the change is emphasized and taken into considerations because of the influences brought by the internal and the external drivers such as culture, leadership and organizational changes that are driven by economic, political, social, environmental factors and even business trends (Lucy, 2014).

Robbins (2001) robustly mentioned that any significant transformation creates "people issues." New leaders will be asked to step up, jobs will be changed, new skills and capabilities must be developed, and employees may be uncertain and resistant. Dealing with these issues on a reactive, case-by-case basis puts speed, morale, and results at risk. A formal approach for managing change beginning with the leadership team and then engaging key stakeholders and leaders should be developed early, and adapted often as change moves through the organization. This demands as much data collection and analysis, planning, and implementation, discipline as does a redesign of strategy, systems, or processes. The change-management approach should be fully integrated into program design and decision making, both informing and enabling strategic direction. It should be based on a realistic assessment of the organization's history, readiness, and capacity to change because change is inherently unsettling for people at all levels of an organization, when it is on the horizon, all eyes will turn to the chief executive and the leadership team for strength, support, and direction. Cummings T. (2009). The leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the employees. They must speak with one voice and model the desired behaviors. The executive team also needs to understand that, although its public face may be one of unity, it, too, is composed of individuals who are going through stressful times and need to be supported. Successful application of change in organization requires basic strategies like communication, employee commitment, employee involvement and resistance rate. Good communication helps employees better understand the language of change as it engages employees to make change successful.

Communications help employees get involved in change, helping them feel empowered to commit and engage in the desired change. Commitment to change however is an essential component of a successful change Implementation. Cadwallader S. (2006). It is best described as a state of mind that ties a person to a particular course of action. Changes in an organization affect everyone within and outside the organization. Company executives, management and staff need to adjust to the new way of doing business.

The Concept of Change

More and more organizations today face a dynamic and changing environment that in turn requires these organizations to adapt. Change has become the norm in most organizations. Plant closing, business failures, mergers and acquisitions, and downsizing have become common experiences for most organizations. Adaptiveness, flexibility and responsiveness are terms used to describe the organizations that will succeed in meeting the competitive challenges that businesses face Deetze, [2008]. In the past, organizations could succeed by claiming excellence in one area – quality, reliability or cost. But this is not the case today. The driving forces drive the organization to initiate change. They encourage the organization to accept environmental changes, needs for higher productivity, commitment to work, desire for promotion and carrier development. Accordingly, the restraining forces restrain the organization from accepting change Anderson J. (2012).

Some of these are external forces arising from outside the organization, whereas others are internal arising from sources within the organization. The internal forces include;

a. Internal Pressure: Besides reacting to or anticipating changes on the outside, an organization may change because someone on the inside thinks a new way of doing things will be beneficial or even necessary. Pressures for change that originate inside the organization is generally recognizable in the form of signals indicating that something needs to be altered. These internal forces are discussed below:
b. Changes in Managerial Personnel: One of the most frequent reasons for major changes in an organization is the change of executives at the top. No two managers have the same styles, skills or managerial philosophies.

Managerial behavior is always selective so that a newly appointed manager might favor different organizational design, objectives, procedures and policies than a predecessor. Changes in the managerial personnel are thus a constant pressure for change.

c. Declining Effectiveness: Declining effectiveness is a pressure to change. A company that experiences losses is undoubtedly motivated to do something about it. Some companies react by instituting layoffs and massive cost cutting programs, whereas others view the loss as symptomatic of an underlying problem, and seek out the cause of the problem Dennis S. (2018).
d. Changes in Work Climate: Changes in the work climate at an organization can also stimulate change. A workforce that seems lethargic, unmotivated, and dissatisfied is a symptom that must be addressed. This symptom is common in organizations that have experienced layoffs. Workers who have escaped a layoff may find it hard to continue to be productive. They may fear that they will be laid off as well and may feel insecure in their jobs.
e. Employees Expectations: Changes in employee’s expectations can also trigger change in organizations. These forces may be: -
   i. Employees' desire to share in decision-making.
   ii. Employees' demand for effective organizational mechanism.
   iii. Higher employees’ expectation for satisfying jobs and work environment
   iv. Employees' desire for higher wage payment.

External forces are those changes that are part of an organization’s general and business environment. There are several kinds of external forces an organization might face:

1. Demographic: A changing work demographic might require an organizational change in culture. For instance, Avon built and grew their business around door-to-door cosmetic sales.

2. Social: Changing social trends can pressure organizations into making changes. Consumers are becoming more environmentally conscious, a trend which has pushed fast food restaurants to replace Styrofoam containers with paper. Manufacturers of cleaning products changed product formulas to omit phosphorus and other environmentally threatening chemicals. Tobacco companies have buckled under the changing image of smokers, the dangers of their products, and some have started looking into e cigarettes and other smoking alternatives to stay in business.
3. Political: Government restrictions often force change onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business. For instance, when the Affordable Health Care act was put into place, businesses had to change their operations and put steps into place to confirm that all employees had healthcare coverage to comply with the new law.
4. Technology: Technological changes can make or break a business. Whether new technology is introduced industry-wide, as when the laser was introduced to modern medicine, making surgeries easier and safer; or when it is introduced to end users, as when consumers stopped renting videos to enjoy the cheaper, more convenient streaming services like Netflix, organizations must change to accommodate new technologies or suffer the consequences. David L. and Douglass M. (2000).
5. Economic: During the 2008 recession, consumers lost their jobs and cut back on their spending. These economic downturns had a major impact on businesses. Banks failed. General Motors and Chrysler filed for bankruptcy. Survival meant adapting to change
   The external forces of change occur. When the organization's general or task environment changes, the organization's success often rides on its ability and willingness to change as well. Modern manager is change-conscious and operating in the constantly changing environment (Brady, 2002). Many external changes bombard the modern organizations and make change inevitable. The general environment which consists of social, economic, legal, political and technological dimensions can introduce the need for change. Muller (2001).
6. Technological Change: Rapid technological innovation is a major force for change in organizations, and organizations who fail to keep pace can easily fail. It is perhaps the greatest factor that organizations reckon with. According to Handy (2010) "the rate of technological changes is greater today than any time in the past and technological changes are responsible for changing the nature of jobs performed at all levels in the organization
7. Globalization: The global economy means competitors are likely to come from across the world. The power players in the global market are the multinational and trans-national organizations. This has led companies to think globally. There are major distinctions between domestic and foreign operations. Globalization, for an organization, means rethinking the most efficient ways to use resources, disseminate and gather information and develop people who can stand the global challenge. It requires not only structural changes but also changes in the minds of employees.
8. Social and Political Changes: A firm's fate is also influenced by such environmental pressures as social and political changes. Many new legal provisions in the corporate sector get introduced every time that affects the organizations.

9. Workforce Diversity: Related to globalization is the challenge of workforce diversity. Workforce diversity is a powerful force for change in organization.

The Necessity of Organizational Change

Organizations change for a number of reasons can either react to reasons or be ahead of them. Example, September 11 disaster in America is the most dramatic example of a crisis which caused countless organizations, and even industries such as airlines and travel agencies to change. The recent financial crisis created many changes in the service industry as organizations attempted to survive (Buyers, 2012). When organization's goals and objectives are not being met or other organizational needs are not being satisfied, changes are required to close the gaps. Organizations may have to identify new technology and more efficient and economical methods to perform work. Such will require identification of opportunities in the market place that the organization needs to pursue in order to increase its competitiveness. Reactions to internal and external pressure by management and employees, particularly those in organized unions often exert pressure for change especially from the external environment. Heads of organizations do inject change purely for their own sake to prove to the board that they are active or doing something. However, issues like mergers and acquisitions do create changes in a number of ways often negatively impacting on employees on dual functions making them redundant. Other reasons organization may institute changes is because other organizations are doing so. It sounds good, so the organization tries it.

To ameliorate the necessity for change, organizations can change the mission, vision, and strategy to continually ask, “What is our business and what should it be?" Answers to these questions can lead to changes in the organization's mission (the purpose of its business), its vision for the future (what the organization should look like), and its competitive strategy. Response to these questions could also lead to organization changing their technology, (for example the way they produce product for sell) in order to increase efficiency and lower cost. Cooper and Cox (2006), noted also that Training can be provided to managers and employees to provide new knowledge and skills, or people can be replaced or downsized to curtail financial crisis in the organization. This will cause the way work is performed in the organization to change with the new acquired skills, procedures and methods for performing work. Organizations can change the way they are structured in order to be more responsive to their external environment. Again, to be more responsive to the marketplace, this also includes where decisions should be made in the organization (centralized or decentralized).

Types of Organizational Change

Recognizing the need for change and knowing how to make that change successful are two very different skills. Strategy is key. It all starts with understanding what type of organizational change one is making. Organizational change are those changes that have a significant impact on the organization as a whole. These include Major changes to personnel, company goals, service offerings, and operations would all be considered as forms of organizational changes Akpakpan S. (2018). It is a broad category. Before an organization can design a change management game plan, it must determine the type of organizational change. Once that is determined, the right change management plan can be executed for better results.

Different types of organizational change will require different strategies. Everything from the implementation plan to the communication should be tailored to the type of change the organization wants. Before strategizing for change, the organization should ask if the change is strategic, structural, people-centric, or remedial change. Strategic and structural changes may call for additional training and gradual transition, while a remedial change would require immediate action. Jeff H. (2013). People-centric change, on the other hand, benefit from a well-thought-out, change management communication strategy so one can navigate emotional reactions. The four types of organizational change, along with examples for each one of them are;

(i) **Strategic transformational change**

All changes will affect some aspects of a company, but not all changes are transformational. Minor modifications to existing tools or policies will influence but not completely redefine a business. Big changes, on the other hand, transform companies. Whether the transformation is positive or disastrous depends on the strategy used to make it. If an organization wants serious results, it will need to do some serious planning. The organization need to identify what the ultimate goal is and then design a plan to achieve it. Preparation and ongoing change management are essential for implementing these large-scale types of organizational change (Merdom, 2009). Management literature has numerous strategic transformational changes, amongst them are the following;

a. Updating the mission as business firm grows: when an organization first launch for change, the initial focus is the impact on customers. However, once an organization has an established customer base, the focus could shift to maintaining the customers by standardizing the product, for example. When the main mission changes, the organization’s mission needs to change as well.

b. Introducing new technology: Technology is designed to make lives easier, but learning curves can make technology-related changes tricky to implement. People generally prefer to stick with what they know.

   When new technology is introduced, there is need to have a firm plan for the transition. People want to know why the technology is necessary, what makes it better than previous solutions, and how management intends to support them during the transition, for example, if the organization plans to switch from an outdated Sales force, it will start by justifying the change. Explain that Sales force will allow the team to leads while also engaging with current customers. Be sure to point out key benefits, like keeping marketing, customer relations, and detailed analytics all in one place. The organization can build confidence in the change by explaining that the transition will be supported with various change management tools that offer capabilities such as training, weekly check-ins, and an internal chat for handling questions.

c. Training on new skills: According to Akingbade W. (2010), additional training is a great way to support existing talent while also helping the company to evolve. It's important that employees understand that the goal is to support new strategies as opposed to fixing deficiencies. When presented properly, additional training will be viewed as a benefit. Employees will see the need to invest in their personal growth. Strategic transformational changes should be made gradually and monitored closely. Transformations don't happen overnight. There is a need to make adjustments and work closely with your team as the strategy shifts.

(ii) **People-centric organizational change**

These are changes that are centered on human resources in the organization. They include;

a. new hires: Injecting new team member requires training which can affect both the new hires and the established employees. The process begins with communication by explaining the reason for hiring new people. Are they going to lighten the workload? Will they fill in skills gaps? Get ahead of concerns like the extra time it will take to train the new employees on existing tools. You will be introducing change as a solution instead of an obstacle Kritsanis W. (2007).

b. Changes to roles and responsibilities: Job descriptions can evolve over time. Changes to an employee's responsibilities may require additional training and restructuring of teams. Of course, shaking up routines is a delicate process. It is essential to have a strategy for change implementation and communication. People like purposeful change. Communicating the value of the change is essential. If you are adding a responsibility to someone's role, such as delivering monthly email marketing reports, the employee will be more likely to receive the news well if she understands why.

c. Policy changes: Navigating policy changes are complicated. When you alter policies that directly affect employees, such as parental leave, vacation, or remote work policies, you risk extreme reactions. Employees could feel cheated. As always, communicating the why behind the change is key. Employees may not like the reason, but they will appreciate your honesty. Remember, people-centric changes are prone to emotional responses. Prepared for the emotional journey and be ready to guide your team towards acceptance.

(iii) **Structural change**

Structural changes involve major shifts in the management hierarchy, organization team, and the responsibilities attributed to different departments, employees, or teams. These changes often overlap with people-centric changes as they directly affect most, if not all, employees. Typical and most commonly used structural changes include:

a. Mergers and acquisitions: Mergers and acquisitions are the most common cause of structural change. Mergers and acquisitions is a consolidation of companies. Mergers is the combination of two companies to form one, while Acquisitions is one company taken over by the other. Eliminating role redundancies, redefining goals, clearly defining new roles and responsibilities, and training on technology are all important parts of managing change during mergers and acquisitions Adams J. (2015). The Lewin's Change Management Model works well for mergers and acquisitions because it focuses on creating a new status quo.

b. The creation of new teams or departments: Structural change can also apply to smaller adjustments, such as creating a new team. If you notice that some employees have more of a knack for analytics, you might decide to create a separate team dedicated to reporting. The necessary shifting of personnel and duties could create some tension. Justify the change with clear reasoning and explain the benefits. Highlight the positives. It's not about taking away responsibilities – it's about playing to each individual's strengths.

c. Changes to the company's organizational chart: Promotions and new roles call for updates to the organizational chart. When moving people around, be sure to celebrate wins, like promotions, and explain adjustments, such as merged departments. Structural changes influence how an organization functions as a whole. It's never an easy transition, but solidifying the change as soon as possible can help a company avoid major issues down the line.

(iv) **Remedial change**

Remedial changes are reactionary. This type of change occurs when a problem is identified, and a solution needs to be implemented. As these changes are designed to address an issue; they call for immediate action. Reactionary change may not be ideal, but it is inevitable Kurt L (1951). The benefit of remedial change is that its success is quick and simple. The most common example of remedial change is dealing with a loss of talent. When someone in a key position at the company decides to leave, it must adapt quickly. The team will have questions. Will someone move into the role, or is the organization searching for new candidates? Who will take over the responsibilities immediately? How will this affect day-to-day operations? Unexpected changes in personnel are difficult to prepare for. If an employee is blindsided, take some time to put together a statement. Announcing an employee's departure before you have answers to the inevitable questions as a recipe for disaster. Employees will look to you for guidance. Make sure you are ready to provide it.

Resistance to Organizational Change

No matter how successfully or administratively perfect a proposed change may be, individuals in an organization implement or break the change due to some influence. Even though organizational change generally can be initiated by managers or imposed by specific changes in policy and procedures or arose through external pressures; organizational change is management's attempt to have organization members to think, behave and perform differently (Kreitner and Kinicki, 2010). However, people differ with regard to their perception towards change; some of them may consider change with a lower tolerance (Carnall, 1999). That is, some organizational members embrace change initiatives readily and move it while others fight the change to the death with denying its necessity. In organizations, resistance to change which concerns thought of the implications about change appears to be any attitude or behavior indicating willingness to support or make a desired change (Mullins, 2005). In fact, resistance to change is a resistance to loss of something that is valuable or loss of the known by moving to the unknown. Sometimes, people resist the imposition of change that is accepted as a universal truth (Burke, 2008). Nonetheless, resistance can be passive resignation or deliberate sabotage (Kreitner & Kinicki, 2010). In this category of resistance, intellectually honest people can be influenced through building one's case with further documentation and sound reasoning.

Why Employees Resist Change at Work Place

Mkpandiok. and Ukpai (2017), are of the view that change in the workplace is inevitable especially in the global knowledge economy. Given this, adaptability and flexibility are highly sought-after skills in the workplace. However, not every employee is willing to embrace change and some will go as far as to actively resist it. Knowing that change is unavoidable in today's business landscape, leaders and managers need to understand why their employees are resisting change in order to help them overcome it. Here are eight reasons why people resist change in the workplace

a. Loss of Job: This is a major reason why employees resist change. In an organizational setting, any process, technological advancement, systems, or product change will include streamlining, working smarter, cost reduction, efficiency, and faster turnaround times. This may result in staff members resisting the changes that affect their roles. From their perspective, the change is harmful to their position in the organization. The satisfaction employees have with their job determines the extent of their reactions during times of change.

b. Bad Communication Strategy: This is another crucial reason why employees resist change. The way in which any change process is communicated to employees within the organization is a critical factor in determining their reactions. If a member can't properly communicate what, why, how, when, who and what success will look like or how success is going to be measured as change is implemented then, the atmosphere for resistance is set. If employees do not understand the need for change, why ask for a buy in the first place? Especially among those who strongly believe the current way of doing things works well…and has done for the past twenty-five years! When upper management plans and communicates early and effectively with all employees and explains the reasoning behind the change, employees are much more likely to buy into it.

Changes that are not negotiated and properly communicated are often poorly received as employees will feel that change is being forced on them. In change management, there is nothing like excess communication. Communication with employees must be continuous.

c. Shock and Fear of the Unknown: This is yet another crucial reason why employees resist change. Employees' responses to organizational change can range from fear and panic to enthusiastic support. During periods of change, some employees may feel the need to cling to the past because it was a more secure, predictable time. If what they did in the past worked well for them, they may resist changing their behavior out of fear that they will not achieve as much in the future. The less the organization knows about the change and its impact on them, the more fearful they become. The fear of the unknown has to do with employees not knowing whether the future will be bleak or whether it will favor them, Rudrigo, Z. (2007). They are certainly not sure what the change will bring hence resistance.

d. Loss of Control: This is a key reason why employees resist change. Familiar routines help employees develop a sense of control over their work environment. Being asked to change the way they operate may make employees feel powerless and confused. People are more likely to understand and implement changes when they feel they have some form of control.

Keeping the doors of communication open and soliciting input, support, and help from employees let them know that their contributions matter. Involve them, elicit their feedback, and let them volunteer for participatory roles in the change and all of these, in turn, will help give them a sense of control during periods of change.

e. Lack of Competence: This is a major reason why employees resist change. This is a fear that is difficult for employees to admit openly. But sometimes, change in organizations necessitates change in skills, and some people will feel that they won’t be able to make the transition well. Therefore, the only way for them to try and survive is to kick against the change.

Some employees resist change because they are just hesitant to try new routines, so they express an unwillingness to learn anything new, Upadhyay G. (2014). They say things like, “I already know all that I need to know to do the job,” or “I am good at what I do why rock the boat.” Resisting employees who have already made up their minds that the change won’t work or who are reluctant to learn something new will impede the organization’s growth and adaptation to change. Frankly, they also hinder their own personal growth and development.

f. Poor Timing: This is another viable reason why employees resist change at work. Change must be introduced when there are no other major initiatives going on. Sometimes it is not what a leader does, but it is how, when and why she or he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

For any significant organizational change effort to be effective, organizational leadership must come out of their mahogany paneled air-conditioned offices, roll up their sleeves, and prepare a comprehensive change strategy from the onset to address barriers.

g. Lack of Reward: There is a common business saying that managers get what they reward. Organizational employees will resist change when they do not see anything in it for them in terms of rewards. Without reward, there is no motivation to support the change over the long run. This often means that organizational reward systems must be altered to support the change that management wants to implement. The reward does not have to always be major or costly.

h. Office Politics: Every organization has its own share of in-house politics. So, some employees resist change as a political strategy to “show or prove” that the change decision is wrong. They may also resist showing that the person leading the change is not up to the task. These employees are committed to seeing the change effort fail.

i. Loss of Support System: Employees already in their comfort zones, working with the managers they get along with, and who are operating within predictable routines know their support system will back them up during challenging times. Changing the organizational structures may shake their confidence in their support system. They may worry about working for a new supervisor, in a new team, or on unfamiliar projects because they fear that if they try and fail, there will be no one there to support them.

j. Former Change Experience: Our attitudes about change are partly determined by the way we have experienced a change in the past. For instance, if in your organization, you have handled change badly in the past, the employees will have good reasons for rebelling. Again, in personal lives, how employee's families reacted to change during their early years is going to affect the way they view change, Tierry A. (2009). Employees, who live in the same house, shop at the same stores, visit the same social club, and drive the same routes daily throughout their formative years may have more difficulty dealing with change than people who grew up in several different neighborhoods. In the same way, those who become accustomed to associating with people who have the same values and ethics may find it more difficult to appreciate the diversity of today's workforce. Stanton J. (2016).

k. Empathy and Peer Pressure: Whether we are introverted or extroverted, we are still social creatures. Organizational stakeholders will resist change to protect the interests of a group, team friends, and colleagues. It is normal for employees to resist change to protect their co-workers. This could be pure because they sympathize with their friends because of the change that has been thrust upon them. (Armstrong, 2009). Managers too will resist change to protect their work groups or friends. All these behaviors can sabotage the success of any change.

l. Lack of trust and support: This is yet another vital reason why employees resist change. Successful organizational change does not occur in a climate of mistrust. Trust, involves faith in the intentions and behavior of others. In organizations where there is a high degree of trust and each individual employee is treated with respect and dignity, there is less resistance to change.

Mutual mistrust will be the bane of an otherwise well-planned change initiative. If an organization is seen as being untrustworthy as demonstrated sometime in the past, so why would any employee trust such an organization? McCabe and Lewin (2000), observed that any sweeping changes on the job can cause employees to fear for their roles in the organization. For this reason, a well-planned outplacement support should be in place to manage and assist employees. Employees resist change because they are worried that they may not find another job easily and quickly.

Conclusion

This study has examined the effect of change on the performance of Maritime Academy of Nigeria. The result reveals conclusively that there is a significant relationship between employees' commitment and performance of Maritime Academy of Nigeria (MAN). Study found a significant relationship between employees' resistance and change management in the performance of Maritime Academy of Nigeria (MAN). This means that resistance has no significant effect on the performance of Maritime Academy of Nigeria (MAN). This shows an interesting lie of debate and should make for further studies. Employee involvement according to study has a significant effect on change management and the performance of Maritime academy of Nigeria (MAN). The study therefore concluded that there is a significant positive relationship of joint effect of the four facilitators and the performance of Maritime Academy of Nigeria.

Suggestions

The study on the effect of change on the performance of Maritime Academy of Nigeria (MAN), led to the suggestions that;

1. The management of the Maritime Academy of Nigeria should be commitment to workers welfare in order to enhance employers' productivity
2. Federal Ministry of Marine Blue Economy should communication changes in management at appropriate time
3. The management of the Maritime Academy of Nigeria should properly controlled employees' resistance to change
4. The governing council of the Maritime academy of Nigeria should ensure information gets to employees on time
5. The Federal Ministry of Marine Blue Economy, the management of the Maritime Academy of Nigeria and the governing council of the Maritime academy of Nigeria should ensure positive change on the performance of Maritime Academy of Nigeria in order to witness a higher performance in their daily activities.

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