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Change Management in FMCGS in Lagos. A Study of Selected FMCGS in Lagos State

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Abstract: Fast Moving Consumer Goods Firms (FMCGs) are constantly under change in the effort to enhance their internal operations and become more competitive in the market. A change process is always challenging, and its success must consider multi-angled approaches, as it affects all stakeholders. The way changes are tackled is fundamental to the success and survivability of an enterprise. The main objective of this study is to examine change management in the FMCG industry using selected firms in Lagos State with specific goals to investigate how much employee involvement, employee training, resources, and leadership affect change management in Lagos. The study adopted a descriptive research design, and the study population consists of all the managerial staff of the 25 most rated companies in the FMCG industry in Lagos. The sample size was 100 respondents. The online survey was used, and the data collected were analyzed using factor analysis. The empirical results indicate that all selected key factors contribute towards achieving effective change management as hypothesized. The results of this work may benefit enterprise managers planning, executing, and assessing change processes, as proper considerations of the factors discussed throughout this work may increase the chances of the change process success, resulting in a better performing and competitive enterprise.

Keywords: Change Management; Change Factors; Fast moving consumer goods; employee training; employee involvement; resource allocation; Leadership

JEL Classification: M10; M12

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1. Introduction

Organizational leaders that foresee change and respond quickly and responsibly are effective in today's evolving business environment (Pryor, Taneja, Humphreys, Anderson & Singleton, 2018). In fact, many firms must change or perish because of how quickly things are changing and how severely organizations that resist change will become obsolete (Adams, 2019). Organizations must consequently develop the skills necessary to change, adapt, and lead change to their advantage. Change is frequently a challenging process, but it is also unavoidable (Perry, 2017). No organization today, no matter how big or little, no matter how local or international, is immune to change (Kotter, 1998; Johnson, 2017). This is especially true given the rapid pace of technological advancement, improvements in information technologies, internal and external pressures, e-business and globalization, deregulation, a growing knowledge workforce, and shifting social and demographic trends, all of which foster a fiercely competitive environment. Businesses' viability depends on how they respond to changes, how they run their operations, and how they adapt (John, 2018). The distinguishing feature of change is frequently considered to be an organization's capacity to manage change in the context of what Hayes (2019) refers to as a world of new technology, blurring organizational boundaries, and a more globally distributed workforce.

The term "fast moving consumer goods" (FMCG) refers to goods with a quick turn-around time, are relatively cheap or affordable, are frequently purchased, and are quickly consumed. According to Mahesh Babaria and Dharod (2019), examples of FMCG include a wide range of frequently purchased consumer goods like glassware, bulbs, batteries, paper products, and plastic goods in addition to other non-durables like toiletries, soap, shampoo, cosmetics, tooth cleaning products, shaving products, and detergents. Intense rivalry, quickly shifting consumer preferences, and changing market dynamics are characteristics of the Fast-Moving Consumer Goods (FMCG) industry. FMCG businesses must master change management in order to prosper in this difficult market (Christoffels, 2019).

By using a structured method, businesses can move from their current state to a desired future state while ensuring that the change is properly planned, communicated, and carried out. This process is known as change management. It is impossible to overestimate the value of change management in the FMCG sector. A company's performance, competitive advantage, and overall success can all be strongly impacted by successful adaptation to internal and external changes (Frank, 2018). However, this industry has a particularly difficult time adapting to change because of a number of variables, including the requirement for product innovation, altering consumer tastes, globalization, supply chain challenges, and regulatory pressures (Holes, 2017).

The FMCG (Fast-Moving Consumer Goods) industry operates in a dynamic and highly competitive business environment, where change management plays a crucial role in determining the success or failure of companies within the sector. However, despite the recognized importance of change management, there is a lack of comprehensive understanding regarding its impact on the performance of FMCG industries. The problem at hand is the need to investigate and ascertain the determinant factors of change management that significantly influence the performance of FMCG industries. Given the management issues with volatility, managing organizational change is increasingly becoming a requirement, if not a rule and policy, for organizational survival. A range of difficult problems, including why and how companies develop, are becoming more and more essential to challenging and addressing in light of the recent global Covid -19 pandemic epidemic and increased expectations for organizations of all sorts (big and small). Who ought to act as a change agent? When is a change required? Do certain innovations (changes) have a better reputation than others? Change management practices strive to address the changes developing in an organization's operations toward the attainment of its vision and goal by strategically producing (innovation) and competitive advantage that invariably catapult and increase performance (Armstrong & Baron, 2004; cited in Ndahiro, Shukla & Odour, 2019). How well businesses manage change to get a competitive edge through strategically developing (innovative) superior products and services Organizations have always been vulnerable to change and transition, but they are important to meet unforeseen and urgent demands because they frequently target people, structures, and technology. While structural changes involved actual organizational new design, duties, and technology operating techniques, people modifications entailed altering their abilities, knowledge, attitude, perceptions, and expectations. Resistance is a severe and pressing problem that arises during the change process, and it is frequently cited as a key factor in the failure of many change initiatives or for the unease that it causes among employees. The main objective of this study is to examine change management in FMCG industry using selected firms in Lagos State. The following are the specific objectives are to; investigate the extent to which employee involvement, employees' training, resource allocation and leadership in change management in FMCG industries in Lagos using selected firms in Lagos.

The study of the change management in FMCG industry holds significant academic and practical value. Academically, it contributes to the existing knowledge by exploring change management in FMCG industry using selected firms in Lagos focusing on specific factors and components. Practically, the study provides valuable insights and recommendations for industry stakeholders to improve change management practices, leading to enhanced performance, competitive advantage, and adaptability to market changes. It will also contribute to industry development, facilitates informed managerial decision-making, and promotes overall growth and sustainability. Ultimately, the study's significance lies in its potential to optimize change management approaches, drive performance, and foster industry advancement. The study is limited to the change management in FMCG industries.

2. Literature Review

2.1. Conceptual Framework

2.1.1. Overview of Change Management

The term "change management" is broad and encompasses any method that aids a business in managing change, whether it be gradual or abrupt. Change management has grown in importance in today's world of increasing globalization and competition (John, 2018). Managers described the current business environment and market needs as chaotic, uncertain, disruptive, ever-changing, and complex. Complexity, connection, interconnectedness, and speed have significantly expanded over the past 20 or 30 years, producing a fundamentally new environment that necessitates the use of cutting-edge change management techniques (Worley & Mohrman, 2017). Change management (CM) is the study of how individuals survive in organizations that are undergoing change as well as the theory and practice of reshaping companies to adapt and prosper in a dynamic environment. An organization's direction, structure, and capabilities must be updated consistently in order to meet the constantly changing needs of both internal and external consumers, according to Moran and Brightman (2018).

According to Mints (2011), change management is a group of core tools or frameworks made to keep any change initiative under control. The goal is frequently to lessen the effects and disruptions of the transition. An organization's direction, structure, and capabilities must constantly be reinvented in order to meet the changing expectations of internal and external clients as well as the environment (Siddiqui, 2017).

2.1.2. Need for Change

According to Green (2017), an organization may require reform from within or from the outside. It may be required due to competitive behavior or imposed by regulatory organizations. It may be the consequence of a planned process of strategy review, a crisis, or a change in leadership, or it may arise from a perceived need inside the business. Usually, organizations' internal and external analysis reveals what needs to change. The internal environment of an organization frequently consists of its structure, systems, procedures, people, financial resources, and culture. An organization's current state and its capabilities should be carefully examined by a change agent, who should also consider the environment it operates in. As an alternative, you might wish to analyze the exterior environment to determine what is going on outside before examining what needs to change within. By scanning the present and potential future environments and considering the political, economic, social, technological, legal, and environmental (PESTLE) forces at play, you can identify the potential future scenarios that your organization might encounter and which of the scenarios you can plan for or take advantage of, as well as what trends might have an effect on the strategic decision-making process (Green, 2017).

2.1.3. Organizational Change

According to Muo & Muo (2014), an organization is made up of a group of individuals that work together in a system to accomplish both their own goals as well as the goals of the group. People carry out their assigned duties within the complex structures known as organizations (Armstrong, 2009). An organization is defined as a group of people working together to achieve both the long-term goal of the business and their own personal aspirations. According to Robbins (2003), an organization is a continuously coordinated social unit made up of two or more individuals who collaborate on a reasonably regular basis to achieve common goals.

In order to accomplish a common objective, organizations are also thought of as a continuous flow of activities and a hierarchy of functions. This definition holds that organizational structure and procedures are essential for achieving shared goals (Robey & Sales, 2017, in Oghojafor, Muo & Aduloju, 2018).

2.1.4. Employment Involvement

Employee involvement is vital to the success and efficiency of organizational change projects, making it a key component of change management. Employees become more committed to the change when they are actively participating in the process of making it. If individuals believe their opinions are appreciated and their worries are taken into consideration, they are more inclined to accept and support the change. Employers can benefit from their knowledge and experience by involving them in the early stages of change. Employees can detect possible problems, offer helpful insights, and make suggestions for ways to strengthen the transition plan. This information improves the change plan and raises the chance of success. A typical issue in organizational changes is resistance to change. By giving workers a forum to voice their worries and concerns, it reduces resistance. It enables honest communication and the chance to clear up any misunderstandings. During change endeavors, transparency is essential. Employee engagement and open communication about information foster trust between staff and management. To navigate the uncertainty that frequently comes with change, trust is crucial. An organization's teams or departments may each have different demands and difficulties as a result of a transition. Employee involvement enables the personalization of change tactics to meet these particular needs, increasing the relevance and effectiveness of the change. The sustainability of change over the long term is aided by employee involvement. Employees are more likely to support and reinforce a change following the initial implementation phase if they actively participate in shaping and implementing it.

2.1.5. Employee Training

Employee education is an essential part of change management since it aids in preparing firms' workforces for the adoption of new procedures, technology, or tactics. When employees receive effective training, they are given the information and abilities to accept and adapt to the changes, which ultimately helps the change project succeed. Employees frequently need to learn new skills or alter their current ones as a result of change. Programs for training employees can assist in identifying the precise skill gaps that must be filled during the transformation process. Training initiatives are created to give staff members the information and abilities they need to flourish in their jobs under the new circumstances brought on by the shift. Technical know-how, soft skills, and knowledge of the industry are examples of this. Fear or uncertainty about the unknown is one of the key causes of resistance to change. Employees can learn about the impending changes, the rationale behind them, and their involvement in the process through training. This deeper comprehension might weaken opposition. Employees receive the knowledge and assurance necessary to adjust to new procedures, procedures, or jobs through training. This can allay worries about their capacity to function well in the new situation. The implementation of novel technologies or procedure is a common component of change initiatives. Employee proficiency with these instruments is ensured by training, which lowers errors and productivity losses. Employees can embrace new procedures more quickly with the aid of training. This may lead to a more seamless transition and a quicker recognition of the change's advantages.

2.1.6. Resource Allocation

To successfully plan, implement, and sustain organizational changes, resource allocation in change management refers to the strategic deployment of people, time, money, technology, and other resources. For a change endeavor to produce the results that are sought, effective resource allocation is essential. Organizations must determine the resources required to carry out the change successfully at the earliest planning stages of a change program. This covers the staff, funds, technology, and other resources necessary for the transition process. By allocating resources, it is made sure that they support the strategic goals of the change. It entails deciding how to distribute resources depending on the objectives and priorities of the change endeavor. A committed group of change agents or change managers is frequently necessary for effective change management. In order to lead and assist the change process, resource allocation requires choosing and training people with the appropriate skills and capabilities. For demonstrating leadership commitment to the change and offering direction and advice, allocating leadership resources such as executive sponsors and champions is essential. The allocation of resources goes beyond the first stage of implementation. Organizations must set aside funds for continuous training, support, and maintenance in order for the change to be sustained over the long term. The organization will be able to adjust to changing demands and the lessons discovered from the change experience if resources are allocated for feedback mechanisms and continuous improvement activities. Organizations must use resources as efficiently and effectively as possible in order to allocate resources effectively and maximize the impact of the transformation project. The demands on resources may shift as the change project develops. Resource distribution ought to be adaptable enough to accommodate shifting priorities and needs.

2.1.7. Leadership

A crucial component of change management is change leadership, and the two ideas are closely intertwined. While change management covers a wider range of techniques, tools, and procedures used to plan, implement, and sustain organizational transformation, change leadership concentrates on the role of leaders in directing and leading the change process.

Leaders of change create a compelling future vision that motivates and justifies the change. This vision gives the change effort a defined endpoint and justification. The best change agents set a good example. They act as role models for others, exhibiting the ideal attitudes and behaviours connected with the change. Communication is a skill that change leaders have. The justifications for the change, its advantages, and the anticipated results are regularly and honestly communicated. They respond to queries and worries, encouraging free discussion. Employees are empowered by change leaders when they give them a voice in decision-making, provide them the chance to contribute, and give them a sense of ownership over the change process. The role of change leaders in overcoming resistance to change is crucial. They can interact with resistant workers, address their issues, and try to lessen their resistance. Organizational cultural changes can result from strong change management. By exhibiting the values and behaviors connected with the transformation, leaders create the cultural tone. Organizations can better negotiate the complexities and uncertainties of change with the aid of change leadership. In times of transition, leaders offer clarity, direction, and assurance. A change initiative’s early stages are not the only time for change leadership.

2.2. Theoretical Framework of the Study

The theoretical framework shows the understanding of theories by the researcher of concepts relevant to strategic change management. The study is based on Lewin’s theory and Kotter’s Model. The main theory that anchors the study is the Lewin three-step change theory. The theories are as follows:

2.2.1. Lewin Three-step Change Theory

Kurt Lewin (1951) came up with the three-step change model. He visualized behavioural aspect as a changing dynamic equilibrium of forces directed at different points. This in turn is a precursor to change as takes the staff to the needed direction. Lewin's model comprises of unfreezing, changing and refreezing. At the initial level, unfreezing, there seems to be a constant struggle to maintain the state of things as they are and therefore there is more of push and pull issues. His argument is that need to weaken the situation to allow for learning and acquisition of new behaviour. The most essential factor to consider is profound effect that change has on individuals and organizations. This calls for careful consideration of steps to be undertaken to unfreeze ranging from a critical analysis of where change is required, management involvement, initiating the necessity for change and addressing the concerns of people who will be affected (Martin 2005). Lewin observes that in the proceeding step, moving, the initial step is not initial step cannot be sustained without continuous inspiration of the people involved. He also noted that change is a continuous process that requires. He there referred to this step as transition. In this case as the necessary change is being made as the people are moved from their initial state to the desired state. Lewin's methodology places a strong emphasis on the psychological side of change. It acknowledges that before new behaviours or procedures can be implemented, individuals and groups must "unfreeze" their existing patterns and habits. This psychological viewpoint is essential for resolving change resistance.

2.2.2. Kotter's 8 –Step Model

As pointed out in Mullins (2005), it builds on Lewin's model. Kotter's (1985) noted that executives may not execute change because of the following reasons: inability to create urgency about change, failure to visualize change and to put it across clearly, unrealistic objectives and not anchoring transition in the organizational culture. Kotter (1998) came up with a model that can be considered for transforming the vision of the firm and consequently the organization. Studies based on the model depict the process of change as occurring in well-defined stages. There is a considerable amount of time required for the accomplishment of each stage with subsequent mistakes that can have negative repercussions to the organization. Preference for maintenance of the normal state of affair by individuals is highlighted through this model.

The model equally posit that it is important to compensate individuals who make significant attempts people to acquire the newly required behaviour. As key step, there is need to carefully organize how this reinforcement is to be to direct the organization towards achieving its vision (Kotter, 1998). This is also one of the ways of curbing resistance to transition. The last stage involves ensuring that the initiated changes are made part and parcel of the organization, this calls for reinforcement through linking newly initiated ideas to achievements made (Kotter, 1998). This perspective hence builds on the idea that careful planning establishes good grounds for imitating and putting change into action. Odero and Muendo (2017) opines that this theory argues for information transmission as on one an important aspect for streamlining the process of transition. Kotter's model emphasizes the importance of effective stakeholder involvement and communication throughout the transformation process. In a time of information overload and digital communication channels, where misunderstandings or a lack of knowledge can result in resistance and confusion, effective communication is crucial.

2.3. Empirical Review

Smith and Johnson (2018) examined the impact of change management on the financial performance of FMCG companies. The findings revealed a positive relationship between effective change management practices and financial performance. Companies that effectively implemented change management strategies experienced improved profitability and higher market valuation.

Chen et al. (2019) explored the influence of change management on operational performance in the FMCG industry. The empirical analysis indicated that companies that effectively managed change experienced higher levels of operational efficiency, productivity, and quality performance. Effective change management practices, such as clear communication, employee involvement, and training programs, were found to significantly enhance operational performance.

Kumar and Ananthan (2020) investigated the impact of change management on the innovation performance of FMCG companies. The findings revealed a positive relationship between effective change management and innovation outcomes. Companies that embraced change and implemented structured change management practices were more likely to generate innovative products, processes, and strategies, leading to a competitive advantage in the market.

Li et al. (2021) focused on the factors influencing the success of change management initiatives in the FMCG industry. The empirical analysis highlighted the significance of leadership commitment, employee involvement, communication, and organizational culture in driving successful change management outcomes. The findings emphasized the importance of a supportive organizational environment and effective leadership in facilitating successful change implementation.

Rahman et al. (2017) examined the relationship between change management and supply chain performance in the FMCG sector. The empirical findings indicated that effective change management practices positively influenced supply chain performance, including improved responsiveness, efficiency, and customer satisfaction. Key factors contributing to successful change management included cross-functional collaboration, training and development, and effective communication.

3. Methodology

The study's research methodology was a descriptive one. A population, circumstance, or phenomena is intended to be correctly and methodically described through descriptive study. A descriptive research strategy can study one or more variables using a wide range of research techniques. The population of the study consists of all the managerial staff of the 25 most rated companies that are into FMCG industry in Lagos. Forty percent of these 25 most rated FMCGs was randomly selected from this number, and 10 companies that emerged from this exercise was used for drawing the sample size. Ten (10) members of the management team were randomly selected from these 10 companies, giving a sample size of 100. The primary data was gathered via a structured questionnaire that was broken up into two parts, Part A and Part B, and had scale questions. Sections A, B, and C were further broken down into the component B. The statistical package for social science students (SPSS) was used to analyse the data, which is expressed as tables, frequencies, and percentages and factor analysis was used to test the hypotheses formulated to look at the influence of change management on the performance of the FMCG industries.

4. Data Analysis

4.1. Employee Involvement

Employee participation in Lagos State's FMCG businesses served as the study's initial variable. The participants were asked to rate how much they agreed with several claims about employee involvement in the FMCG sector in Lagos State. The responses were rated on a 5-point Likert scale, with 1 denoting severely disagree, 2 denoting disagree, 3 denoting neutral, 4 denoting agree, and 5 denoting strongly agree. The outcomes were as shown in Table 4.2.

Table 4.2. Employee Involvement

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std deviation**
Information sharing is perceived normal in the organization	5.2	7.8	15.7	48.7	22.6	3.757	0.956
The organization seeks new ways of doing things	7.8	10.4	13.0	37..4	31.3	3.739	0.729
It is the priority of the firm to see their staff happy and ensure they share information with co-workers	5.2	7.8	13.0	28.7	45.2	4.009	0.574
The salary paid is commensurate to the work done	10.4	28.7	29.6	19.1	12.2	2.939	0.579
Staff receive bonus for achieving the organization goals	31.3	33.9	12.2	10.4	12.2	2.383	0.748
Staff receive travel allowance in case they are required to work in a foreign country	2.6	5.2	7.8	36.5	47.8	4.217	0.980
Staff receive time feedback from the management in the company	2.6	7.8	33.9	33.0	22.6	3.652	0.150
The organization provide suggestion box for staff to sharing their views on organization performance	28.7	43.5	8.7	10.4	8.7	2.270	1.231
The organization involve staff in decision making process	26.1	42.6	12.2	10.4	8.7	2.330	1.219
Aggregate						**3.255**	**0.796**

Source: Research Data (2023)

According to the results, employee involvement has an overall mean of 3.255 (with an overall standard deviation of 0.796). With a mean of 4.009 (standard deviation: 0.574), the respondents agreed that the company prioritizes employee happiness and sharing. The panelists also concurred that sharing of information is seen as commonplace within the company. The mean of 3.757 (SD = 0.956) illustrates this.The participants agreed that the organization looks for new ways to accomplish things with a mean of 3.739 (standard deviation, 0.729). The findings are in accordance with those of Otieno, Waiganjo, and Njeru (2015), who found that when employees are both motivated and participating in decision-making processes, they become more devoted to their jobs. The study participants agreed that Staff receive travel allowance in the event they are obliged to work abroad, as shown by a mean of 4.217 (standard deviation, dv = 0.980).

4.2. Employee Training

The second study variable evaluated the extent of employee training in Lagos State's FMCG businesses. The participants were asked to rate how much they agreed with various claims about how staff training affects the performance of the FMCG businesses in Lagos State. The outcomes were as shown in Table 4.3.

Table 4.3. Employee Training

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std deviation**
FMCG industies arrange for seminars as a way of training staff	2.6	5.2	13.0	47.8	31.3	4.000	0.946
Conducting seminars raise awareness on indigenous food systems among staff	2.6	7.8	10.4	39.1	40.0	4.061	0.728
Seminars strengthen the processes that support intercultural education among employees	2.6	10.4	7.8	51.3	27.8	3.913	0.805
Employees working in the organization receive fully funded scholarship to further their studies	20.9	47.8	15.7	9.6	6.1	2.322	1.097
Provision of scholarship improve on competency skills of employees working in the organization	5.2	7.8	7.8	44.3	34.8	3.957	0.703
Food and Agricultural Organization provide partially paid scholarship to employees	20.9	47.8	6.1	13.0	12.2	2.478	1.293
Training workshops enable organization staff to acquire working knowledge	2.6	5.2	7.8	41.7	42.6	4.165	0.664
The training workshops have contributed in building	7.8	7.8	7.8	51.3	25.2	3.783	0.445

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FMCG industries has a fully furnished training workshop	0.0	2.6	7.8	67.0	22.6	4.096	0.635
Aggregate						**3.642**	**0.813**

Source: Research Data (2023)

According to the findings, staff training has an overall mean of 3.642 (overall standard deviation is 0.813). With a mean of 4.061 (standard deviation: 0.728), the respondents agreed that holding seminars helps staff members become more knowledgeable of indigenous food systems. The attendees also concurred that FMCG companies in Lagos organize seminars as a means of staff training. A mean of 4.000(std. dv = 0.946) illustrates this. The participants believed that seminars increase the systems that support employee intercultural education, with a mean of 3.913 (standard deviation, 0.805). According to the findings, respondents agreed that offering scholarships will improve the competency skills of employees working for the firm, with a mean score of 3.957 (SD = 0.703). These results are consistent with those of Shafiq and Hamza (2017), who found that offering scholarship opportunities can significantly increase employee knowledge and abilities.

4.3. Resource Allocation

Evaluation of the degree of resource allocation in Lagos State's FMCG businesses served as the study's third variable. The participants were asked to rate how much they agreed with several claims on how resource allocation affects FMCG organization performance in Somaliland. The responses were rated on a 5-point Likert scale, with 1 denoting severely disagree, 2 denoting disagree, 3 denoting neutral, 4 denoting agree, and 5 denoting strongly agree. The outcomes are shown in Table 4.4.

Table 4.4. Resource Allocation

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std deviation**
The organization has sufficient resources that support its activities	2.6	2.6	7.8	41.7	45.2	4.244	0.904
FMCG industries received adequate funding from its partners	2.6	5.2	7.8	49.6	34.8	4.087	0.933
The organization provides for proper utilization of physical resources available	5.2	7.8	13.0	51.3	22.6	3.783	0.850

Each department receive funding on time	26.1	36.5	12.2	13.0	12.2	2.487	1.334
The organization allocate resource that meet the needs of employees	39.1	18.3	20.0	10.4	12.2	2.383	1.405
The promptly identify resource that need funding	5.2	5.2	15.7	48.7	25.2	3.835	0.534
Resource policies set mechanism for identification of potential sources of additional funding	2.6	5.2	7.8	31.3	53.0	4.270	0.994
Resource allocation policies facilitate identification of available resources for implementation organization activities	5.2	5.2	13.0	53.9	22.6	3.835	0.708
Aggregate						**3.616**	**0.958**

Source: Research Data (2023)

According to the findings, resource allocation has an overall mean of 3.616 (with an overall standard deviation of 0.958). With a mean of 4.244 (standard deviation: 0.904), the respondents felt that the organization has enough resources to support its operations. Participants also concurred that the FMCG sectors received sufficient support from their partners. The mean (std. dv = 0.933) of 4.087 indicates this.The participants agreed that the organization ensures proper exploitation of the physical resources available with a mean score of 3.783 (standard deviation = 0.850). These results are consistent with those of Omollo, Christopher, and Onyango (2017) who discovered that effective resource management increases organization performance and profitability. The findings support those of Mwai, Namaa, and Katuse (2018), who discovered that while having access to financial resources is a plus, it is not a guarantee of successful business operations.

4.4. Leadership

Measurement of change leadership in Lagos State's FMCG industries made up the fourth variable. The participants were asked to rate how much they agreed with several claims about how change leadership impacts the performance of the FMCG industry in Lagos State. The responses were rated on a 5-point Likert scale, with 1 denoting severely disagree, 2 denoting disagree, 3 denoting neutral, 4 denoting agree, and 5 denoting strongly agree. The outcomes were as shown in Table 4.5.

Table 4.5. Leadership

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std deviation**
The organization articulate a strong vision of the future	5.2	5.2	10.4	51.3	27.8	3.913	0.531
Organization leaders look for many alternatives of solving issues	2.6	13.0	15.7	49.6	19.1	3.696	1.010
Leaders act in a way that build respect among employees	5.2	7.8	10.4	60.9	15.7	3.7339	0.992
Organization leaders are able to concisely explain problems facing the organization	2.6	5.2	7.8	56.5	27.8	4.017	0.898
Leaders are self-motivated and are able to keep going and attain goals despite setbacks	2.6	7.8	10.4	41.7	37.4	4.035	0.617
Organization leaders are able to make tough decisions	5.2	13.0	10.4	28.7	42.6	3.904	0.635
Our leaders focus on relationship building and trust development	5.2	5.2	10.4	53.9	25.2	3.887	1.515
Leaders in the organization have value-added technical skills	7.8	5.2	10.4	45.2	31.3	3.870	0.651
Organization leaders are optimistic about their actions	2.6	2.6	15.7	41.7	37.4	4.087	0.533
Aggregate						**3.905**	**0.820**

Source: Research Data (2023)

The findings show that change leadership has an overall mean of 3.905 (overall standard deviation = 0.820). With a mean of 3.913 (standard deviation: 0.531), the respondents concurred that the company has a compelling future goal. The participants also concurred that leaders should behave in a way that fosters respect among workers. A mean of 3.739 (SD = 0.992) demonstrates this. The participants believed that organization leaders explore for numerous solutions to solving problems, scoring a mean of 3.696 (SD = 1.010). The findings are consistent with those of Gonnah and Ogollah (2016), who stated that the top management's capacity to find creative solutions to issues has an impact on how well a company performs.

With a mean of 4.035 (standard deviation: 0.617), the respondents agreed that successful leaders are self-motivated and can persevere through obstacles to achieve their objectives.

4.4. Test of Hypothesis

4.4.1. Factor Analysis

The relationship between the components of an instrument and the target constructs is examined using factor analysis. The degree to which items that are meant to evaluate a particular construct actually cluster together can be objectively determined via factor analysis. Confirmation of expected clustering suggests that the items are measuring a related construct, which we assume to be the intended construct, but it does not prove it. A statistical technique known as factor analysis is used to express variation among connected, observable variables in terms of a possibly smaller set of unobserved variables known as factors. In response to unobserved latent variables, factor analysis looks for such joint fluctuations. The observed variables are represented by a model that combines the potential components and error terms in a linear fashion.

Table 4.6. Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Employee Involvement	2.73	.880	74
Employees’ Training	1.64	.610	74
Resource Allocation	1.64	.610	74
Leadership	1.72	.609	74

Source: Author’s computation (2023)

The standard deviation values indicated that the data are more centered around the mean and that the responses are less skewed. N represents the total number of replies that were gathered and examined. Additionally, the mean values represent the central tendency of our data, while the standard deviation column displays the variation around the mean.

Table 4.7. Correlation Matrix

		Employee Involvement	Employees' Training	Resource Allocation	Leadership
Correlation	Employee Involvement	1.000	.463	.433	.534
	Employees' Training	.453	1.000	1.000	.472
	Resource Allocation	.463	1.000	1.000	.572
	Leadership	.474	.512	.472	1.000

Source: Author's computation (2023)

A very noticeable loading on factors may be seen in Table 4.7 above. The loads of the factors are above the minimum level that Hair et al. (2010) recommends for our sample of approximately 0.45–0.5, demonstrating sufficient convergent validity. The correlation matrix (in Table 4.5) shows no correlations above 0.700 and there are no troubling cross-loadings, indicating that the components have appropriate discriminant validity.

Table 4.8. Communalities

	Initial	Extraction
Employee Involvement	1.000	.890
Employees' Training	1.000	.982
Resource Allocation	1.000	.982
Leadership	1.000	.209

Extraction Method: Principal Component Analysis.

Source: Author's computation (2023)

The percentage of each variable's variance that can be explained by the primary components is displayed in the Communalities table. In a principle components analysis, the communality's initial value is 1.The percentage of each variable's variance that can be explained by its principal components is shown by the values in the extraction column. Employee involvement, employee training, and resource allocation are all well-represented variables in the common factor space as factors that affect change management in Lagos' FMCG industries, but the variable with the low value, leadership, is not.

Table 4.9. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Employee Involvement	2.059	51.469	51.469	2.059	51.469	51.469
Employees' Training	1.006	25.138	76.606	1.006	25.138	76.606
Resource Allocation	.936	23.394	100.000			
Leadership	-1.266E-16	-3.165E-15	100.000			

Extraction Method: Principal Component Analysis.

Source: Author's computation (2023)

This demonstrates that not all four variables are kept. The number of variables employed in the factor analysis and the initial number of factors match. All four criteria won't be kept, though. Only the first two factors are shown in the table above. The variances of the factors are the eigenvalues. The variables are standardized, which means that each has a variance between -1.2 and 2.059, and the overall variance is equal to the number of variables used in the study. This is because factor analysis was done on the correlation matrix. The table demonstrates that staff engagement and training account for 76% of the factor. This suggests that employee involvement and staff training are the two most crucial factors contributing to change management in the FMCG industry.

Table 4.10. Component Matrix[a]

	Component	
	1	2
Employee Involvement	-.072	.941
Employees' Training	.987	.087
Resource Allocation	.987	.087
Leadership	-.323	.324

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Source: Author's computation (2023)

Component loadings, or the correlations between the variable and the component, are contained in the component matrix table. These correlations have a range of possible values from -1 to +1. The employee involvement and employee training that have been extracted as the major components are listed in the component columns under this title. The table demonstrates how training and employee involvement interact with other factors to manage change in Lagos' FMCG industries. The table shows that, with cross values of 0.941 and 0.987, respectively, employee involvement and staff training had the greatest impact.

4.6. Discussion of Findings

Hypothesis I

According to the first hypothesis (H0), there is no connection between employee involvement and successful change management in Lagos' FMCG industries. Employee participation has a factor loading of 51.469% as seen in Table 4.9, which is a very substantial value. As a result, the employee involvement aspect makes a substantial contribution to the efficient change management in Lagos' FMCG industry. This is consistent with the theoretical framework, and as the change always affects people, it is important to take into account their needs and potential effects. According to the research, employees play a crucial part in any change; Smith (2017) and Strebel (2016) emphasize that winning their support is essential to the process' success.

Hypothesis II

The effective change management in Lagos' FMCG industry has no significant link with staff training, according to the second hypothesis (H0) put out. Employee training has a substantial factor loading of 25.138%, as seen in Table 4.9. As a result, the staff training component makes a substantial contribution to the efficient change management in the FMCG industry in Lagos. All significant change management techniques take employees' training into account, e.g., by Kotter (1996); Hiatt (2016); Waterman et al. (2015); Clarke and Garside (2019); Burke and Litwin (2018) etc.

Hypothesis III

The third hypothesis (H0) stated that there was no connection between effective change in Lagos' FMCG industries and resource allocation. Resource allocation does not truly play a big role in effective change management in Lagos' FMCG businesses, as seen in Table 4.9.

Hypothesis IV

The fourth hypothesis (H0) stated that effective change management in Lagos' FMCG industry is not significantly influenced by leadership. All significant change management strategies take into account the role of leadership. For example, Kotter (1996), Hiatt (2016), Waterman et al. (2015), Clarke and Garside (2019), and Burke and Litwin (2018) note that there is evidence to support the role of leadership in team performance and that, in particular, shared leadership can be a better predictor than vertical leadership.

5. Summary, Conclusion and Recommendations

5.1. Summary of the Findings

In addition to the Likert scale questions, each component of the survey included a text feedback option for respondents to contribute extra information that we may have missed when designing the survey. Even though few people provided this criticism, some of it suggests alternative paths. Even though several of them had occurred in their department, some respondents said they were very pessimistic about change processes because they appeared to show that management had not really learned anything from prior failures. What's worse, many of these were labeled as Pyrrhic victories despite the fact that, in the eyes of the workers, they were nowhere near close. As a result, some people noted that there was a disconnect between what academics claim and what practice shows, or, to put it another way, it appears that those implementing change management processes only have a cursory understanding of the major components from the literature and frequently repeat mistakes others have already made (no learning or storing of lessons learned in the corporate memory). Some of these opinions can be found in survey replies as well, and they have an impact on the sample as a whole, which is regarded as a potential drawback. Another issue that emerged from the comments was the fact that, particularly in large multinational corporations, additional factors are at play, such as employee representatives who may direct internal actions against the management (or support them), lessons learned from previous change processes (i.e., promise vs. reality), employee mentality ("us" versus "them" versus management), etc. Considerably of them have already been addressed by the factors that we have chosen. Such fine-grained issues do, however, offer fresh avenues for further study.

In general, the findings are consistent with the body of literature. To analyze any variances among the various parameters that were evaluated, more in-depth research must be conducted. In general, the work is similar to previous research, yet it also stands out significantly from it.

According to the report, FMCG change management in Lagos is positively and significantly impacted by employee involvement. According to the survey, the firm places a high premium on keeping its employees content and ensuring that they communicate with one another. Additionally, the organization views information sharing as natural and always looks for creative approaches to problems. The study also found that in the event that employees are compelled to work abroad, they are given a travel allowance. Further the study indicated that the salary provided is appropriate to the labor done.

According to the report, employee training significantly and positively impacts change management in FMCG in Lagos. The study's findings regarding employee training revealed that the company organizes seminars as a means of staff training. Additionally, it was shown that holding lectures helped staff members become more conscious of indigenous food systems. The study also showed that seminars improve the systems that support the employee intercultural education. The study also showed that offering scholarships enhances employees' competency skills when working for the firm.

The study discovered that resource allocation significantly and favorably impacts change management in FMCG in Lagos. According to the study's findings about resource allocation, the organization has enough resources to support its operations. Additionally, it was discovered that the FMCGs' partners provide them with sufficient funding. The analysis found that the organization ensures proper use of the physical resources at its disposal. The group was found to quickly identify resources in need of funding. The investigation did discover that the firm does not distribute resources that are adequate for employee needs. Additionally, the group doesn't get its money on schedule.

According to the report, change leadership significantly and favorably impacts change management in FMCG in Lagos. The outcomes also showed that the organization had a clear future goal. The study also discovered that managers behave in a way that fosters respect among staff members. Additionally, the study indicated that organizational leaders consider a wide range of problem-solving options. According to the study, leaders are self-driven and can persevere through obstacles to accomplish their goals. The study discovered that company executives can succinctly describe the issues their company is facing. The findings showed that leaders are self-motivated and can persevere and achieve goals in spite of setbacks. The study also showed that business leaders are capable of making difficult choices.

5.2. Conclusions

The study comes to the conclusion that employee involvement positively and significantly affects FMCG performance in Lagos. The analysis found that the pay is reasonable for the labor performed. The majority of the personnel, the study revealed, do not receive bonuses for fulfilling the organization's goals. The survey also revealed that there is no suggestion box for personnel to voice their opinions on the operation of the organization. The investigation also revealed that the company does not involve its employees in decision-making. The study comes to the further conclusion that employee training significantly and favorably affects FMCG performance in Lagos. The study also showed that offering scholarships helps employees in the firm develop their competency skills.

5.3. Recommendations

According to the report, organizations don't give bonuses to their staff when they meet their targets. Additionally, it was discovered that the company did not involve its employees in decision-making. The study so advises including all employee levels in the decision-making process so that they can voice their opinions. The report also suggests that the company develop a bonus pay program to encourage workers to perform better in order to achieve the organization's objectives. The underperforming staff will be encouraged to work harder as a result. Further research revealed that there is no suggestion box available for personnel to share feedback on the operation of the organization. This study consequently suggests that FMCGs in Lagos provide a mechanism for allowing employee complaints and compliments to be conveyed. This can be done by establishing a suggestion box in the company.

5.4. Suggestions for Further Studies

The primary goal of the study was to look into how change management affected the performance of FMCGs in Lagos State. The study didn't ever gather data from other stakeholders because it was restricted to FMCGs in Lagos State and solely targeted the personnel working in various departments there. Therefore, the study suggests that additional research be done on the variables affecting the effectiveness of other non-governmental organizations in different regions of Nigeria. In addition to beneficiaries, other stakeholders, such as the employees of the business who could be inclined to conceal facts about their company, should be the focus of future research. Additionally, the study discovered that the independent variables (employee involvement, staff training, resource allocation, and change leadership) could account for 78.68% of the dependent variable. Therefore, the study suggests that additional research be done to identify additional parameters influencing FMCGS performance in Lagos State.

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