

CHANGE MANAGEMENT AND ORGANISATIONAL TRANSFORMATION: A STUDY OF NEM INSURANCE PLC.

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ABSTRACT

This study titled change management and organisational transformation observed that we are living in seriously turbulent and dynamic times and that most businesses in developing economies are still lackadaisical about diligent change management for the purpose of positively guided transformation. Thus, it majorly examined the relationships between change management and business transformation in Nigeria, particularly in the insurance industry. The study hinged majorly on Planned Behaviour/Reasoned Action theory had a population of 700 employees from across the different locations in Nigeria. Subsequently, it adopted the Dillman (2000) simplified sample size determination technique to arrive at a sample size of 249. The study adopted a multistage sampling technique in selecting and electronically administering Google-form questionnaire on the sample size. With a response rate of 73.09 percent, the study analysed the data using the ANOVA and multiple regression statistical techniques. The findings revealed that change management is significantly and positively related to business transformation particularly that of the case study. Consequently, the study recommended that contemporary businesses (no matter the size) should always diligently manage change for positively enhanced transformation as changes are inevitable, rapid, and complex in contemporary times. Specific relevant change management components should be adopted at all times for transformation in related specific areas as shown by this study.

Keywords: Business, Change, Management, Transformation,

INTRODUCTION

Generally, it is assumed that change is the only constant variable that is in existence. No man-made or natural variable has remained the way it was invented or created. They all undergo changes. Whilst some of these changes are natural others are man-made. They all come with consequences, reasons, and purposes, especially the man-made or humanly induced changes.

A variable or entity like an organisation, especially a privately owned or business organisation is never started with the intent to remain the same throughout its periods of

existence. It is created with the intent to survive, grow, and expand into an empire (Bature et al., 2019) and well beyond the owner(s). It is created to continuously undergo positive and impact changes. Change is a necessity to advance the organisation's survival, growth, and success (Stewart, 2023). The survival, growth and expansion of this business are often not left to chance or mother luck or design instead, they are largely guided by the owner(s) and the management in the midst of many other dynamic environmental variables, particularly in recent times.

Contemporary businesses have taken managing change very seriously like many other aspects of survival and existence because it is considered an organized and systematic application of the knowledge, the tools, and the resources of change that provide the business or the organisation with key processes to achieving its business strategy (Wanner, 2023). It is the reflection of the steps aimed at modifying the business' or organisation's strategy, structure, procedures, and capabilities in order to continuously fit into the changes in the external environment (Hizarci-Payne, 2023). Change management is the set of basic structures or tools intended to keep any change effort under control (Kotter, 2021) especially for the purpose of positive business transformation.

Contemporary businesses across economies concentrate on different types of change managements that could be strategic, cultural, technological, or structural because of the believe, understanding, and perception that they are at the heart of the businesses' transformation (Stewarts, 2023), all other these being equal. Businesses in the different sectors and industries, no matter the sizes, can transform in different ways including process transformation, domain transformation, scope transformation, organisational transformation, management transformation, model transformation, cultural transformation, etc. (Mobiz, 2024) in order to create value (Productplan, 2024), survive, grow, and expand.

It is common knowledge that we are living in very turbulent and difficult times bestowed on us by continuous changes in the different external environmental factors. These changes as well as managing them are continuously becoming herculean and challenging to businesses of different sizes across economies (Stewarts, 2023), especially developing economies like Nigeria where so many supporting government infrastructures are either obsolete or non-existence whilst policies at the different levels of government remain consistently inconsistent.

Change is a necessity to advance businesses transformations and successes, but it has been observed that micro, small, and medium businesses that dominate Nigeria economy are

seriously struggling to strategically, culturally, technologically, or structurally manage changes in order to transform their processes, domain, scope, model, etc (Nnajofofor et al., 2024; Lawal & Abdullahi, 2024). Global, national, and local changes such as the very recent Covid-19 pandemic, as well as the security, political, social, technological, etc. situations are seriously challenging the survival of these categories of businesses thus making change management almost a mirage. It is almost like most businesses in Nigeria are dependent on chance and luck to transform.

Most owners, management, and other employees in micro, small, and medium sized businesses in Nigeria lack the basic knowledge, competences, and skill to diligently managed change like their contemporaries in advanced economies. They largely depend on luck or get spiritual instead of consciously inducing or managing changes strategically, culturally, structurally, and technologically so as transform their processes, domain, scope. Sequel to the statement of problem, two specific research questions were drawn and these include to what:

- i. Extent has change management influenced business process transformation at NEM Insurance Plc.?
- ii. Degree has change management impacted on domain transformation of NEM Insurance Plc.?

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of change management

Change management is a compound concept that means different thing to different persons, groups, organisations, and entities. It is perceived simply as a collective concept for approaches to support and assist individuals, groups, and organisations to make organisational change (Hill, 2024). It is also defined as the methods and manners an organisation describes and executes change within its internal and external processes (ASQE, 20240). These include preparing and supporting employees, establishing the necessary processes

for change, and monitoring the pre- and post-change activities to ensure successful execution.

This concept is also seen as the “practice of ensuring that changes in an organisation are smoothly and successfully implemented and that lasting benefits are achieved by managing the human aspects of the changes” (ITSM, 2024). It is also conceptualised as the application of structured processes and set of techniques designed for leading the people side of change to achieve a desired outcome (Creasey, 2024). Change management is an activity that enables members to participate in change effortlessly while simultaneously subduing their shock and resistance to the process of change. (Sung et al., 2021). Change management is the process of implementing that change. (Azran, 2023).

Change is a necessity just as its management, although the latter is challenging (Stewart, 2023). Different types of change management exist and they include strategic, structural, cultural, and technological (Stewart, 2023). Strategic change management is to enhance the achievement of set goals. It involves rejigging the business’ policies, processes, mission, and vision for competitive advantage or to maximise opportunities or to minimize threats. Structural change management focuses on optimizing how a business like NEM Insurance Plc. runs internally by maybe fine-tuning the management hierarchy among other things. Cultural change management involves changing how the human factors in the organisation behave, think, act, etc. (Bature et al., 2019). It is all about changing the minds and the hearts of not just the employees, but also the owners and management (Stewart, 2023). Businesses with strong company culture, norms, value systems, beliefs, etc. boast up to 72 percent higher employee engagement (Morgan, 2022).

Concepts of organisational transformation

Business transformation is a concept for making significant changes in how a business is ran. It could include personnel, processes, and technology intended to help the business compete more effectively so as to become more efficient or to make wholesale strategic pivot (Productplan, 2024). This dependent variable for this study is also considered as a change

management strategy involved in any realignment, shift, or fundamental change in the business’ operations or activities (Bie-executive.com, 2024).

Business transformation involves significant shifts in how the business carries on its affairs or activities. Every facet of the business including its personnel, tools, machines, equipment, processes, protocols, etc. are often integrated into this transformation process (Mobiz, 2024). It is a comprehensive and wholesome endeavour encompassing profound modifications in how a business carries on its operations (Aisha & Abdullahi, 2024; Lawal & Abdullahi, 2024). Business transformation is a strategic change aimed at improving the overall performance of the business (Azram, 2023). Business Transformation is all about fundamentally changing the processes, systems, people, technology, etc. across the whole business or some of its units in order to achieve measurable improvements in efficiency, effectiveness, and stakeholder satisfaction. (Cruise, 2016). It is a bold and seismic shift by a business to accelerate change, growth, and expansion beyond typical incremental advancements (Productplan, 2024). Business transformation is primarily for value addition (Mobiz, 2024).

Several common types of business transformation have been identified by Mobiz (2024) and the include Business Process, organisational, management, cultural, information systems, and business model Transformations. Others include domain transformation, cost transformation, scope transformation, and sustainability transformation. From among the aforementioned, this study focused on business process and the domain transformations.

The business process transformation involves gradually re-configuring the business’s daily operations to align with the contemporary industry standards and practices (Mobiz, 2024). It concentrates on the “how” of getting things done and typically involves lots of optimization and automation of repetitive processes to focus on higher-value projects (Productplan, 2024) whilst the domain transformation may include venturing into new industries or exiting current markets in pursuit of greater profitability usually driven by

available opportunities in adjacent markets or technological advancements.

The theoretical framework

Theory of Planned Behaviour/Reasoned Action was originally derived from the work or theory of Reasoned Action by Ajzen and Fishbein in 1980 and it suggests that behaviour or transformation is determined by intentions, attitudes (beliefs about that transformation), and subjective norms (beliefs about others' attitudes toward a that transformation). It is a cognitive decision-making model which holds that individual or organisation's decision making depends on information available to him/her or the organisation (Ajzen 1991). Generally, this theory applies to everyday decision making for individuals, but is also applied to businesses and other organisations for improvement or transformation. The theory postulates that the most proximal determinant of behaviour or transformation is the intention and this intention is the indication or deliberate act of the individual or business or organisation's willingness to perform a given behaviour or to transform.

Empirical review of related studies

To diligently identify the gaps that motivated this study, some previous related and relevant studies were reviewed. A recent study found that change management is as crucial to an organisation or a business's process improvement, operations, and transformation efforts for building strength and endurance (Hill, 2024). Another study disclosed that strategies that are related to communication, encouragement, stakeholder involvement, organisational culture, mission, and vision are necessities for executing organisational change (Phillips et al., 2023). A study also found that that change management variables have positive effects on organisational innovation and transformation, likewise the innovative behaviour of the organisation or business human factor (Sung et al., 2021).

Another found strong positive relationships between change management band organisational transformation and suggested the need to simultaneously integrate soft and hard approaches to managing changes in an organisation for enhanced transformation (Choy,

2017). The same study disclosed that organisational or business diagnosis and/or change readiness as well as leadership characteristics and, change preparation and alignment had the highest correlation with organisational performance and transformation implying that the success of a change programme weighs heavily upon the change leader or manager and the programme's pre-execution evaluation and preparation (Choy, 2017). A related study also revealed that change management improved organisational performance level and that there is very strong positive relationship between the commitment of top and middle management levels, and the rate of success of implementation in businesses or organisations (Igwe et al., 2014). Another related and relevant study captured that technological changes had significant effects on organisational performance whilst changes in customers' tastes had significant effects on customers' patronage (Thomas, 2014)

The study gaps

Upon the review of related empirical studies including those by Hill (2024); Phillips et al., (2023); Sung et al., (2021); Choy (2017); Igwe et al., (2014); Thomas (2014) and many more, it was discovered that rarely any related study was conducted in Nigeria or with focus on the insurance industry. This study on change management and organisational transformation majorly examined the relationships between change management and business transformation in Nigeria, particularly in the insurance industry. It purposively adopted and concentrated on the relationships between each and among strategic, cultural, technological, and structural change management types identified Stewarts, (2023) with each of business process and domain transformation at NEM Insurance Plc. in Nigeria from 2021 through 2023 since no earlier study had covered these sub-variables, industry, and location.

The sub-variables were adopted because rarely any previous studies focused on the relationships among them anywhere globally, especially in the insurance industry which is one of the many grossly under explored industry. Additionally, NEM Insurance Plc. was adopted because it

among the top 6 nominated insurance companies in Africa and the only one from Nigeria for continental recognition in the year 2021 as well as winning the Most Valuable Insurance Company in West Africa cum Best Customer Care Award in the year 2022 (nem-insurance.com, 2024). These are few signs of positive transformation over the years.

METHODOLOGY

This study adopted a combination of research designs including the descriptive, the survey, and the case study. It had a population of 700 comprising of the employees of the adopted case study. Subsequently, it adopted the Dillman simplified sample size determination formulae to arrive at a sample size of 249. It thus, adopted the multistage sampling technique including the purposive and then the simple random to select this determined sample size from across the different locations/offices of the case study. Google form questionnaire was electronically administered on the selected sample size via their Whats-app and other convenient solutions. The collated data were then analyzed using descriptive and inferential statistical techniques including simple percentage (%); the Mean;

Standard Deviation (SD) and version 22 of the ANOVA and Multiple Regression techniques were employed.

Furthermore, the multiple regression models in this study were specified as:

$$B_{PT} = \alpha + \beta_1 (S_{TR}) + \beta_2 (C_{UL}) + \beta_3 (T_{EC}) + \beta_4 (S_{TC}) + \epsilon I \dots\dots\dots 1$$

$$D_{MT} = \alpha + \beta_1 (S_{TR}) + \beta_2 (C_{UL}) + \beta_3 (T_{EC}) + \beta_4 (S_{TC}) + \epsilon I \dots\dots\dots 2$$

Where B_{PT} represented the adopted case study's Business Process Transformation and D_{MT} represented the adopted case study's Domain Transformation.

α was the intercept/slope (constant) while $\beta_1, \beta_2, \beta_3$ and β_4 were the regression coefficients or slopes that indicated the contribution of the each adopted measurement sub-variables of the independent variable (Change Management) including Strategic Change Management (S_{TR}); Cultural Change Management (C_{UL}); Technological Change Management (T_{EC}); and Structural Change Management (S_{TC}); while ϵI is the stochastic error term.

RESULTS AND DISCUSSIONS

4.1 The response rate and bio statistics of the respondents

Characteristics	Respondents' Categories	Frequency	Percent
Academic Qualifications	First School Leaving Certificate	0	0.00
	Senior Secondary School Leaving Certificate	6	3.30
	ND/OND/NCE & Equivalents	33	18.13
	First Degree & Equivalents (HND, BSc, etc.)	119	65.38
	PG Diploma & Degree (PGD, MBA, MSc, etc.)	24	13.19
	Total	182	100
Working Experience	Below 5 years	21	11.54
	6-10 years	79	43.41
	11-15 years	61	33.51
	Above 15 years	21	11.54
	Total	182	100
Employment Cadre	Management	47	25.82

	Others	135	74.18
	Total	182	100

Source: Field Survey, (2024)

Table 4.1.1 disclosed the demographic characteristics of the study's respondents. The table indicated a response rate of 182 out of 249 representing 73.09 percent. The breakdown showed that about 79 percent of the respondents had a minimum of first degree certificates or Higher National Diploma (HND) and their equivalents while about 88 percent had a minimum of six years related working

experiences with 25.82 percent from the different categories of management employees.

Tests of hypotheses

Test of Hypothesis One (H₀₁)

H₀₁: Change management has not significantly and positively influenced business process transformation at NEM Insurance Plc.

Table 4.2.1 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.823 ^a	.677	.691	.3111	1.833

a. Predictors: (Constant), STR, CUL, TEC, STC

b. Dependent Variable: BPT

The model summary table 4.2.1 showed the extent of influences of all the four adopted sub-variables of the study's independent variable (Change Management) including Strategic Change Management (S_{TR}); Cultural Change Management (C_{UL}); Technological Change Management (T_{EC}); and Structural Change Management (S_{TC}) on the Business Process Transformation (B_{PT}) during the period covered by the study

With an R-Squared (R²) value of 0.677, the table showed that these adopted sub-variables of the independent variable were collectively responsible for 67.7 percent of the variations or influences on Business Process Transformation (B_{PT}) at the case study during the period covered by the study while the other variables not captured in the study were responsible for the outstanding 32.3 percent of the variations or influences.

Table 4.2.2 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.431	4	.358	.013	.123 ^b
	Residual	38.866	177	.219		
	Total	40.296	181			

a. Dependent Variable: BPT

b. Predictors: (Constant), STR, CUL, TEC, STC

From table 4.2.2, the f-stat value of 0.013 (at a level of significance of 0.123) is within the threshold of 10% (0.1) signifying statistical significance. That meant that there were significant relationships among the variables of

the study thus, it can be concluded that the Change Management significantly influenced Business Process Transformation at the case study during the periods covered by the study.

Table 4.2.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.697	.272		6.236	.000
	STR	.066	.031	.123	1.887	.060
	CUL	.131	.012	.073	1.078	.282
	TEC	.016	.043	.049	.758	.449
	STC	.036	.023	.137	2.068	.040

a. Dependent Variable: BPT

$$B_{PT} = \alpha + \beta_1 (S_{TR}) + \beta_2 (C_{UL}) + \beta_3 (T_{EC}) + \beta_4 (S_{TC}) + \epsilon I \dots \dots \dots 1$$

$$B_{PT} = \alpha + .066S_{TR} + .131C_{UL} + .016T_{EC} + .036S_{TC} + \epsilon I$$

The coefficient table 4.2.3 indicated the extent of influences of each adopted sub-variable of the independent variable (Change Management) on Business Process Transformation at the case study during the period covered by the study or reviewed. The mathematical equation, $B_{PT} = \alpha + .066S_{TR} + .131C_{UL} + .016T_{EC} + .036S_{TC}$ indicated that for every 1 percent variation or influence on Business Process Transformation (B_{PT}) at the case study during the period of this study, there were variations of 0.066 (6.6 percent) increase in Strategic Change Management (S_{TR}); 0.131 (13.1 percent) increase in Cultural Change Management (C_{UL}); 0.016 (1.6 percent) increase

in Technological Change Management (T_{EC}) and; 0.036 (3.6 percent) increase in Structural Change Management (S_{TC}).

The equation also indicated a direct relationship between each of the adopted sub-variables of the independent variable (Change Management) and Business Process Transformation at the case study during the periods (2021-2023) covered by the study. Furthermore, the table and the equation disclosed that Technological Change Management (T_{EC}) as a component of the Change Management had the most influence on the Business Process Transformation at the case study during the period covered or reviewed by the study while Cultural Change Management (C_{UL}) had the least influence during the same period at the same case study.

Table 4.2.4 Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.7206	1.9705	1.8456	.06166	182
Residual	-1.90430	.27944	.00000	.43826	182
Std. Predicted Value	-1.952	2.102	.000	1.000	182
Std. Residual	-4.278	.628	.000	.985	182

a. Dependent Variable: BPT

The residual statistics table 4.2.4 displayed a mean value of 1.8454 that is below the threshold of 3.00, consequently, the study refused to accept the stated null hypothesis one (H_{01}) that the Change Management has not significantly and positively influenced business process transformation at NEM Insurance Plc.

Test of Hypothesis Two (H_{02})

H_{02} : Change management has not significantly and positively impacted on domain transformation of NEM Insurance Plc.

Table 4.2.5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 ^a	.788	.801	.36652	1.505

a. Predictors: (Constant), STR, CUL, TEC, STC

b. Dependent Variable: DMT

The model summary table 4.2.5 showed the extent of impacts of all the four adopted sub-variables of the study's independent variable (Change Management) including Strategic Change Management (S_{TR}); Cultural Change Management (C_{UL}); Technological Change Management (T_{EC}); and Structural Change Management (S_{TC}) on the Domain Transformation (D_{MT}) at the case study during the period covered by the study

With an R-Squared (R^2) value of 0.788, the table showed that these adopted sub-variables of the independent variable were collectively responsible for 78.8 percent of the variations or impacts on Domain Transformation (D_{MT}) at the case study during the period covered by the study while the other factors or elements not captured in the study were responsible for the outstanding 21.2 percent of the variations or impacts

Table 4.2.6 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.695	4	.674	.028	.001 ^b
	Residual	31.972	177	.181		
	Total	34.667	181			

a. Dependent Variable: DMT

b. Predictors: (Constant), STR, CUL, TEC, STC

From the ANOVA table 4.2.6, the f-stat value of 0.028 (at a level of significance of 0.001) is within the threshold of 10% (0.1) signifying statistical significance. That meant that there were significant relationships among the

variables of the study thus, it can be concluded that the Change Management significantly influenced Domain Transformation at the case study during the periods covered by the study.

Table 4.2.7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.795	.247		7.274	.000
	STR	.113	.227	.077	-1.202	.231
	CUL	.282	.326	.190	-2.873	.004
	TEC	.136	.331	.005	.072	.943
	STC	.208	.329	.154	-2.369	.019

a. Dependent Variable: DMT

$$D_{MT} = \alpha + \beta_1 (S_{TR}) + \beta_2 (C_{UL}) + \beta_3 (T_{EC}) + \beta_4 (S_{TC}) + \epsilon I \dots \dots \dots 2$$

$$D_{MT} = \alpha + .113S_{TR} + .282C_{UL} + .136T_{EC} + .208S_{TC} + \epsilon I$$

The coefficient table 4.2.7 indicated the extent of impacts of each adopted sub-variable of the independent variable (Change Management) on the Domain Transformation at the case study during the period covered by the study or reviewed. The mathematical equation, $D_{MT} = \alpha + .113S_{TR} + .282C_{UL} + .136T_{EC} + .208S_{TC}$ indicated that for every 1 percent variation or impact on the Domain Transformation (D_{MT}) at the case study during the period of this study, there were variations of 0.113 (11.3 percent) increase in Strategic Change Management (S_{TR}); 0.282 (28.2 percent) increase in Cultural Change Management (C_{UL}); 0.136 (13.6 percent) increase in Technological Change Management (T_{EC}) and;

0.208 (20.8 percent) increase in Structural Change Management (S_{TC}).

The equation also indicated a direct relationship between each of the adopted sub-variables of the independent variable (Change Management) and Domain Transformation at the case study during the periods (2021-2023) covered by the study. Furthermore, the table and the equation disclosed that Strategic Change Management (S_{TR}) as a component of the Change Management had the most impact on the Domain Transformation at the case study during the period covered or reviewed by the study while Cultural Change Management (C_{UL}) had the least influence during the same period at the same case study.

Table 4.2.8 Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6496	1.9053	1.7775	.04829	182
Residual	-1.78280	.35041	.00000	.55564	182
Std. Predicted Value	-2.079	3.216	.000	1.000	182
Std. Residual	-3.159	.621	.000	.985	182

a. Dependent Variable: DMT

The residual statistics table 4.2.8 displayed a mean value of 1.7775 that is below the threshold of 3.00, consequently, the study refused to accept the stated null hypothesis two (H_{02}) that the Change Management has not significantly and positively impacted on the domain transformation at NEM Insurance Plc.

Major findings

The study that observed that we are living in seriously turbulent and dynamic times and that most businesses in this part of the world are still lackadaisical about diligent change management for the purpose of positively guided transformation majorly examined the relationships between change management and business transformation in Nigeria, particularly in the insurance industry. It concentrated on examining the relationships between each of and among strategic, cultural, technological, and structural change management types identified by Stewarts (2023), and each of business process and domain transformation at NEM Insurance Plc. in Nigeria from 2021 through 2023. The study hinged majorly on Planned Behaviour/Reasoned

Action theory by Ajzen and Fishbein in 1980 had a response rate of 73.09 percent with about 79 percent of the respondents having a minimum of first degree certificates or Higher National Diploma (HND) and their equivalents while about 88 percent having a minimum of six years related experiences.

With respect to hypothesis one (H_{01}), the results revealed that the different adopted components of change management significantly influenced business process transformation at the case study during the period covered or reviewed by the study. Specifically, the evaluated respondents' views indicated that technological change management as a component of the change management had the most influence on the business process transformation at the case study during the period covered or reviewed by the study while cultural change management had the least influence during the same period at the same case study. Suffice to add that technological change management involves the adoption and the usage of relevant technological applications, software, solutions, and hardware in transforming or enhancing processes in that business whilst

cultural change management is all about using the value systems, the norms, the beliefs system to influence how the human factor in the organisation think, behave, act, perform, etc. The study simply disclosed that adopting relevant technological components have most influence on business processes that focusing on the value systems or norms in the organisation in order to improve process.

With respect to hypothesis two (H_{02}), the results revealed that the different adopted components of change management significantly impacted on domain transformation at the case study during the period covered or reviewed by the study. Specifically, the assessed respondents' views indicated that strategic change management as a component of the change management had the most impact on the domain transformation at the case study during the period covered or reviewed by the study while cultural change management had the least impact during the same period at the same case study. Suffice to add that strategic change management simply involves diligently managing change in such a structured, thoughtful manner in order to attain organisational goals, objectives, and missions. It is a carefully thought through plan for or a systematic approach to dealing with organisational transition or transformation whilst cultural change management is all about using the value systems, the norms, the beliefs system to influence how the human factor in the organisation think, behave, act, perform, etc. The study simply disclosed that adopting relevant strategic approaches instead of focusing on the value systems or norms in the organisation have most impacts on domain transformation, which involves expanding beyond current products, activities, potentials, markets, locations, etc. to even surpassing conventional limitations.

CONCLUSION AND RECOMMENDATIONS

Overall, the results of the examined responses revealed that change management is significantly and positively related to business transformation particularly that of the case study. This finding is consistent with the findings of several previous

studies including those by the likes of Hill (2024); Phillips et al., (2023); Sung et al., (2021); Choy (2017); Igwe et al., (2014); Thomas (2014); and many more. Consequently, the study recommended that contemporary businesses (no matter the size) should always diligently manage change for positively enhanced transformation as changes are inevitable, rapid, and complex in contemporary times. Specific relevant change management components should be adopted at all times for transformation in related specific areas as shown by this study.

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