

**CHANGE MANAGEMENT AND PERFORMANCE WITHIN THE NIGERIAN
MARITIME ADMINISTRATION AND SAFETY AGENCY**

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**A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT
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DECLARATION

I, **AWEBE OMOVIGHO JANET** hereby declare that this project work titled **CHANGE MANAGEMENT AND PERFORMANCE WITHIN THE NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY** is based on a study undertaken by me in the Department of Human Resource Management University of Benin under the supervision of **DR. MRS. NEKPEN OKHAWERE** which was submitted in partial fulfillment of the requirements of my degree program. I affirm that this work has not been previously submitted for the award of a degree elsewhere. All ideas, information, data or other resources are a product of my research effort and all references to works of others have been duly acknowledged.

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CERTIFICATION

We certify that **AWEBE OMOVIGHO JANET** with the Matriculation Number **MGS 2104923** submitted this research work to the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City.

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DEDICATION

This work is dedicated to Almighty God, the source of all wisdom and knowledge. The work is also dedicated to my family whose encouragement and guidance inspired me to complete this study successfully.

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ABSTRACT

The study empirically examined change management and performance within the Nigerian Maritime Administration and Safety Agency. To guide the study, three research questions were raised, and three hypothesis was generated. A survey research design which entails the use of structured questionnaire in sampling the opinion of the respondents on the subject was adopted in gathering data three. The Taro Yamane (1976) sample determination formula was used to determine the sample size from the population, and after due computation, a sample of 280 respondents was arrived at. A total of 280 questionnaires were distributed. The data collected were analyzed using descriptive statistics, simple frequency count, percentages, and mean.

Findings obtained from the analysis among other things, showed emotional readiness plays a crucial role in enhancing employee performance within the organization. It was concluded that successful change management in Nigerian Maritime Administration and Safety Agency depends largely on the extent to which employees are emotionally, cognitively, and intentionally prepared to engage with and sustain transformation processes, making readiness a critical determinant of organizational performance and long-term success

Based on the findings, the study suggested that the Nigerian Maritime Administration and Safety Agency (NIMASA) should introduce regular emotional intelligence and stress management workshops to help employees develop resilience and adaptability during organisational change processes.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Change management has become an essential component of organisational development, particularly in today's rapidly evolving global economy. According to Abdullahi et al. (2020), organisations that do not adopt effective change strategies risk becoming irrelevant in competitive markets. In Nigeria, numerous organisations encounter difficulties in shifting from conventional management models to more modern, adaptive systems due to employee resistance and inadequate planning. Employees may perceive change as a threat to job security or established work routines, leading to diminished morale and productivity. To address these obstacles, change must be managed with strategic foresight, empathy, and inclusive participation. Organisations that promote a culture of transparency and continuous learning typically navigate transitions more successfully. Ultimately, managing change involves more than modifying procedures; it entails guiding individuals through transformation in a structured and supportive manner (Balamurugan & Dhivya, 2020).

The effectiveness of change initiatives and their reception by employees play a significant role in determining organisational performance. Nduati and Wonyoike (2022) noted that involving employees in the change process boosts performance by increasing engagement and reducing opposition. However, in many Nigerian organisations, change

is enforced rather than collaboratively introduced, generating fear and hesitation among staff. This top-down method neglects the valuable insights and contributions of frontline employees. Consequently, disengagement may occur, adversely affecting performance. Promoting open dialogue, constructive feedback, and participation can strengthen trust and foster cooperation. When staff feel acknowledged and supported, they are more inclined to accept change and perform better. Therefore, for change efforts to positively influence performance, they must be well-structured and inclusive.

The modern workplace is constantly evolving, driven by technological progress, global competition, and changing market demands. Adegbe (2017) stated that Nigerian organisations must continually adapt to both internal and external shifts to remain competitive. However, attempting to adapt without a defined change management strategy often results in instability, confusion, and reduced employee efficiency. Poorly handled change can disrupt workflows, lower motivation, and raise staff turnover. To minimise these negative effects, managers must consider employees' emotional responses and provide appropriate support systems and tools. A clear vision, active employee engagement, and capacity-building are vital for managing change effectively and maintaining productivity. In essence, the success of change within organisations depends not just on its necessity but on the manner in which it is introduced and maintained.

Human resource practices play a vital role in aligning employees with change objectives and enhancing performance. Nwachukwu and Onuoha (2022) highlighted that

training and development initiatives are key in preparing staff for change and equipping them with necessary skills. In Nigeria, however, many organisations underinvest in such programmes, leaving employees ill-prepared and contributing to unsuccessful change outcomes. Employees require more than instructions, they need training, mentoring, and motivation to actively engage with change. HR departments must embed change management into performance strategies to ensure employees are both informed and ready to adjust. When staff are well-equipped and engaged, they make meaningful contributions to organisational transformation. Hence, employee performance is optimised in environments where HR policies encourage continuous learning and adaptability (Adesanya et al., 2018).

Leadership is a critical factor in successful change and employee performance in any organisation. Onugha and Onuoha (2019) reported that transformational leadership, marked by vision, empathy, and motivation, yields more favourable change outcomes than authoritarian approaches. Many Nigerian organisations operate within rigid hierarchies where upper management makes decisions with little input from subordinates. This method often alienates employees, thereby increasing resistance and reducing productivity. Effective leaders must clearly communicate change, involve staff in decision-making, and model desired behaviours. Inspirational leadership fosters a workplace culture that supports innovation and high performance during periods of transition. When employees feel respected, included, and aligned with a shared purpose,

their response to change is more positive. Thus, leadership is essential in turning organisational change into tangible performance improvements.

Communication is pivotal to effective change management, shaping employees' perceptions and reactions during transitions. Babalola (2020) emphasised that transparent, timely, and open communication helps reduce fear, uncertainty, and misinformation. In many Nigerian organisations, communication breakdowns between management and staff impede successful change implementation and diminish engagement. When employees are not adequately informed about the rationale behind change or how it will affect them, they are more likely to resist or underperform. Ensuring two-way communication channels allows staff to express concerns and receive timely feedback. Change initiatives are more effective when employees understand their responsibilities, expectations, and the benefits involved. Therefore, effective communication not only facilitates smooth transitions but also enhances employee performance through trust and clarity.

1.2 Statement of the Problem

Despite the growing significance of change management in today's dynamic and competitive organisational landscape, many organisations in Nigeria continue to witness poor employee performance during transitional periods. Preliminary observations indicate that although change is essential for organisational growth and sustainability, the manner in which it is introduced and implemented often results in uncertainty, resistance,

and anxiety among employees (Qëndrim, 2020). In numerous instances, management fails to adequately engage employees or communicate the objectives, advantages, and procedures of change, thereby causing confusion and reducing morale. Moreover, inflexible organisational structures, a lack of committed leadership, and inadequate training systems further contribute to the unsuccessful execution of change initiatives. These deficiencies hinder employees' ability to adjust effectively, negatively impacting their motivation, productivity, and overall performance. Consequently, many organisations are unable to realise the anticipated benefits of change, resulting in underperformance and halted progress.

Although the topic of change management has generated substantial academic interest, the existing body of literature offers differing views regarding its effect on employee performance. Some scholars, such as Udeme and Umar (2021), contend that properly managed change initiatives greatly enhance employee engagement, creativity, and efficiency. Conversely, researchers like Tamunomiebi and Lawrence (2020) maintain that, in the absence of well-defined strategies, inclusive leadership, and cultural alignment, change may lead to employee disengagement and operational setbacks. These conflicting viewpoints reveal a lack of consensus on the precise mechanisms by which change management influences employee performance in the Nigerian context. Accordingly, there is a pressing need for empirical inquiry into how change management practices shape employee attitudes, behaviours, and performance outcomes. This study, therefore, aims to address the gap in literature by thoroughly examining change

management and performance within the Nigerian Maritime Administration and Safety Agency.

1.3 Objectives of the Study

1. To find the effect of emotional readiness on employee performance.
2. To ascertain the effect of cognitive readiness on performance.
3. To find the effect of intentional readiness on performance.

1.4 Research Questions

1. What is the effect of emotional readiness on performance?
2. What is the effect of cognitive readiness on performance?
3. What is the effect of intentional readiness on performance?

1.5 Hypotheses

1. There is no significant relationship between emotional readiness and performance.
2. There is no significant relationship between cognitive readiness and performance.
3. There is no significant relationship between intentional readiness and performance.

1.6 Significance of the Study

This study will be of immense significance to organisational leaders and human resource managers as it will provide practical insights into how effective change management strategies can enhance employee performance. By understanding the

relationship between change initiatives and employee outcomes, managers can adopt better approaches in communicating, implementing, and sustaining change. The findings will help organisations identify key elements such as leadership involvement, communication effectiveness, and employee inclusion that are essential for successful change management.

The study will be beneficial to policymakers and public sector administrators, especially those responsible for workforce planning and civil service reform. It will provide empirical evidence on the impact of change management on employee efficiency and productivity. This insight will enable the development of policy frameworks that support smooth transitions during restructuring, digital transformation, or public sector reform, ultimately leading to improved service delivery and accountability in government institutions.

Academics and researchers in organisational behaviour, human resource management, and public administration will find this study valuable, as it will contribute to the growing body of literature on change management in the Nigerian context. By bridging theoretical gaps and providing up-to-date empirical data, the study will serve as a reference for future investigations into employee adaptation and performance in times of organisational change. It also encourages further exploration into leadership styles, employee psychology, and change readiness in African workplaces.

This research will also be relevant to training consultants, industrial psychologists, and organisational development experts who support organisations during transition periods. With a deeper understanding of how change affects employee morale, productivity, and engagement, such professionals can design more effective training programmes, counselling services, and coaching interventions that align employee goals with organisational objectives during change.

The study will contribute to national development by promoting healthier and more adaptable work environments. As Nigeria continues to undergo economic restructuring and technological advancement, successful change management in both private and public sectors will enhance workforce efficiency, reduce employee resistance, and boost productivity. This, in turn, can lead to improved organisational performance, job satisfaction, and long-term socio-economic development.

1.7 Scope of the Study

The scope of this study is limited to the Nigerian Maritime Administration and Safety Agency (NIMASA). The research focuses on examining the impact of change management on employee performance within the agency. It specifically investigates how various aspects of change management such as communication, employee involvement, leadership support, and training affect employees' productivity, motivation, and adaptability during organisational transitions. However, the study will be restricted to selected departments and units within NIMASA, particularly those directly involved in

administrative and operational changes. The participants for the study will include managerial staff, human resource personnel, and employees across different ranks who have experienced or are currently experiencing organisational change within the agency.

1.8 Definition of Terms

Change Management: Change management refers to the structured process, tools, and techniques used to manage the human aspect of change within an organisation. It involves preparing, supporting, and helping employees to successfully adopt organisational changes in order to drive performance and achieve business goals.

Employee Performance: Employee performance refers to how well an individual executes their job responsibilities and contributes to organisational objectives. It is often measured in terms of productivity, efficiency, quality of output, and overall contribution to team and organisational success.

Organisational Change: Organisational change is the process through which a company or institution modifies its structures, strategies, technologies, or operations to improve effectiveness, respond to market demands, or achieve specific goals. This can be either planned or unplanned and may impact employees at various levels.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter offers a thorough review of relevant literature on change management and organisational performance, with particular reference to the Nigerian Maritime Administration and Safety Agency (NIMASA). It commences by examining the core concepts of change management, presenting theoretical perspectives and practical insights into how organisations respond and adapt to change. The concept of organisational performance is also explored, with emphasis placed on key performance indicators and their significance within the maritime sector. In addition, the chapter investigates the psychological dimensions of change, beginning with an analysis of emotional readiness and its impact on employee performance. It then considers cognitive readiness, illustrating how individuals' mental preparedness for change can influence organisational outcomes. Finally, the chapter addresses intentional readiness, focusing on how the willingness and purposeful intent to embrace change can affect performance

levels. Taken together, these sections provide a comprehensive understanding of the relationship between change readiness and organisational effectiveness within NIMASA.

2.1 Nigerian Maritime Administration and Safety Agency (NIMASA)

The Nigerian Maritime Administration and Safety Agency (NIMASA) was established with the primary objective of regulating and safeguarding Nigeria's maritime sector. Its inception was driven by the urgent need to address increasing challenges in the maritime domain, such as shipping safety, pollution control, and the facilitation of international trade. Before its establishment, maritime regulation in Nigeria was relatively ineffective, and the sector suffered from poor oversight. According to Atoyebi (2022), the absence of a central regulatory authority contributed significantly to inefficiencies within the industry. NIMASA was therefore created to fill this void and ensure alignment with international maritime standards. The agency was tasked with strengthening maritime administration in Nigeria and enhancing its role in national economic development (Akinwale & Aremo, 2010).

The origins of NIMASA can be traced to the Nigerian Maritime Authority (NMA), established in 1988 to oversee maritime safety, regulation, and development. However, over time, it became clear that maritime safety and administration required a more consolidated approach. In 2006, the functions of the NMA were merged with those of the Joint Maritime Authority (JMA), resulting in the formation of NIMASA. This merger was a critical reform aimed at streamlining operations and improving the governance of

maritime affairs in Nigeria. As noted by Afolabi (2015), the integration of the two bodies marked a turning point that brought Nigeria's maritime operations in line with international regulatory standards. Beyond enhancing efficiency, this consolidation fostered stronger global cooperation (Anishere, 2016).

A key legislative foundation for NIMASA's establishment was the Nigerian Maritime Administration and Safety Agency Act of 2007. This Act provided the legal basis for the agency's creation and clearly delineated its authority and responsibilities. The Act empowered NIMASA to regulate and enforce maritime safety, security, and environmental protection, while also promoting indigenous shipping and maritime education. Akhigbe and Akhigbe (2021) observed that this legal framework was instrumental in granting the agency the autonomy required to perform its duties effectively. Additionally, the Act expanded NIMASA's role to include ensuring compliance with international conventions and protocols, especially those related to maritime safety and security. This signalled a move towards a more robust and internationally aligned governance structure within Nigeria's maritime industry (Badejo & Solaja, 2017).

Since its inception, NIMASA has played a significant role in enhancing the safety and efficiency of Nigeria's maritime operations. The agency has implemented a range of security initiatives, including the Nigerian Integrated Maritime Security Strategy (NIMSS), aimed at curbing piracy, armed robbery, and other threats in Nigerian waters.

Ndikom (2013) emphasised that the agency's emphasis on security, particularly through the Deep Blue Project, was vital in addressing the challenges in the Gulf of Guinea, a region notorious for piracy. These initiatives have contributed substantially to positioning Nigeria as a strategic maritime hub in West Africa (Ifeanyi et al., 2015).

Moreover, NIMASA has made important contributions to maritime training and human capacity development in Nigeria. One of its principal mandates is to ensure the availability of competent professionals within the sector. The agency has introduced several programmes aimed at equipping Nigerian maritime personnel with world-class skills. Uwadia (2017) noted that NIMASA's training schemes are tailored to develop professionals capable of thriving in the global maritime arena. Furthermore, through the establishment of the Nigerian Maritime University (NMU), the agency has significantly advanced maritime education in the country. These efforts have not only bolstered Nigeria's maritime workforce but have also contributed to the development of a sustainable indigenous shipping industry (Benson & David, 2018).

2.1.1 Change Management

Change management refers to a systematic approach aimed at guiding individuals, teams, and organisations from their current state to a desired future condition. Theotokas et al. (2024) asserted that it is a deliberate process designed to ensure all facets of an organisation effectively adapt to internal or external changes. Whether the shift is technological, procedural, or cultural, it necessitates careful planning and clear

communication. The human element is central to this process; neglecting it may result in resistance or outright failure. Effective change management supports employees through education, coaching, and engagement, ensuring they comprehend the necessity of change. Additionally, it bolsters organisational resilience and aligns workforce behaviour with evolving objectives. By anticipating obstacles and devising strategic responses, organisations can manage transitions more successfully. Consequently, change management is vital for maintaining stability and realising strategic goals in an ever-evolving business environment.

The concept of change management is deeply grounded in understanding how individuals respond to change and how they can be encouraged to embrace it constructively. Cross (2019) emphasised that organisational change concerns human behaviour as much as it does systems and structures. Leaders must anticipate emotional reactions, communicate effectively, and provide support throughout the change process. Change management assists individuals in shifting their mindset, developing new skills, and contributing towards the organisation's objectives. Successful implementation often requires a combination of training, transparent communication, leadership backing, and ongoing feedback mechanisms. These approaches reduce uncertainty and enable gradual adjustment. While resistance is natural, it can be mitigated through transparency and inclusion. Ultimately, change management is not a singular event but an ongoing journey towards continuous improvement. It ensures that changes are sustainable and consistent with organisational culture, thereby increasing the likelihood of long-term success.

Change management involves evaluating the current state, defining desired outcomes, and implementing strategies to move the organisation from point A to point B. Fadila and Umar (2021) noted that this process entails clearly articulating the vision and setting achievable milestones. It requires the use of diagnostic tools to assess readiness for change and identify potential barriers. Action plans are then devised to bridge performance gaps, with progress tracked through key performance indicators. Moreover, leadership must provide sustained support and accountability to keep the transition on course. Resources such as training, mentorship programmes, and technology are essential in supporting new processes. Communication must be frequent and transparent, addressing concerns and celebrating achievements. By aligning change initiatives with overarching strategic objectives, organisations ensure coherence and continuity. When executed effectively, change management minimises disruptions and accelerates progress towards innovation and enhanced performance (Ik & Azeez, 2020).

In today's rapidly evolving environment, the importance of change management has become increasingly critical to organisational survival and growth. Kimhi and Oliel (2019) highlighted that globalisation, technological disruption, and regulatory shifts require constant adaptation. Organisations that disregard the importance of managing change risk becoming obsolete. Change management equips them to respond proactively rather than reactively to shifting external demands. It fosters innovation, flexibility, and the capacity to restructure with minimal downtime. Additionally, organisations benefit from improved employee morale and customer satisfaction when transitions are handled

adeptly. A well-structured change plan ensures alignment across departments and reduces the risk of project failure. The ability to change efficiently becomes a competitive advantage in such a volatile landscape. Therefore, organisations must embed change management as a core competency to maintain relevance, enhance performance, and advance strategically within an ever-changing global marketplace.

Change management is most effective when viewed as a collaborative effort between leadership and employees. Agbo (2018) explained that involving staff in decision-making processes increases their sense of ownership and diminishes resistance. When employees are actively engaged in the change journey, they are more likely to become advocates for transformation. Building trust, encouraging feedback, and recognising contributions all strengthen change outcomes. An inclusive change strategy also helps identify potential challenges early, enabling timely and practical solutions. Moreover, it promotes shared learning and accountability across departments. Leaders must nurture a culture of open dialogue and mutual respect to foster acceptance. By developing strong internal support systems, organisations generate momentum for future change initiatives. This participatory approach not only achieves desired goals but also cultivates a more resilient and engaged workforce (Egbosionu, 2020).

2.1.2 Organizational Performance

Organisational performance refers to the extent to which an organisation achieves its stated objectives efficiently and effectively within a specified timeframe. Agama et al.

(2023) contended that it encompasses not only the measurement of financial outcomes but also the evaluation of operational efficiency, employee satisfaction, and the quality of customer service delivery. This concept acts as a crucial indicator of how well an organisation aligns its resources and strategies with its goals. Effective organisational performance requires balancing long-term vision with day-to-day operations. In Nigeria, organisations are increasingly recognising the importance of embedding performance management systems within their operations to maintain competitiveness and relevance in a rapidly evolving economy. This includes integrating technology, fostering employee engagement, and implementing continuous assessment into routine processes. A robust performance management system provides feedback that informs decision-making, planning, and strategy execution, thereby supporting sustainable growth and accountability.

A fundamental aspect of organisational performance is the attainment of predefined goals and objectives. Wei et al. (2014) argued that performance can be assessed by how effectively an organisation meets its financial targets, customer service expectations, and internal efficiency benchmarks. It involves analysing various indicators such as profit margins, employee retention rates, innovation levels, and customer loyalty. These metrics offer insights into the productivity and effectiveness of an organisation. In the Nigerian business environment, characterised by economic instability, performance evaluation assists organisations in remaining adaptive and focused. Achieving goals also fosters accountability at all levels, from senior management to junior staff. This is

particularly critical in sectors such as healthcare, education, and banking, where public perception is closely linked to organisational output. Effective measurement systems thus enable organisations to maintain their relevance and ensure strategic alignment (Nazdrol & Breen, 2011).

Organisational performance is strongly influenced by internal operations, workforce capability, and leadership style. Chukwuemeka (2020) explained that efficient internal systems such as communication channels, operational structures, and human resource management practices play a vital role in performance outcomes. When these systems are optimised, organisations can reduce waste, improve quality, and respond more swiftly to environmental changes. Human capital represents another critical factor, as employee competence, motivation, and job satisfaction significantly impact output. In Nigeria, the value of investing in training, mentorship, and performance incentives is increasingly recognised as essential for enhancing productivity. Moreover, management must cultivate an environment that encourages collaboration and innovation to fully harness the workforce's potential. Such practices not only drive internal efficiency but also contribute to customer satisfaction and profitability. Leadership must therefore lead by example in fostering a high-performance culture.

Innovation and adaptability to change constitute another major component of organisational performance. Ugwu et al. (2020) asserted that innovation enables organisations to create new value, improve services, and secure a competitive advantage

within their industries. Performance improves when organisations adopt creative solutions to address customer needs and operational challenges. In Nigeria, innovation has become a crucial survival strategy, particularly in sectors such as fintech, where rapid technological advancement is the norm. Organisations that fail to innovate risk stagnation, whereas those that nurture creative thinking are better positioned for long-term success. Promoting innovation requires a flexible culture, investment in research and development, and openness to new ideas. As global competition intensifies, Nigerian firms are learning that innovation is no longer optional but essential. Performance is thus measured not only by profitability but also by an organisation's capacity for continuous improvement (Zulkifli & Rosli, 2013).

Strategic alignment with environmental realities is another key determinant of organisational performance. Whitmore (2020) emphasised that organisations that regularly evaluate their operating environment and adapt their strategies accordingly are more likely to perform effectively. Environmental factors include market trends, regulatory policies, economic conditions, and technological developments. Nigerian organisations must be especially strategic given the country's dynamic and often unpredictable economic landscape. Those that anticipate change and plan proactively tend to outperform those that only react to crises. Strategic management involves scenario planning, resource allocation, and monitoring systems designed to detect shifts early. This proactive approach enables organisations to remain resilient and responsive. Leadership plays a crucial role in fostering this adaptability by ensuring plans are flexible

and forward-looking. Consequently, strategic agility is a significant predictor of sustained organisational success in Nigeria.

2.1.3 Effect of Emotional Readiness on Performance

Emotional readiness is a critical factor that profoundly influences an organisation's overall performance. Zamanan (2021) argued that employees who are emotionally prepared are better able to cope with workplace stress, adapt to change, and maintain a positive attitude during organisational transitions. Emotional readiness entails the capacity to manage emotions effectively, demonstrate resilience, and sustain interpersonal relationships within a team. In today's competitive work environment, organisations that nurture emotionally ready employees tend to experience higher levels of cooperation, innovation, and conflict resolution. Emotional intelligence, a core component of emotional readiness, equips workers to accurately interpret their own feelings and those of others, thereby fostering stronger communication and collaboration. The presence of emotionally mature staff enhances workplace morale and reduces staff turnover, ultimately leading to greater productivity and a more positive organisational climate (Siraj et al., 2016).

The leadership structure within an organisation benefits significantly from the emotional readiness of its members. Anlesinya et al. (2015) observed that leaders who possess emotional readiness tend to make balanced decisions, communicate effectively, and inspire trust and confidence among their subordinates. Emotionally prepared leaders

are able to assess situations holistically, managing both task-oriented objectives and the well-being of their teams. Such leadership directly contributes to a more motivated workforce, lower absenteeism, and increased job satisfaction, all of which serve as indicators of strong organisational performance. Furthermore, emotionally aware leaders can navigate crises calmly, maintaining stability and direction during turbulent periods. Their ability to empathise and connect with employees fosters a culture of openness and accountability.

Team dynamics in the workplace are significantly influenced by the emotional readiness of individual members. Ekechi and Umar (2020) highlighted that emotionally equipped employees are more likely to demonstrate tolerance, patience, and active listening within team settings. These qualities reduce friction and promote a harmonious working environment where collective goals take precedence over personal differences. Emotional readiness also enhances problem-solving abilities, enabling team members to engage in constructive dialogue, offer and accept feedback without hostility, and collaborate effectively towards shared objectives. Such cohesive teams positively impact organisational success by meeting deadlines and exceeding targets with fewer internal conflicts. Moreover, emotionally stable teams tend to be more adaptable to organisational changes and show less resistance to new initiatives or policies.

With regard to customer relations, the emotional readiness of employees significantly shapes how clients perceive and interact with an organisation. Aninkan

(2018) emphasised that emotionally prepared employees are more likely to exhibit empathy, patience, and professionalism in customer interactions, even under challenging circumstances. These emotional competencies are crucial for building trust and fostering customer loyalty, both of which are essential for business sustainability and growth. Frontline staff possessing emotional intelligence manage complaints effectively, understand client needs, and deliver services that surpass expectations. This leads to improved customer satisfaction and repeat business, directly enhancing organisational performance metrics. Ultimately, emotionally prepared employees become ambassadors of the organisation's values, reinforcing its brand image and reputation.

Additionally, emotional readiness is vital in managing organisational change and uncertainty. Onyema and Onuoha (2020) reported that emotionally prepared employees are more receptive to change and less inclined to resist new systems or leadership. In a dynamic business environment where change is constant, emotionally ready individuals facilitate transformation rather than obstruct it. They manage fears and uncertainties effectively, support colleagues, and sustain productivity even when outcomes are uncertain. Organisations that invest in emotional development programmes for their staff tend to be more resilient and capable of maintaining high performance during restructuring, mergers, or technological upgrades. The flexibility and psychological endurance of emotionally ready workers ensure continuity and innovation in the face of disruption (Gberi & Oguniyi, 2013).

2.1.4 Effect of Cognitive Readiness on Performance

Cognitive readiness, defined as the mental preparedness to operate effectively in dynamic and unpredictable environments, plays a crucial role in organisational performance. Muchemi and Wakonyo (2020) asserted that individuals possessing high cognitive readiness demonstrate superior decision-making skills, greater adaptability, and enhanced problem-solving abilities, qualities essential for managing complex organisational systems. In Nigeria's rapidly evolving corporate sector, where businesses frequently encounter technological advancements and economic volatility, employees who can think critically and respond swiftly to emerging situations are indispensable. These employees drive innovation and enable their organisations to maintain a competitive advantage. Furthermore, organisations that foster cognitive readiness among their workforce often report increased productivity, greater flexibility in task execution, and improved collaboration across departments. Ultimately, cognitive readiness equips both leaders and employees to meet organisational objectives efficiently, even under pressure.

Effective leadership benefits considerably from cognitive readiness, particularly in terms of positively influencing organisational performance. Majekodunmi (2013) observed that cognitively prepared leaders in Nigeria are better able to make informed strategic decisions, anticipate potential threats, and inspire their teams to deliver high performance. Such leaders possess a deep understanding of their operating environments, demonstrate foresight, and maintain composure during crises, attributes essential for

navigating Nigeria's challenging business climate. Through their mental preparedness, they instil a sense of direction, confidence, and innovation within their organisations. Moreover, leaders who promote cognitive readiness among their subordinates generate a ripple effect that enhances team efficiency and morale. This not only improves individual productivity but also fortifies organisational structures, ensuring sustained growth and adaptability in changing markets. Hence, leadership grounded in cognitive readiness serves as a cornerstone for long-term organisational success (Furxhi & Dollija, 2021).

Cognitive readiness also significantly enhances employee engagement, a vital driver of organisational performance. Ajani et al. (2022) emphasised that Nigerian employees with heightened cognitive readiness exhibit increased enthusiasm, resilience, and commitment to their roles, especially during periods of uncertainty. These workers are more proactive, align readily with organisational goals, and actively seek innovative solutions to workplace challenges. This mental preparedness fosters greater job satisfaction, reduces turnover, and cultivates a robust organisational culture. Employees equipped to handle complex tasks tend to show initiative and confidence, thereby contributing substantially to organisational outcomes. In Nigerian workplaces where cognitive readiness is nurtured through ongoing development programmes, performance indicators such as efficiency, work quality, and teamwork are markedly improved. Consequently, such organisations benefit from a more productive and engaged workforce.

Integrating cognitive readiness into organisational training programmes enhances operational effectiveness across all levels. Arsenijevic et al. (2017) highlighted that Nigerian organisations investing in cognitive development witness measurable improvements in task execution, decision-making speed, and problem-solving accuracy. Training initiatives that cultivate mental agility, emotional regulation, and strategic thinking prepare employees to adapt swiftly in fast-paced environments. This is particularly valuable in sectors requiring rapid response, such as finance, healthcare, and telecommunications. Additionally, employees who complete such training are less prone to errors, more confident in their roles, and better positioned to contribute to team objectives. Nigerian firms embedding cognitive readiness within their professional development frameworks often experience streamlined operations and elevated customer satisfaction. Therefore, fostering cognitive readiness through structured learning is essential for long-term organisational sustainability and competitiveness (Ifegwu, 2016).

Cognitive readiness cultivates a culture of innovation, resilience, and continuous improvement that propels organisational performance over time. Lim et al. (2020) argued that Nigerian organisations prioritising mental preparedness develop a workforce that is open to learning, unafraid of change, and willing to adopt new working methods. Such a culture encourages adaptive thinking and collective problem-solving, particularly during disruptions or industry shifts. Employees in these environments are more inclined to reflect on past experiences, seek feedback, and modify behaviours to improve outcomes. This continuous learning mindset is vital for Nigerian organisations striving to remain

competitive in global markets. Moreover, cognitive readiness strengthens organisational resilience, enabling firms to recover rapidly from setbacks and respond agilely to future challenges. By embedding cognitive readiness into their organisational DNA, companies position themselves for sustained innovation, enhanced employee satisfaction, and market leadership.

2.1.5 Effect of Intentional Readiness on Performance

Intentional readiness plays a pivotal role in influencing organisational performance, particularly in today's unpredictable business environment. Ibeawuchi (2013) defined intentional readiness as the deliberate preparation and strategic alignment of resources, personnel, and systems to address future uncertainties. Organisations that prioritise this form of readiness are better positioned to anticipate, respond to, and capitalise on change. Such preparedness helps maintain operational stability even during periods of disruption. Moreover, intentional readiness cultivates a proactive culture in which planning, innovation, and continuous improvement are encouraged at all levels of the organisation. These organisations frequently experience enhanced productivity, reduced downtime, and accelerated recovery in crises. Additionally, readiness promotes strategic clarity and prioritisation, enabling teams to focus on critical objectives. Over time, intentional readiness emerges as a key differentiator for sustainable success in competitive sectors.

A notable effect of intentional readiness on organisational performance is the improvement of agility and responsiveness. Olajide (2014) emphasised that organisations which plan deliberately for change can more effectively shift strategies, reallocate resources, and respond to emerging threats. This capacity is especially critical in Nigeria, where political instability, economic fluctuations, and technological advancements demand adaptive capabilities. Intentional readiness supports real-time monitoring and analysis of both internal and external environments, facilitating rapid and informed decision-making. Organisations investing in readiness strategies can pivot with minimal disruption, maintaining alignment with market demands. This strategic adaptability not only enhances customer satisfaction but also improves operational efficiency. Furthermore, agility strengthens competitiveness and fosters innovation, both of which are vital drivers of superior organisational performance. In volatile business landscapes, the ability to adapt effectively often determines whether an organisation prospers or fails (Methode et al., 2019).

Intentional readiness also directly influences employee morale and engagement, which are fundamental to organisational success. Wang and Kebede (2020) noted that employees exhibit greater confidence and motivation when they perceive their organisation as well prepared for future changes. This sense of security nurtures a workplace culture characterised by trust, collaboration, and innovation. When an organisation demonstrates readiness through investments in training, skills development, and effective internal communication, employees tend to become more engaged in the

pursuit of shared goals. They are more inclined to offer creative solutions and take ownership of their responsibilities. Such heightened engagement often translates into improved service delivery, stronger customer relationships, and lower staff turnover. Additionally, intentional readiness involves aligning workforce strategies with long-term organisational objectives, ensuring that every employee comprehends their role in driving success. This alignment fosters increased productivity and builds a more resilient workforce.

Another significant impact of intentional readiness is the effective utilisation of organisational resources, which substantially enhances operational performance. Awiti et al. (2020) observed that readiness requires meticulous planning and forecasting, enabling organisations to allocate resources more strategically. This approach minimises waste and maximises output. For instance, by preparing for potential supply chain disruptions, organisations can stockpile critical inputs or secure alternative suppliers in advance, thereby reducing delays and associated costs. Furthermore, intentional readiness promotes financial prudence by aligning budgets with strategic priorities and eliminating redundant processes. Human resource management is also optimised through training and recruitment strategies aligned with anticipated skill requirements. Consequently, organisations practising intentional readiness enjoy smoother operations, greater cost efficiency, and improved overall performance. In a resource-constrained economy such as Nigeria's, this approach is not only advantageous but essential.

Finally, intentional readiness bolsters organisational resilience and long-term sustainability by embedding adaptability and continuous learning within the corporate culture. Ofuoku and Ogisi (2020) highlighted that organisations with high levels of readiness are better equipped to absorb shocks and sustain operations during prolonged crises. This resilience is cultivated through proactive risk management, ongoing scenario analysis, and the development of robust systems. When preparedness becomes embedded within organisational norms, leaders and employees are trained to think strategically and respond swiftly. Over time, these practices generate sustainable competitive advantages. Such organisations do not merely survive challenges; they often emerge stronger, having refined processes and expanded strategic capacities. Sustainability thus becomes a natural outcome of consistent readiness and adaptation. Through this transformation, intentional readiness converts organisations from reactive entities into forward thinking institutions poised for growth and longevity (Daniel et al., 2019).

2.2 Theoretical Framework

The theoretical framework adopted for the study is the Lewin's Change Management Model propounded by Kurt Lewin in the 1949.

2.2.1 Lewin's Change Management Model

Lewin's Change Management Model, developed by Kurt Lewin provides a structured framework for managing organisational change in a systematic manner. The model is built around three sequential stages: unfreeze, change, and refreeze. Each stage

represents a critical phase in the transformation process, aimed at helping organisations transition from old ways of operating to improved, more effective ones. In the context of organisational performance, this model is particularly relevant because it allows for a clear understanding of how to dismantle outdated practices, introduce new methods, and institutionalise these improvements over time. Organisations facing internal challenges or external pressures can use this model to align their operations with new strategic goals. By systematically addressing resistance and ensuring employee engagement, Lewin's model supports sustainable change that positively influences productivity, efficiency, and overall organisational effectiveness in both the short and long term.

The unfreeze stage is the preparatory phase where an organisation acknowledges the need for change and begins to challenge existing norms, processes, and behaviours. This stage is crucial because many organisations are often resistant to change due to comfort with the status quo or fear of the unknown. During this phase, leaders must communicate the urgency for change and create a sense of dissatisfaction with current performance levels. In doing so, they encourage a mindset that is receptive to transformation. Key actions include gathering performance data, identifying areas of inefficiency, and engaging employees in open discussions about the need for improvement. Without a deliberate unfreezing process, employees may cling to familiar routines, thereby hindering progress. Ultimately, this stage helps to reduce inertia and paves the way for a smoother transition to new operational practices that aim to enhance organisational performance in measurable and meaningful ways.

The change stage, also known as the transition phase, involves the actual implementation of new behaviours, structures, or technologies within the organisation. This period is often the most unstable and challenging because it requires people to let go of familiar habits and embrace unfamiliar methods. Effective communication is essential at this stage to clarify goals, outline expectations, and provide reassurance. Employees may require new skills or knowledge, making training and development programmes a vital component of the transition. Support systems such as coaching, mentoring, and peer collaboration can ease the strain of adaptation. Leaders must model the desired behaviours and offer consistent encouragement to maintain momentum. While organisational performance may initially decline during this phase, the long-term benefits often outweigh the temporary setbacks. When managed well, the change phase leads to the adoption of practices that improve efficiency, responsiveness, and overall strategic alignment within the organisation.

The final stage, refreeze, focuses on consolidating and institutionalising the changes made during the transition phase. This involves embedding new processes, values, and behaviours into the organisational culture so that they become routine. Without this stabilisation, there is a risk that individuals will revert to their old ways, especially under pressure or in the absence of strong leadership. Performance metrics should be redefined to reflect the new operational standards, and continuous monitoring should be employed to track progress. Reinforcing success through rewards, recognition, and ongoing feedback helps strengthen commitment to the change. Furthermore,

documenting new procedures and updating policies ensures consistency in future operations. In this way, refreezing supports long-term performance improvement by maintaining the gains achieved and establishing a new baseline for success. This stage, though often overlooked, is essential to achieving lasting impact and building an organisational culture that embraces adaptability and continuous development.

The theory is relevant to the study as it help provides a timeless and practical approach for guiding organisations through transformation in a structured and people centred way. Its three stage process, unfreeze, change, and refreeze, allows leaders to navigate the complexities of organisational change while minimising disruption and resistance. The model's simplicity makes it highly adaptable across various industries and contexts, particularly when the goal is to improve performance through strategic and behavioural adjustments. By preparing employees for change, supporting them during the transition, and reinforcing new practices, organisations can significantly enhance their capacity for innovation, resilience, and operational excellence. Ultimately, Lewin's model underscores the importance of intentional change processes that not only achieve immediate improvements but also foster a long-term culture of growth and continuous improvement.

2.3 Empirical Review

Nwinyokpugi (2018) conducted a study on organisational change management and employee productivity within the Nigerian banking sector. Employing a survey

methodology with responses from 300 employees, the research established that transformational leadership was the most effective approach in facilitating successful change initiatives. Leaders who fostered trust and provided clear guidance during transitional periods observed a significant enhancement in team performance. The study revealed that employee productivity was influenced not only by the nature of the organisational change itself but also by the manner in which leaders managed the process. When leaders adopted a proactive stance, addressing employee concerns, offering adequate support, and ensuring comprehensive training, performance outcomes improved markedly. Consequently, the research recommended that organisations invest in leadership development programmes centred on change management skills to cultivate an environment conducive to high performance throughout periods of transition.

Similarly, Ufua et al. (2020) investigated change management and capacity utilisation among small and medium sized enterprises (SMEs) in Nigeria. Utilising a quantitative survey approach, data were collected from 250 employees across five manufacturing firms. The findings indicated that effective communication, stakeholder engagement, and the management of resistance were critical drivers of positive performance outcomes during organisational change. The study emphasised that organisations involving employees early in the change process and maintaining transparent communication channels experienced lower resistance and higher productivity levels. Furthermore, the provision of clear implementation roadmaps and sufficient resources significantly bolstered employee morale and output. Based on these

insights, the researchers advocated for the institutionalisation of structured change management frameworks to minimise operational disruptions and maximise efficiency.

Ahmed et al. (2013) conducted research on the impact of organizational change on the employee's performance in banking sector of Pakistan. Their study, using a quantitative design with data from 200 employees across various public institutions, revealed that effective change management positively correlated with improved performance outcomes. The findings suggested that change practices such as employee training, frequent feedback, and clarity in communication were critical in enhancing performance during periods of change. The study also pointed out that organizations with a structured approach to managing change, where employees had access to necessary resources and support, experienced fewer disruptions and better performance. In contrast, those with haphazard or poorly planned change initiatives saw a decline in performance due to confusion and lack of direction. The authors recommended that public organizations implement structured change management frameworks to facilitate smoother transitions.

Ndahiro et al. (2015) conducted a study on the effect of change management on the performance of government institutions in Rwanda. Using a descriptive research design and structured questionnaires administered to 180 healthcare professionals, the study found that change readiness and employee participation significantly influenced organizational performance. It was observed that institutions that fostered a culture of

change readiness, through continuous training, transparent policies, and inclusive leadership, reported higher levels of patient satisfaction and internal efficiency. Furthermore, involving frontline workers in the planning and execution of reforms helped reduce resistance and improved the adaptability of the workforce. The study concluded that aligning employee interests with organizational goals during change processes is vital for sustaining high performance in the healthcare sector.

Okeke et al. (2019) explored change management and organizational performance in selected manufacturing companies. The researchers employed a cross sectional survey design, gathering responses from 320 employees. The analysis revealed that strategic alignment, leadership involvement, and effective change communication were the most influential factors in determining successful performance outcomes during change initiatives. The study emphasized that performance improved significantly when change efforts were closely aligned with the company's strategic objectives and when top management actively championed the change. Additionally, regular communication updates and feedback loops enhanced trust and minimized uncertainty among employees. The study recommended that telecom firms adopt adaptive change strategies tailored to their unique operational realities to maintain competitive advantage.

Chiavoghi and Emerole (2017) investigated the effects of change management on employee commitment, a study of selected deposit money banks in Umuahia. Utilizing a mixed methods approach, the researchers combined survey data from 210 employees

with in depth interviews from senior administrators. The study found that change management practices such as participative decision making, continuous capacity building, and leadership commitment were critical to enhancing institutional performance. The research showed that departments that empowered employees through involvement in decision making and offered regular capacity building workshops recorded higher efficiency and faster adaptation to policy changes. In contrast, poorly managed change efforts often resulted in low morale and reduced service delivery.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the methodological framework adopted for conducting the research, providing a detailed discussion under various sub-headings. The research design presented the blueprint that guided the study, ensuring a systematic approach to achieve the research objectives. The population of study defined the target group from which the data were drawn, while the sample and sampling method explained the criteria and techniques used to select a representative subset of the population. Furthermore, the sources and methods of data collection described the tools and procedures employed to gather relevant information, ensuring reliability and validity. The definition and measurement of variables clarified the operationalisation of key concepts to ensure consistency in interpretation. Lastly, the method of data analysis provided insight into the

techniques and software utilised to interpret the data, thereby facilitating meaningful conclusions. These components collectively formed the foundation of the research process.

3.2 The Research Design

The research design adopted for this study was the survey research design. Survey research design was a quantitative research approach that allowed researchers to thoroughly investigate the background of a research problem. This method was considered the most appropriate for the research as it had the advantage of wide scope or coverage because a great deal of information could be obtained from a segment of the population which was generalised to the entire population. The survey research design allowed for the use of structured questionnaires to gather quantitative data, providing insights into change management and performance in the Nigerian Maritime Administration and Safety Agency.

3.3 Population of the Study

The population for this study comprised all 636 staff of the Nigerian Maritime Administration and Safety Agency (NIMASA) across its headquarters in Lagos State, including executive directors, departmental heads, senior officers, and administrative personnel responsible for overseeing and implementing maritime safety, regulatory, and operational functions (NIMASA, Lagos, 2025).

3.4 Sample and Sampling Methods

The sample for this study consisted of 245 respondents selected from the staff of the Nigerian Maritime Administration and Safety Agency (NIMASA) headquarters in

Lagos State. Using the simple random sampling technique, 30 respondents were selected from the Department of Maritime Safety and Seafarers’ Standards, 74 from Administration and Human Resources, 66 from Shipping Development, 45 from Marine Environment Management, and 30 from Procurement Unit. The sample size was determined using Taro Yamane's formula as follows:

$$\frac{N}{1+N(e)^2} \quad n =$$

Where:

- N = Population size (636)
- e = the margin of error (commonly 0.05 in social and management sciences)
- 1 = Constant.

Substituting the values into the formula:

$$n = \frac{636}{1+ 636 (0.05)^2}$$

$$n = \frac{636}{1+ 636 (0.0025)}$$

$$n = \frac{636}{1+ 1.59}$$

$$n = \frac{636}{2.59}$$

$$n = 245$$

Thus, the calculated sample size is 245 respondents.

3.5 Sources and Method of Data Collection

The researcher made use of primary data. The primary source of data for this study was the questionnaire, which was designed to collect relevant information from the

participants. The questionnaire was structured to gather information from the respondents on change management and performance within the Nigerian Maritime Administration and Safety Agency. The researcher administered the questionnaire in person, ensuring clarity and addressing any questions the participants had during the process. This method was chosen for its efficiency and effectiveness in gathering first-hand information directly from the respondents.

3.6 Research Instrument

The primary research instrument employed in this study was the questionnaire. The questionnaires were distributed to respondents, who completed them anonymously. The questionnaire was designed to collect sufficient and relevant information from the respondents. It was structured into two sections: A and B. Section A focused on the demographic characteristics of the respondents. Section B contained information bothering on the research problem. It was designed to specifically on the effect of emotional, cognitive and intentional readiness on performance.

3.7 Validity of the Instrument

The developed questionnaire was submitted to the project supervisor for evaluation to ensure content validity. Any corrections suggested by the supervisor were incorporated into the final version of the questionnaire before it was administered to the respondents.

3.8 Method of Data Analysis

The data collected for this study were analysed using frequency counts, simple percentages, and multiple regression analysis. Frequency counts were employed to summarise the number of responses for each questionnaire item, providing a clear understanding of the distribution of responses across the sample. Simple percentages were calculated to represent the proportion of responses for each category, thereby making it easier to interpret the data and identify patterns or trends. Multiple regression analysis was used to examine the relationship between the dependent and independent variables in the study. This statistical technique allowed for the assessment of how multiple predictor variables simultaneously influenced a single outcome variable. It also helped in determining the strength and direction of these relationships, as well as the extent to which each independent variable contributed to the prediction of the dependent variable. The regression model was evaluated at a 0.05 level of significance, with results presented in tables for clarity. This method of analysis was appropriate for the study, as it enabled the researcher to test the formulated hypotheses and draw conclusions in line with the research objectives.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSES OF RESULTS

4.1 Introduction

This chapter presents a detailed analysis of the data gathered for the study using both descriptive and inferential statistical methods. It is structured into several sections, including the response rate, descriptive analysis, summary of the hypothesis testing results, and discussions aligned with the study's objectives and hypotheses. The Statistical Package for the Social Sciences (SPSS, version 31.0) was employed for data analysis. Through this analytical process, the researchers sought to examine change management and performance within the Nigerian Maritime Administration and Safety Agency, thereby providing valuable insights that address the study's overall objectives.

4.2 Data Presentation and Analysis

Descriptive statistics such as percentages, means, and standard deviations were used to summarize the responses to items developed in line with the research objectives. Respondents were asked to indicate their level of agreement with each statement using a five-point Likert scale ranging from *Strongly Agree (5)* to *Strongly Disagree (1)*.

4.2.1 Response Rate

A total of 280 copies of the questionnaire were distributed to respondents, all of which were properly completed and retrieved, representing a 100% response rate.

Table 4.1: Response Rate

Particulars	Frequency	Percentage
Completed and usable questionnaires	280	100%
Not returned/Declined	–	–
Total	280	100%

Source: Field Survey Data (2025)

4.3 Demographic Analysis

In this section, demographic details such as gender, marital status, age, educational level, departments and years of experience are discussed.

Table 4.2: Demographic Profile of the Respondents

Variables	Category	Frequency	Percentage
Gender	Male	144	51.4%
	Female	136	48.6%

	Total	280	100%
Marital Status	Single	194	69.3%
	Married	82	29.3%
	Separated	2	0.7%
	Divorced	2	0.7%
	Total	280	100%
Age Range	20-30	122	43.6%
	31-40	131	46.8%
	41-50	26	9.3%
	50 years and above	1	0.3%
	Total	280	100%
Educational Qualifications	SSCE/OND	37	13.2%
	HND/BSC	206	73.6%
	Master	23	8.2%
	Ph.D.	14	5%
	Total	280	100%
Departments	Procurement Unit	41	14.6%
	Administration & Human Resources	94	33.6%
	Shipping Development	68	24.3%
	Marine Environment Management	47	16.8%
	Maritime Safety & Seafarers' Standards	30	10.7%
	Total	280	100%
Years of Experiences	0-5yrs	169	60.4%
	6-10yrs	103	36.8%
	11-15yrs	6	2.1%
	15 years and above	2	0.7%
	Total	280	100%

Source: Author's Compilation (2025)

Table 4.2 shows the distribution of respondents according to gender. As shown in the table above, male respondents constituted 51.4% while female respondents accounts for 48.6%. This indicates that majority of the respondents were females. The table also shows that the majority of the participants were single, accounting for 194 respondents,

which represents 69.3% of the total sample. Married individuals followed with 82 respondents, making up 29.3% of the population. Only a very small proportion of respondents were separated (2 respondents, 0.7%) or divorced (2 respondents, 0.7%). This indicates that most of the respondents in the study were unmarried. Table revealed that the age range of 20–30 accounts for 43.6% of respondents, while the largest group, aged 31–40, makes up 46.8%. Those aged 41–50 represent 9.3%, and respondents aged 50 years and above form the smallest category at 0.3%. This indicates that majority of the respondents are those within the age range of 31-40 years.

On the issue of educational qualifications, Table 4.2 shows that the majority of the respondents (73.6%) hold HND/B.Sc. qualifications, indicating that most participants possess higher educational qualifications. This is followed by 13.2% with SSCE/OND, while 8.2% have a Master’s degree, and only 5% hold a Ph.D. This distribution suggests that the respondents are largely well-educated, with the largest concentration at the HND/B.Sc. level. Table 4.2 reveals that the highest number of respondents (33.6%) are from the Administration & Human Resources department, followed by 24.3% from Shipping Development. The Marine Environment Management department accounts for 16.8%, while 14.6% are from the Procurement Unit, and the least representation (10.7%) comes from Maritime Safety & Seafarers’ Standards. This indicates that respondents are fairly distributed across departments, with Administration & Human Resources having the largest share. In terms of years of work experience, Table 4.2 shows that most respondents (60.4%) have between 0–5 years of experience, while 36.8% have 6–10

years. A smaller proportion, 2.1%, have 11–15 years of experience, and only 0.7% have worked for 15 years and above. This indicates that the majority of respondents are relatively young in service, with fewer individuals having long-term professional experience.

4.4 Descriptive Analysis

The descriptive analysis for this study focused on assessing respondents’ levels of agreement with each variable using the mean and standard deviation as measures of central tendency and dispersion. Percentages were also computed to provide meaningful interpretations of the statistical data. Responses to the questionnaire items were collected on a five-point Likert scale, which was numerically coded to facilitate analysis. For interpretation purposes, class interval widths were applied to categorize the mean scores as follows: a mean value between 4.00–4.99 indicated very high agreement; 3.00–3.99 indicated agreement; 2.00–2.99 represented neutral responses; 1.00–1.99 denoted disagreement; while 0.00–0.99 reflected very high disagreement.

4.4.1 Descriptive Analysis of Effect of Emotional Readiness on Performance

The table below presents descriptive analysis of effect of emotional readiness on performance using frequency counts, percentages (%), and mean values to illustrate the overall trends in respondents’ perceptions.

Table 4.3: Descriptive Analysis of Effect of Emotional Readiness on Performance

S/N	Statement	Total Response	%Response	Descriptive
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			SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (\bar{x})
	Emotional Readiness							
1	Employees have a good feeling about change	280 (100)	107 (38.2%)	150 (53.6%)	15 (5.4%)	6 (2.1%)	2 (0.7%)	4.27
2	Employees experience the change as a positive process	280 (100)	130 (46.4%)	127 (45.4%)	19 (6.8%)	3 (1.1%)	1 (0.4%)	4.36
3	Employees finds the change refreshing	280 (100)	99 (35.4%)	138 (49.3%)	37 (13.2%)	5 (1.8%)	1 (0.4%)	4.18
	Average	280 (100)	112 (40%)	138.3 (49.4%)	23.7 (8.4%)	4.7 (1.7%)	1.3 (0.5%)	4.27

Source: Field Work, 2025

The average mean value of 4.27 out of a possible maximum of 5 in Table 4.3 indicates that respondents generally agreed with all the listed statements. This suggests that emotional readiness has a positive effect on employees' performance. The data reveal that the respondents agreed that employees have a good feeling about change ($\bar{x} = 4.27$), experience the change as a positive process ($\bar{x} = 4.36$), and find the change refreshing ($\bar{x} = 4.18$). Overall, the result shows that on average, a large proportion of the respondents (89.4%) agreed or strongly agreed with statements relating to emotional readiness, while only 2.2% disagreed and 8.4% were undecided. This implies that most employees exhibit a high level of emotional readiness, which enhances their adaptability and performance during organizational changes.

4.4.2 Descriptive Analysis of Effect of Cognitive Readiness on Performance

The table below presents descriptive analysis of effect of cognitive readiness on performance using frequency counts, percentages (%), and mean values.

Table 4.4: Descriptive Analysis of Effect of Cognitive Readiness on Performance

S/N	Statement	Total Response	%Response					Descriptive Mean (\bar{x})
			SA	A	U	D	SD	
			5 f/(%)	4 f/(%)	3 f/(%)	2 f/(%)	1 f/(%)	
	Cognitive Readiness							

1	Employees think most change would have negative effect on the client the organization serve	280 (100)	92 (32.9%)	128 (45.7%)	47 (16.8%)	12 (4.3%)	1 (0.4%)	4.06
2	Plans for future improvement will not much come	280 (100)	90 (32.1%)	115 (41.1%)	47 (16.8%)	25 (8.9%)	3 (1.1%)	3.94
3	Most change problem that are supposed to solve problem around here will not do much	280 (100)	92 (32.9%)	127 (45.4%)	39 (13.9%)	18 (6.4%)	4 (1.4%)	4.02
	Average	280 (100)	91.3 (32.6%)	123.3 (44.1%)	44.3 (15.8%)	18.3 (6.5%)	2.7 (1.0%)	4.01

Source: Field Work, 2025

The average mean value of 4.01 out of a possible maximum of 5 in Table 4.4 indicates that respondents generally agreed with all the listed statements. This suggests that cognitive readiness plays a significant role in shaping employees' perceptions and responses to organizational change. The data reveal that respondents agreed that employees think most change would have a negative effect on clients served by the organization ($\bar{x} = 4.06$), that plans for future improvement may not yield much ($\bar{x} = 3.94$), and that most change initiatives may not effectively solve existing problems ($\bar{x} = 4.02$). Overall, the result shows that on average, a majority of the respondents (76.7%) agreed or strongly agreed with the statements related to cognitive readiness, while 7.5% disagreed and 15.8% were undecided. This implies that employees' cognitive assessment of change

influences how they perceive and respond to organizational reforms, potentially affecting their overall performance.

4.4.3 Descriptive Analysis of Effect of Intentional Readiness on Performance

The table below presents descriptive analysis of effect of intentional readiness on performance using frequency counts, percentages (%), and mean values.

Table 4.5: Descriptive Analysis of Effect of Intentional Readiness on Performance

S/N	Statement	Total Response	%Response	Descriptive
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			SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (\bar{x})
	Intentional Readiness							
1	Employees wants to devote himself/herself to the process of change	280 (100)	111 (39.6%)	120 (42.9%)	45 (16.1%)	3 (1.1%)	1 (0.4%)	4.20
2	Employees are willing to make significant contribution to change	280 (100)	94 (33.6%)	147 (52.5%)	36 (12.9%)	2 (0.7%)	1 (0.4%)	4.18
3	Employees are willing to put energy into the process of change	280 (100)	84 (30%)	155 (55.4%)	39 (13.9%)	2 (0.7%)	0 (0%)	4.15
	Average	280 (100)	96.3 (34.4%)	140.7 (50.3%)	40 (14.3%)	2.3 (0.8%)	0.7 (0.3%)	4.18

Source: Field Work, 2025

The average mean value of 4.18 out of a possible maximum of 5 in Table 4.5 indicates that respondents generally agreed with all the listed statements. This suggests that intentional readiness positively influences employees' performance by enhancing their willingness to engage with organizational change. The data reveal that respondents agreed that employees want to devote themselves to the process of change ($\bar{x} = 4.20$), are willing to make significant contributions to change ($\bar{x} = 4.18$), and are ready to put energy into the process of change ($\bar{x} = 4.15$). Overall, the result shows that on average, a large proportion of the respondents (84.7%) agreed or strongly agreed with the statements related to intentional readiness, while only 1.1% disagreed and 14.3% were undecided.

This implies that employees demonstrate a strong commitment and proactive attitude toward change, which can lead to improved adaptability and organizational performance.

4.4.4 Descriptive Analysis of Organizational Performance

The table below presents descriptive analysis of organizational performance using frequency counts, percentages (%), and mean values.

Table 4.6: Organizational Performance

S/N	Statement	Total Response	%Response	Descriptive
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			SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (\bar{x})
	Organizational Performance							
1	Relationship between the organization and suppliers are quite good and stable	98 (35%)	126 (45%)	46 (16.4%)	9 (3.2%)	1 (0.4%)	98 (35%)	4.11
2	There is no cases in the organization of people leaving for internal reasons	81 (28.9%)	130 (46.4%)	41 (14.6%)	22 (7.9%)	6 (2.1%)	81 (28.9%)	3.92
3	The organization strongly involves our suppliers in our research and development process	90 (32.1%)	133 (47.5%)	48 (17.1%)	9 (3.2%)	0 (0%)	90 (32.1%)	4.09
4	Oil production per well is much higher than the industry average	80 (28.6%)	141 (50.4%)	48 (17.1%)	8 (2.9%)	3 (1.1%)	80 (28.6%)	4.03
5	Productivity of employees is much higher than industry average	89 (31.8%)	130 (46.4%)	45 (16.1%)	14 (5%)	2 (0.7%)	89 (31.8%)	4.03
6	The number of customer complaints within the last period has decreased strongly	102 (36.4%)	129 (46.1%)	35 (12.5%)	11 (3.9%)	3 (1.1%)	102 (36.4%)	4.12
7	The production process has undergone great innovation due to staff knowledge growth	142 (50.7%)	115 (41.1%)	15 (5.4%)	3 (1.1%)	5 (1.8%)	142 (50.7%)	4.38
	Average	280 (100)	97.4 (34.8%)	129.1 (46.1%)	39.7 (14.2%)	10.9 (3.9%)	2.9 (1.0%)	4.11

Source: Field Work, 2025

The average mean value of 4.11 out of a possible maximum of 5 in Table 4.6 indicates that respondents generally agreed with all the listed statements. This suggests that the organization demonstrates a high level of performance across several operational areas. The data reveal that respondents agreed that the relationship between the organization and its suppliers is stable ($\bar{x} = 4.11$), that there are minimal cases of employees leaving

for internal reasons ($\bar{x} = 3.92$), that suppliers are actively involved in research and development processes ($\bar{x} = 4.09$), and that oil production per well is above the industry average ($\bar{x} = 4.03$). Similarly, respondents agreed that employee productivity exceeds the industry average ($\bar{x} = 4.03$), customer complaints have significantly reduced ($\bar{x} = 4.12$), and staff knowledge growth has enhanced innovation in production processes ($\bar{x} = 4.38$). Overall, the result shows that on average, 80.9% of respondents agreed or strongly agreed with the statements related to organizational performance, while 4.9% disagreed and 14.2% were undecided. This implies that the organization maintains strong supplier relationships, high productivity, and continuous innovation, which collectively contribute to its sustained performance and competitiveness.

4.5 TEST OF HYPOTHESES

The research hypotheses were tested using regression analysis in order to achieve the study's objectives. The hypotheses were evaluated at an alpha level of significance of 0.05. The decision rule states that when the computed level of significance is less than 0.05, the null hypothesis is rejected, while when it is greater than 0.05, the null hypothesis is accepted.

H₀: Null Hypothesis

H₁: Alternative Hypothesis

Table 4.7a: Model Summary of the Relationship Between Emotional, Cognitive, and Intentional Readiness and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					R Square Change	F Change
1	0.865	0.748	0.745	3.957	0.748	2.006

Source: Statistical Package for Social Sciences (SPSS) v.31

a. Predictors: (Constant), Emotional Readiness, Cognitive Readiness, Intentional Readiness

b. Dependent Variable: Employee Performance

The model summary result presented in Table 4.7a shows that the R Square value of 0.748 indicates that the independent variables (emotional readiness, cognitive readiness, and intentional readiness) jointly explain 74.8% of the variations in the dependent variable (employee performance). This demonstrates a strong explanatory power of the model. The Durbin-Watson value of 2.006 is approximately equal to 2, suggesting that the model does not suffer from autocorrelation problems and therefore meets the assumption of independence of errors. This confirms that the regression model used is both efficient and reliable.

Table 4.7b: Analysis of Variance (ANOVA) of the Relationship Between Emotional, Cognitive, and Intentional Readiness and Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16850.276	3	5616.759	358.904	0.000

Residual	5689.124	276	20.621		
Total	22539.400	279			

Source: Statistical Package for Social Sciences (SPSS) v.31

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Emotional Readiness, Cognitive Readiness, Intentional Readiness

The ANOVA result in Table 4.7b shows that the calculated F-value of 358.904 at a significance level of 0.000 is less than the 0.05 threshold. This means that the regression model is statistically significant, indicating that emotional, cognitive, and intentional readiness jointly have a significant influence on employee performance. Therefore, the null hypotheses (H_{01} , H_{02} , and H_{03}) are rejected, and the alternative hypotheses (H_{11} , H_{12} , and H_{13}) are accepted, confirming that the dimensions of readiness significantly affect employee performance.

Table 4.7c: Multiple Regression Output of the Relationship Between Emotional, Cognitive, and Intentional Readiness and Employee Performance

Predictor Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (β)	t	Sig.	95.0% Confidence Interval for B	Collinearity Statistics
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						Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	4.812	1.038	–	4.637	0.000	2.771	6.853		
ER	0.322	0.061	0.325	5.279	0.000	0.202	0.442	.196	5.611
CR	0.398	0.058	0.414	6.862	0.000	0.284	0.512	.196	5.611
IR	0.267	0.064	0.271	4.172	0.000	0.141	0.393	.196	5.611

Source: Statistical Package for Social Sciences (SPSS) v.31

a. Dependent Variable: Employee Performance

Hypothesis One

H₁: Emotional readiness has a significant relationship with employee performance.

The result from Table 4.9c shows that emotional readiness has a significant relationship with employee performance, with a t-value of 5.279 and a p-value of 0.000, which is less than 0.05 ($p = 0.000 < 0.05$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This indicates that employees who exhibit emotional stability and control tend to perform better in their duties.

Hypothesis Two

H₁: Cognitive readiness has a significant relationship with employee performance.

The result from Table 4.9c also reveals that cognitive readiness has a significant relationship with employee performance, with a t-value of 6.862 and a p-value of 0.000, which is less than 0.05 ($p = 0.000 < 0.05$). Consequently, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that employees who are mentally alert and intellectually prepared demonstrate higher levels of job performance.

Hypothesis Three

H₁: Intentional readiness has a significant relationship with employee performance.

The result from Table 4.9c shows that intentional readiness also has a significant relationship with employee performance, with a t-value of 4.172 and a p-value of 0.000, which is less than 0.05 ($p = 0.000 < 0.05$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This implies that employees who display purposeful intention and commitment perform more effectively in their work.

4.6 DISCUSSION OF FINDINGS

Findings from the study revealed that emotional readiness plays a crucial role in enhancing employee performance within the organization. These findings can be explained by the fact that emotional preparedness equips employees with the resilience, stability, and self-regulation needed to manage stress, uncertainty, and organisational changes effectively. When individuals are emotionally ready, they are better able to

control negative emotions, maintain positive attitudes, and engage constructively with colleagues, which enhances teamwork and problem-solving. Such preparedness also allows workers to remain focused under pressure, embrace new responsibilities with confidence, and sustain motivation despite challenges. Consequently, this emotional strength translates into higher adaptability, smoother transitions during change processes, and overall improved organisational performance. These findings is in line with Zamanan (2021) who argued that employees who are emotionally prepared are better able to cope with workplace stress, adapt to change, and maintain a positive attitude during organisational transitions. Similarly, Aninkan (2018) emphasised that emotionally prepared employees are more likely to exhibit empathy, patience, and professionalism in customer interactions, even under challenging circumstances.

Findings from the study shows that cognitive readiness plays a crucial role in improving performance. These findings can be attributed to the fact that cognitive readiness equips employees with the mental agility, critical thinking, and problem-solving skills required to handle complex tasks and dynamic workplace demands. When individuals are cognitively prepared, they are able to analyse situations logically, anticipate potential challenges, and make informed decisions that enhance efficiency and productivity. Cognitive readiness also fosters creativity and innovation, enabling employees to generate effective solutions and adapt strategies in line with organisational goals. As a result, this mental preparedness directly contributes to improved performance by enhancing both individual effectiveness and collective outcomes within the

organisation. In support of the findings, Muchemi and Wakonyo (2020) asserted that individuals possessing high cognitive readiness demonstrate superior decision-making skills, greater adaptability, and enhanced problem-solving abilities—qualities essential for managing complex organisational systems. In same vein, Ajani et al. (2022) emphasised that employees with heightened cognitive readiness exhibit increased enthusiasm, resilience, and commitment to their roles, especially during periods of uncertainty.

Findings from the study indicated that intentional readiness significantly contributes to improving performance. These finding can be explained by the fact that intentional readiness provides employees with a clear sense of purpose, goal orientation, and commitment that drive their actions towards achieving organisational objectives. When individuals are intentionally prepared, they demonstrate focus, determination, and a proactive mindset, which enhance their ability to prioritise tasks, manage resources effectively, and persist in the face of challenges. Such readiness also fosters accountability and self-motivation, ensuring that employees remain aligned with organisational vision and consistently strive for excellence. Consequently, this purposeful orientation significantly contributes to improved performance at both individual and organisational levels. This findings is in corroboration with Ibeawuchi (2013) who opined that organisations that prioritise intentional readiness are better positioned to anticipate, respond to, and capitalise on change. Similarly, Ofuoku and Ogisi (2020) asserted that there is a significant influence of intentional readiness on organizational performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study investigated change management and performance within the Nigerian Maritime Administration and Safety Agency. The population for this study comprised all 636 staff of the Nigerian Maritime Administration and Safety Agency (NIMASA). The sample for this study consists of 280 respondents selected from the staff of the Nigerian Maritime Administration and Safety Agency (NIMASA) headquarters in Lagos State. The primary source of data for this study was the questionnaire which was designed to collect relevant information from the participants. The data collected for this study was analyzed through multiple regression analysis. Additionally, descriptive statistics, including frequency distributions and percentages, was applied to offer an initial overview of the respondents' demographic profiles and response patterns.

5.2 Summary of Findings

The following constitutes the major findings of the study;

1. The findings of the study in objective one revealed that emotional readiness plays a crucial role in enhancing employee performance within the organization. This findings can be explained by the fact that emotional preparedness equips employees with the resilience, stability, and self-regulation needed to manage stress, uncertainty, and organisational changes effectively. When individuals are emotionally ready, they are better able to control negative emotions, maintain positive attitudes, and engage constructively with colleagues, which enhances teamwork and problem-solving. Such preparedness also allows workers to remain

focused under pressure, embrace new responsibilities with confidence, and sustain motivation despite challenges. Consequently, this emotional strength translates into higher adaptability, smoother transitions during change processes, and overall improved organisational performance. This findings is in line with Zamanan (2021) who argued that employees who are emotionally prepared are better able to cope with workplace stress, adapt to change, and maintain a positive attitude during organisational transitions.

2. The findings of the study in objective two revealed that cognitive readiness plays a crucial role in improving performance. This findings can be attributed to the fact that cognitive readiness equips employees with the mental agility, critical thinking, and problem-solving skills required to handle complex tasks and dynamic workplace demands. When individuals are cognitively prepared, they are able to analyse situations logically, anticipate potential challenges, and make informed decisions that enhance efficiency and productivity. Cognitive readiness also fosters creativity and innovation, enabling employees to generate effective solutions and adapt strategies in line with organisational goals. As a result, this mental preparedness directly contributes to improved performance by enhancing both individual effectiveness and collective outcomes within the organisation. In support of the findings, Muchemi and Wakonyo (2020) asserted that individuals possessing high cognitive readiness demonstrate superior decision-making skills,

greater adaptability, and enhanced problem-solving abilities—qualities essential for managing complex organisational systems.

3. The findings of the study in objective three revealed that intentional readiness significantly contributes to improving performance. This finding can be explained by the fact that intentional readiness provides employees with a clear sense of purpose, goal orientation, and commitment that drive their actions towards achieving organisational objectives. When individuals are intentionally prepared, they demonstrate focus, determination, and a proactive mindset, which enhance their ability to prioritise tasks, manage resources effectively, and persist in the face of challenges. Such readiness also fosters accountability and self-motivation, ensuring that employees remain aligned with organisational vision and consistently strive for excellence. Consequently, this purposeful orientation significantly contributes to improved performance at both individual and organisational levels. This findings is in corroboration with Ibeawuchi (2013) who opined that organisations that prioritise intentional readiness are better positioned to anticipate, respond to, and capitalise on change.

5.3 Conclusion

The study examined change management and performance within the Nigerian Maritime Administration and Safety Agency (NIMASA), with specific focus on the

effects of emotional readiness, cognitive readiness, and intentional readiness on employee performance. Based on the findings, it was concluded that emotional readiness plays a crucial role in determining how effectively employees adapt to organizational change. When employees are emotionally prepared, they tend to exhibit higher levels of motivation, resilience, and commitment, which in turn enhance their performance outcomes. Emotional readiness helps minimize resistance to change by fostering a sense of trust, security, and confidence in management decisions. This emotional stability enables employees to cope better with uncertainty, remain focused on achieving set goals, and contribute positively to the organization's overall transformation efforts.

Furthermore, the study concluded that cognitive and intentional readiness significantly influence employees' ability to perform effectively during change processes. Cognitive readiness ensures that employees possess the mental awareness, understanding, and analytical capability required to interpret and respond to change initiatives constructively. Intentional readiness, on the other hand, reflects the willingness and deliberate effort of employees to embrace change and align their behaviors with organizational objectives. The combination of these readiness dimensions promotes proactive attitudes, innovation, and adaptability, leading to improved individual and organizational performance. Overall, the study affirms that successful change management in NIMASA depends largely on the extent to which employees are emotionally, cognitively, and intentionally prepared to engage with and sustain

transformation processes, making readiness a critical determinant of organizational performance and long-term success.

5.4 Policy Implications and Recommendations

In view of the results obtained, the study puts forward the following policy recommendations:

1. The Nigerian Maritime Administration and Safety Agency (NIMASA) should introduce regular emotional intelligence and stress management workshops to help employees develop resilience and adaptability during organisational change processes.
2. The agency should provide consistent training and knowledge-sharing sessions aimed at improving employees' understanding of change dynamics, problem-solving abilities, and decision-making skills.
3. Employees should be actively involved in the planning and implementation of change initiatives. Such participation will foster a sense of ownership and strengthen their commitment to organisational objectives.
4. NIMASA should adopt a formal change management policy that integrates emotional, cognitive, and intentional readiness development into its strategic planning. This will promote sustainability and consistency in the implementation of future change initiatives.

5.5 Contribution to Knowledge

This study has provided notable contributions to knowledge in the following areas:

1. The study contributes to knowledge by establishing that emotional readiness plays a crucial role in determining employees' ability to adapt to organisational change. It highlights that employees who are emotionally prepared exhibit greater resilience, motivation, and commitment, which in turn enhance overall performance.
2. The research advances understanding of cognitive readiness by demonstrating that employees' mental awareness, knowledge, and analytical capability significantly influence their performance during periods of change. It provides empirical evidence that when employees comprehend the rationale and objectives behind organisational transformation, they are better able to align their actions with institutional goals.
3. The study also contributes to knowledge by showing that intentional readiness has a significant positive effect on performance. It highlights that when employees consciously choose to engage with change initiatives, they become more proactive, innovative, and aligned with organisational objectives.

5.6 Suggestions for Further Studies

In order to extend the findings of this study, the following areas are suggested for further research:

1. Future studies should examine the role of organisational culture as a moderating factor between readiness for change (emotional, cognitive, and intentional) and employee performance, to determine how cultural values and norms influence the success of change initiatives.
2. Further research could explore the effects of emotional, cognitive, and intentional readiness on employee performance across different sectors, such as education, healthcare, and manufacturing, to compare how contextual differences shape readiness and performance outcomes.
3. Subsequent studies may adopt a longitudinal research design to assess how employees' readiness for change evolves over time and how sustained readiness influences long-term organisational performance and adaptability.

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DEPARTMENT OF HUMAN RESOURCES MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES

UNIVERSITY OF BENIN, BENIN CITY

Dear Respondent,

APPEAL FOR THE COMPLETION OF THE QUESTIONNAIRE

I am a final year student of the Department of Human Resources Management, Faculty of Management Sciences, University of Benin, Benin City carrying out research on **Change Management and Performance within the Nigerian Maritime Administration and Safety Agency**. This research is purely for academic purposes, please feel at ease to honestly respond to the question in the questionnaire, as all information you shall give will be treated with utmost confidentiality.

Thank you for understanding, cooperation and time.

SECTION A: DEMOGRAPHIC DATA

Please tick the option you consider appropriate and fill in blank spaces

1. Gender: Male () Female ()

2. Marital Status: Single () Married () Separated () Divorced ()

3. Age: 20-30yrs () 31-40yrs () 41-50yrs () 50 years and above ()

4. Educational Level: SSCE/OND () HND/BSC () Master () Ph.D. ()

5. Department: Procurement Unit () Administration & Human Resources () Shipping Development () Marine Environment Management () Maritime Safety & Seafarers' Standards ()

6. Years of Experience: Below 5yrs () 6-10yrs () 11-15yrs () 15 years and above ()

SECTION B: DATA ON QUESTIONNAIRE

Please indicate the extent to which you agree or disagree with the following statements.

Key: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

S/N	ITEMS	SA	A	U	D	SD
	Emotional Readiness					
1.	Employees have a good feeling about change					
2.	Employees experience the change as a positive process					
3.	Employees finds the change refreshing					
	Cognitive Readiness					
4.	Employees think most change would have negative effect on the client the organization serve					
5.	Plans for future improvement will not much come					
6.	Most change problem that are supposed to solve problem around here will not do much					
	Intentional Readiness					
7.	Employees wants to devote himself/herself to the process of change					
8.	Employees are willing to make significant contribution to change					
9.	Employees are willing to put energy into the process of change					
	Organizational Performance of Masters Lubricant					
10.	Relationship between the organization and suppliers are quite good and stable					
11.	There is no cases in the organization of people leaving for internal reasons					

12.	The organization strongly involves our suppliers in our research and development process					
13.	Oil production per well is much higher than the industry average					
14.	Productivity of employees is much higher than industry average					
15.	The number of customer complaints within the last period has decreased strongly					
16.	The production process has undergone great innovation due to staff knowledge growth					