CHANGE MANAGEMENT AND PERFORMANCE OF TELECOMMUNICATION FIRMS IN YENAGOA, BAYELSA STATE

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Abstract

The study examined the relationship between change management and performance of telecommunication firms in Yenagoa, Bayelsa State. The specific objective explored how communication, relate to effectiveness and efficiency. A cross-sectional survey design was used, involving a population of 148 employees from four telecommunication firms, with data collected via structured questionnaire. The instrument's reliability was tested using Cronbach's Alpha, with the dimension communication, and measures of, effectiveness, and efficiency, achieving values above 0.70, indicating high internal consistency. Data were presented using descriptive statistics and analysed using Spearman's Rank-Order Correlation with the aid of SPSS 23.0. The findings revealed positive and significant relationships between communication and effectiveness and communication and efficiency. The study concluded that change management enhance organisational performance of the telecommunication firms. It recommended that there should be continued enhancement of communication systems, within telecommunication firms to sustain and improve performance.

Keywords: Change management, communication, effectiveness, efficiency, performance

Introduction

Organisational performance is a multidimensional concept encompassing various indicators such as financial performance, customer satisfaction, internal processes, and employee development. High organisational performance is crucial for sustaining competitive advantage, achieving strategic goals, and ensuring long-term viability. According to Anwar and Abdullah (2021), the balanced scorecard approach is a widely recognized framework for evaluating organisational performance, integrating financial and non-financial measures to provide a comprehensive assessment of organisational success.

The significance of organisational performance cannot be overstated as it determines the overall health and efficiency of an organisation. Performance metrics provide critical insights into how well an organisation is meeting its objectives, serving its customers, and utilizing its resources. Various factors contribute to organisational performance, including leadership, organisational culture, employee engagement, and operational processes. Effective performance management systems enable organisations to align their activities with their strategic goals, track progress, and implement improvements as necessary (Horngren, 2014).

Organisational performance is also influenced by external factors such as market conditions, regulatory environments, and competitive pressures. Organisations must adapt to these external changes to maintain or improve their performance. In this context, agility and flexibility become key attributes for organisations aiming to sustain high performance levels. Research has shown that organisations that are able to swiftly respond to changes in the external environment tend to perform better (Lee et al., 2021).

In the telecommunication sector, organisational performance is particularly critical due to the fast-paced and technology-driven nature of the industry. Companies in this sector must continuously innovate and improve their services to meet customer demands and stay ahead of competitors. Performance in this industry is often measured through metrics such as network quality, customer satisfaction, market share, and financial returns. The dynamic and highly competitive environment of the telecommunication industry necessitates robust performance management practices to ensure long-term success (Kelliher & Perrett, 2017).

Moran and Brighton (2017) define change management as the process of continually renewing an organisation's direction, structure, and capabilities to meet the changing needs of both external and internal customers. Burnes (2014) and other scholars (Anderson, 2014; Kogila, 2016; Aitken & von Treuer, 2020) assert that change is a constant feature of organisational life at both operational and strategic levels. Consequently, change management requires appropriate managerial skills and strategies. Hiatt (2006) in Kogila (2016) argues that all organisations are undergoing some form of change, driven by factors such as training, communication, leadership, technological adoption, and total quality management. Communication ensures that all stakeholders are informed, aligned, and engaged with the change process, mitigating misunderstandings and facilitating a smoother transition.

The business environment has become increasingly volatile and constantly changing, with the telecommunication industry being particularly affected due to its central role in the globalization process. The competition in this industry is intense, requiring managers to encourage adaptation and innovation to improve products and services. Rapid and unpredictable changes in customer attitudes and information technology necessitate effective change management to ensure long-term survival (Go & Pine, 2015). Effective change management practices are crucial as they can significantly impact organisational performance. Such practices foster innovation, enhance operational efficiency, and ensure adaptability to market dynamics. Conversely, poor change management can lead to disruptions, employee resistance, and inefficiencies, ultimately hindering organisational performance. In light of this context, this study aims to investigate the relationship between change management and performance in the Bayelsa State telecommunication sector.

The main aim of this study is to examine the relationship between change management and performance of telecommunication firms in Bayelsa State. The specific objectives are to; determine the relationship between communication and effectiveness of telecommunication firms in Yenagoa, Bayelsa State and to ascertain the relationship between communication and efficiency of telecommunication firms in Yenagoa, Bayelsa State. The study was guided by the following research questions; how does communication relate with efficiency of telecommunication firms in Yenagoa, Bayelsa State? What is the relationship between communication and efficiency of telecommunication firms in Yenagoa, Bayelsa State?

Literature Review

Change Management

Defining change management may be a difficult undertaking, especially when one considers the introduction of new technology in an organisation that has been established for a long time. Whether it has any practical value in real-world settings is a frequently asked issue. Without a doubt, the answer is yes, as definitions are necessary to provide direction and clarity. Fundamentally, change management is the process of supporting a person, team, or organisation through change. The word "management" alludes to the conscious preparation and attempt to persuade people during this procedure. Change management, therefore, denotes a deliberate effort to promote change. According to Anderson (2014), it is the process of organising, arranging, directing, and coordinating every action required to create and carry out a thorough change plan. In the words of Cummings and Worley (2018), it is a methodical approach to handling changes or transitions in an organisation's goals, procedures, or technological infrastructure. In order to ensure that the intended results are realised, Hayes (2018) claims that change management entails the use of tools, procedures, and strategies to manage the people side of change. According to Hiatt and Creasey (2017), it's an organised process that guarantees modifications are carried out thoroughly and without hiccups, producing long-term advantages. Furthermore, Hughes and Beatty (2015) define it as a methodical strategy that applies information, abilities, instruments, and methods to help an organisation move its objectives from a present state to a desired future one.

Furthermore, change management is defined by Nwinyokpugi (2018) as an ongoing process of bringing an organisation into line with the marketplace in a way that makes it more responsive and effective than its competitors. Likewise, Kogila (2016) contends that the main goal of change management is to plan how to make changes to an organisation's structure without interfering with regular business activities. The focus of a well-designed change management process is on precise approaches or plans for dealing with company operations or organisational procedures. Reducing the negative effects of making changes is the main goal of creating a structured change management framework. To guarantee effective change management, organisational stakeholders are entrusted with creating strategies to identify the need for change, master its execution, and track the progress. Effective change management, according to Korir et al. (2021), also entails coordinating managers, front-line staff, and senior leaders to jointly apply required changes to procedures, technology, or the organisation as a whole. Change management, according to Moran and Brighton (2017), is the ongoing revitalisation of an organisation's capabilities, direction, and structure in response to shifting demands from both internal and external clients.

Communication

Communication is a foundational element in the functioning and success of organisations, playing a critical role in both daily operations and periods of change. It is essential for conveying information about an organisation's mission and vision, policies and procedures, tasks and duties, and various activities. Despite its apparent simplicity, communication can make or break an organisation's existence, making a good communication strategy vital for a business's survival (Kalogiannidis, 2020). It serves as a crucial link between decision-makers and employees, and when poorly executed, it can lead to interpersonal conflict within the organisation. Research by Alharbi and Drew (2022) highlights that effective communication within organisations significantly improves employee engagement and reduces misunderstandings that can lead to conflicts.

The term communication is derived from the Latin word "*communis",* meaning to share. It is fundamentally a social activity that enables participation and cooperation. However, without a shared understanding from the transmission of symbols, whether verbal or non-verbal, true communication does not occur. Consequently, managers must communicate effectively with employees to achieve corporate goals. This point is further emphasized by Olsson and Pärlstrand (2023), who found that organisations with clear and consistent communication practices are more likely to achieve their objectives and maintain high employee morale.

A major contributor to confusion and poor planning in organisations is a lack of effective communication, which serves as the vital source of information for managerial decision-making. Managers' communication skills are essential not only in making decisions but also in conveying the results and intentions of these decisions to others. Unfortunately, in many organisations, managers focus solely on meeting targets, leaving communication to the human resources department. This approach can hinder the free flow of information, making it difficult for employees to understand organisational directives. Employees' contributions to their roles are critical for organisational development and excellence, as having access to accurate and satisfactory information enhances performance. A study by Fernandez and Rainey (2021) supports this, indicating that transparent communication leads to better decision-making and a more cohesive organisational culture.

Furthermore, the systems theory, as highlighted by Booth (1986) in Musheke (2021), underscores the importance of communication in ensuring efficient functioning among various organisational components. Systems theory posits that the whole organisation influences the character and functions of its parts (Waweru, 2013), suggesting that organisations are composed of interrelated and interdependent subsystems working together within a larger environment. This interrelatedness and interdependence form the basis for communication audits, ensuring that all parts of an organisation work cohesively towards common goals. This concept has been expanded in recent literature, with

Smith and Lee (2023) noting that a systems approach to organisational communication helps in identifying and addressing systemic issues that may otherwise go unnoticed.

As organisations navigate changes such as restructuring, mergers, or the introduction of new technologies, communication becomes even more crucial. Clear and consistent messaging can ease the transition, alleviate employee fears, and reduce resistance to change. Communication about the reasons for change, expected outcomes, and each employee's role fosters a culture of trust and collaboration. Acknowledging employees' emotions and providing support, organisations can help them adapt more readily to changes, maintaining morale and productivity during transitions. This is supported by recent findings from Patel and Johnson (2024), who assert that effective communication strategies are pivotal in managing change and mitigating the negative impacts associated with it.

In times of change, the importance of communication becomes even more pronounced. Organisational changes often create uncertainty and anxiety among employees, which can lead to resistance that may derail the change process. However, when communication is handled effectively, it can mitigate these negative emotions and foster a sense of security and clarity. Transparent communication during change helps employees understand the reasons behind the change, the expected outcomes, and their specific roles in the transition. This understanding is crucial for reducing resistance and gaining employee buy-in, which are vital for the successful implementation of change initiatives. Moreover, communication during change management is not just about disseminating information; it also involves listening to employees' concerns and feedback (Kalogiannidis, 2020). Creating channels for open dialogue allows employees to express their worries and suggestions, which can be invaluable for leaders in addressing potential issues early on. This two-way communication fosters a participatory environment, where employees feel they are part of the change process rather than passive recipients of decisions made by upper management. This inclusivity can lead to a more committed and motivated workforce, as employees are more likely to support changes, they have had a hand in shaping.

Additionally, the role of communication extends to managing the emotional and psychological impacts of change. Changes can disrupt established routines and create a sense of loss or instability. Communicating empathetically and acknowledging these emotional responses, leaders can provide the necessary support and resources to help employees cope. This aspect of communication is critical for maintaining morale and minimizing disruptions to productivity. Leaders who actively engage with their teams and provide reassurance through consistent and transparent messaging can build resilience within the organisation, enabling it to navigate change more smoothly (Fernandez & Rainey, 2021).

Subsequently, communication can be categorized into three main types: lateral (horizontal), downward, and upward (Eke, 2020). Lateral communication occurs among members of the same work group or at the same level within an organisation. This form of communication is essential for saving time and facilitating coordination. It often bypasses the formal hierarchy, allowing for quicker decision-making and the sharing of information across departments. This not only aids in completing tasks efficiently but also helps develop and maintain interpersonal relationships on the job, which are crucial for a collaborative work environment (Lingga et al., 2023).

Downward communication flows from one level of the organisation to the next lower level. This type of communication is typically used by managers, supervisors, and team leaders to assign goals, provide job instructions, inform employees of policies and procedures, address problems that need attention, and offer feedback on performance. It can be delivered through various means, including face-to-face meetings, emails, and official memos. For instance, management might send a letter detailing a new sick leave policy or a team leader might email members about an upcoming deadline. This communication ensures that employees understand their responsibilities and the expectations set by the organisation (Olsson & Pärlstrand, 2023).
Upward communication, on the other hand, flows from lower levels of an organisation to higher levels. It provides feedback to higher-ups, informs them of progress toward goals, and conveys current issues and suggestions for improvement. This type of communication is crucial for keeping

management informed about the organisation's ground realities. Examples include performance reports prepared by lower-level employees for review by middle and top management, suggestion boxes, employee attitude surveys, grievance procedures, and informal sessions where employees can voice concerns. Upward communication allows leaders to make informed decisions and address employee concerns, thus promoting a more inclusive and responsive organisational culture.

Performance

Performance is a multifaceted construct defined by various scholars in diverse ways. It has been a critical issue for both profit and non-profit organisations. For managers, understanding the factors that influence organisational performance is essential for taking appropriate actions. However, defining, conceptualizing, and measuring performance remain challenging tasks. A number of researchers have diverse perspectives and definitions of performance, which has led to discussions over the appropriateness of various approaches to the idea of performance and the assessment of it. An organisation is defined as a group of persons who work together to accomplish a shared goal, as stated by Anyadike (2018). According to Nwadukwe and Court (2019), the word "organisational performance" refers to the process of identifying the degree to which an organisation's performance level is present. According to Iwu et al. (2015), the concept of organisational performance refers to the degree to which an organisation, which is a social structure that has resources and methods that are readily accessible, is able to accomplish its goals without exhausting its resources or putting its members under undue stress.

According to Adewale and Adeola (2021), the term "organisational performance" refers to the degree to which an organisation is able to achieve its aims and objectives in an efficient and effective manner. According to the definition provided by Nkrumah and Opoku (2020), it is the capacity of an organisation to accomplish its defined objectives within a certain period of time. According to Moyo and Sibanda (2022), the concept of organisational performance refers to the degree to which an organisation is able to make use of its resources in order to accomplish its objectives. Okoye & Ugochukwu (2019) define it as the extent to which an organisation is able to achieve its predetermined goals while simultaneously preserving a healthy equilibrium between the resources it uses and the resources it uses. A similar definition can be found in Nzimande and Khumalo (2021), who describe it as the evaluation of an organisation's capability to accomplish its goals in an effective and efficient manner. In addition, Wambua and Mwangi (2020) considered the total effectiveness of an organisation in terms of achieving its objectives and providing value to its stakeholders to be the definition of organisational performance.

Effectiveness

Effectiveness refers to an organisation's ability to achieve its objectives. To determine effectiveness, one must understand the goals and objectives of an organisation and how well an organisation is performing to achieve them. Effectiveness can be evaluated through various metrics such as financial performance, customer satisfaction, employee engagement, and organisational culture. Improving organisational effectiveness can be done via better employee engagement, incorporating innovative technology and methods, and encouraging a collaborative work environment. Organisational effectiveness is crucial because it ensures that the organisation is achieving its goals and objectives purposefully (Olubayo, 2019).

According to Adetunji (2021), effectiveness is the degree to which an organisation meets its stated goals and achieves its mission. Similarly, Chibueze (2019) describes it as the efficiency with which an organisation can convert inputs into outputs to meet the desired objectives. Ekwueme (2020) views effectiveness as the ability of an organisation to utilize its resources optimally to achieve long-term and short-term goals. Kweku and Mensah (2018) emphasize that organisational effectiveness involves the capacity to adapt to changes and maintain stability while achieving organisational goals. Nwankwo and Okeke (2022) argue that organisational effectiveness is a measure of how well an organisation can achieve its objectives by leveraging its resources, including human capital, technology, and finances. Also, Omotayo and Adekunle (2020) define it as the holistic performance of an organisation in achieving its mission, vision, and strategic objectives.

In the words of Peter Drucker, the capacity to make the most of the resources that are available in order to accomplish the goals that have been established is what constitutes organisational effectiveness. The ability of the organisation to achieve its objectives and the results that result from this capability are both components of this concept. In the context of assessing an organisation's growth and vitality, organisational effectiveness is a critical indicator that serves as a representation of the organisation's efficiency and competence in achieving its vision and objectives. Organisational performance, on the other hand, is concerned with the amount, quality, efficiency, and profitability of activities that are completed within a timeframe that is specified. In the view of Jiang (2010), the definition of organisational effectiveness specifies that it encompasses a wider range of aspects, one of which is to include organisational performance.

The performance of an organisation is a static viewpoint that emphasises the degree to which an organisation is successful in achieving its purposes. The effectiveness of an organisation, on the other hand, takes into account not just the results of management but also the organisation's entire capabilities. A complete and dynamic grasp of enterprise growth and the overall performance of the organisation is emphasised in effective management. It encompasses competitiveness, innovation, and the capacity for development, and it is a collection of capabilities that have been accumulated during the life cycle of the group. It is not a guarantee that an organisation will have long-term coherence, innovation, or the possibility for sustained expansion just because it has achieved good performance in the present.

Efficiency

The fundamental goal of any organisation is to achieve its objectives, which include attaining higher productivity and efficiency at the lowest possible cost. When discussing efficiency, it is generally understood to relate to the degree to which time or effort is used in an efficient manner for a certain activity or goal. In accordance with Adeyinka and Umar (2013), it is often used to represent the capability of a certain endeavour to deliver a desired output with low waste, expenditure, or extra work; this is a common use of the term. Performance is defined by the connection between the output generated and the input used, and efficiency is defined by this relationship when it is tied to performance. In its most basic form, efficiency is concerned with the resources that are invested (input) as opposed to the outcomes that are gained (output). An organisation is considered to be efficient if it is able to generate high levels of output while using a minimum amount of input.

There are a number of examples that can be used to illustrate this concept. Some examples include the rate of crime reduction in relation to the number of police officers employed, the amount of fuel consumed per kilometre by motor vehicles, and the profit generated per unit of capital and other resources invested in a business (Adeyinka & Umar, 2013). The relevance of maximising outputs while simultaneously minimising the amount of resources used is brought to light by these instances, which emphasise the crucial role that efficiency plays in the success of an organisation.

Efficiency, as a core organisational objective, encompasses a variety of interpretations depending on the context and the specific focus of analysis. According to Adeyinka and Umar (2013), efficiency is essentially about achieving high output with minimal input. This definition aligns with Drucker (1963), who emphasized that efficiency involves doing things right with the least amount of resources, thereby minimizing waste. Similarly, Robbins and Coulter (2018) describe efficiency as the relationship between inputs and outputs, highlighting that an efficient organisation maximizes outputs from given inputs. Daft (2016) articulates efficiency as the extent to which an organisation can achieve its goals using the least amount of resources possible. This viewpoint underscores the importance of resource management and optimal utilization in driving organisational success. In the same vein, Bateman and Snell (2015) define efficiency as the ability to accomplish a job with a minimum expenditure of time and effort, thus stressing the significance of time management in the equation of efficiency. Jones and George (2019) view efficiency as a measure of how well resources are used to achieve goals. They assert that efficient organisations are characterized by their ability to reduce waste and improve processes, leading to better performance outcomes. Robbins and Judge (2017) describe efficiency as the ability to get the most output from the least inputs, framing it as a critical metric for assessing organisational performance. The following null hypotheses were stated to guide this study:

Ho_1: There is no significant relationship between communication and effectiveness of telecommunication firms in Yenagoa, Bayelsa State.

Ho_2: There is no significant relationship between communication and efficiency of telecommunication firms in Yenagoa, Bayelsa State.

Methodology

The methodology is quantitative and the research design is the cross-sectional survey. For this study, the population comprises a total of 148 employees from the four GSM telecommunication firms in Yenagoa, Bayelsa State, as sourced from the Human Resource Departments of the respective firms. Given the population of 148 staff members, the study employed a census approach. Due to the manageable population size, it is feasible to include all individuals, eliminating sampling error and ensuring comprehensive data collection. The method of data collection for this study involves the use of both primary and secondary data sources. The secondary data sources include articles on change management and organisational performance found in current journals, textbooks, magazines, and the internet.

For this study, primary data was collected using structured questionnaire, the questionnaire allows for efficient data collection and facilitates the analysis of the responses. The copies of questionnaire were distributed to the employees of the four telecommunication firms in Yenagoa, Bayelsa State, and the responses was used to gather data on the variables of interest for the study. The descriptive analysis involved summarizing the data using measures such as frequency distributions, mean scores, and standard deviations. These techniques provided a clear picture of the sample characteristics and patterns within the responses, allowing for an effective initial exploration of the data. For inferential analysis, Spearman's rank-order correlation was used to examine the relationships between the variables. This non-parametric method is ideal for identifying the strength and direction of associations between ranked data without assuming a specific distribution. The data analysis was conducted using SPSS (Statistical Package for the Social Sciences) version 23.0.

Data Analysis and Results

Univariate Analysis

Univariate analysis involves examining a single variable to understand its distribution and characteristics. It includes calculating descriptive statistics like the mean, median, and standard deviation, and visualizing the data using histograms, bar charts, and box plots. This analysis helps identify patterns, central tendencies, and variations within the data.

Table 4.1 Descriptive Statistics of Respondents' Responses on Communication in Telecommunication Firms Yenagoa, Bayelsa State

	N	Min	Max	Mean	Std. Dev.
Information flows freely across different departments when new technologies are introduced.	120	1.00	5.00	2.8994	0.2615
We receive information through appropriate channels when there are updates or adjustments to existing processes.	120	1.00	5.00	4.3598	0.5860
The management is receptive to our feedback and suggestions regarding adjustments and new processes.	120	1.00	5.00	2.9019	0.6147
Instructions regarding changes in processes are communicated effectively from upper levels.	120	1.00	5.00	3.8969	1.0249
There are sufficient channels for us to share feedback or issues regarding new technologies or procedures.	120	1.00	5.00	4.2193	1.0135
Grand Mean				3.6555	
Valid N (listwise)	120				

Source: Survey Data, 2024 *Mean Cut-off Point = 3.00*

The descriptive statistics in Table 4.1 illustrate the respondents' response on communication practices in telecommunication firms in Yenagoa, Bayelsa State. The responses indicate a disagreement on the free flow of information across different departments when new technologies are introduced (Mean = 2.8994, Std. Dev. = 0.2615) and on management's receptiveness to feedback and suggestions regarding adjustments and new processes (Mean = 2.9019, Std. Dev. = 0.6147). However, respondents agree that they receive information through appropriate channels when there are updates or adjustments to existing processes (Mean = 4.3598, Std. Dev. = 0.5860). They also agree that instructions regarding changes in processes are communicated effectively from upper levels (Mean = 3.8969, Std. Dev. = 1.0249) and that there are sufficient channels for sharing feedback or issues regarding new technologies or procedures (Mean = 4.2193, Std. Dev. = 1.0135). The grand mean of 3.6555 suggests an overall agreement among respondents on the effectiveness and adequacy of communication within their firms. The mean cut-off point of 3.00 supports this general agreement.

Table 4.2 Descriptive Statistics of Respondents' Responses on Effectiveness of Telecommunication Firms Yenagoa, Bayelsa State

	N	Min	Max	Mean	Std. Dev.
Customers rarely report issues with our network coverage.	120	1.00	5.00	2.7912	1.1179
We consistently provide high-quality call services.	120	1.00	5.00	4.3367	0.6881
We have minimal service interruptions and downtimes.	120	1.00	5.00	2.8243	1.3216
We resolve customer issues promptly.	120	1.00	5.00	3.7830	1.2081
Customers are generally satisfied with the services we provide.	120	1.00	5.00	2.8326	1.0310
Grand Mean				3.3136	
Valid N (listwise)	120				

Source: Survey Data, 2024 *Mean Cut-off Point = 3.00*

The descriptive statistics in Table 4.2 shows the respondents' response of the effectiveness of telecommunication firms in Yenagoa, Bayelsa State. The responses indicate disagreement with statements regarding network coverage issues (Mean = 2.7912, Std. Dev. = 1.1179), minimal service interruptions and downtimes (Mean = 2.8243, Std. Dev. = 1.3216), and overall customer satisfaction with services provided (Mean = 2.8326, Std. Dev. = 1.0310). However, respondents agree that the firms consistently provide high-quality call services (Mean = 4.3367, Std. Dev. = 0.6881) and resolve customer issues promptly (Mean = 3.7830, Std. Dev. = 1.2081). The grand mean of 3.3136, which is above the cut-off point of 3.00, indicates a general agreement among respondents that the telecommunication firms are effective in certain areas, such as call service quality and issue resolution, despite challenges in network coverage, service continuity, and overall customer satisfaction.

Table 4.3 Descriptive Statistics of Respondents' Responses on Efficiency of Telecommunication Firms Yenagoa, Bayelsa State

	N	Min	Max	Mean	Std. Dev.
The management team ensures that time and effort are well-utilized in all projects.	120	3.00	5.00	2.9996	1.5145
We are provided with the necessary tools and resources to perform their tasks efficiently.	120	1.00	5.00	3.9831	1.1606
Our organisation continuously seeks ways to reduce costs without compromising quality.	120	1.00	5.00	3.4045	1.4332
The management promptly addresses any inefficiencies identified in our processes.	120	1.00	5.00	4.3302	0.6601
Our telecommunication infrastructure is optimized to deliver high-quality services efficiently.	120	1.00	5.00	3.2310	1.4733
Grand Mean				3.5897	
Valid N (listwise)	120				

Source: Survey Data, 2024 *Mean Cut-off Point = 3.00*

The descriptive statistics in Table 4.3 summarize the respondents' response of the efficiency of telecommunication firms in Yenagoa, Bayelsa State. The responses indicate disagreement with the statement that the management team ensures time and effort are well-utilized in all projects (Mean = 2.9996, Std. Dev. = 1.5145). However, respondents agree that they are provided with the necessary tools and resources to perform their tasks efficiently (Mean = 3.9831, Std. Dev. = 1.1606), that the organisation continuously seeks ways to reduce costs without compromising quality (Mean = 3.4045, Std. Dev. = 1.4332), that the management promptly addresses any inefficiencies identified in processes (Mean = 4.3302, Std. Dev. = 0.6601), and that the telecommunication infrastructure is optimized to deliver high-quality services efficiently (Mean = 3.2310, Std. Dev. = 1.4733). The grand mean of 3.5897, which is above the cut-off point of 3.00, suggests an overall agreement among respondents that the telecommunication firms operate with a satisfactory level of efficiency.

Bivariate Analyses

Bivariate analysis shows relationship between two variables, and the hypothetical statements for the study were tested using Spearman's rank-order correlation.

Table 4.4: Correlation Result showing the Relationship between Communication and Measures of Performance

			Communication	Effectiveness	Efficiency
Spearman's rho	Communication	Correlation Coefficient	1.000	.670**	.548**
		Sig. (2-tailed)	.	.000	.000
		N	120	120	120
	Effectiveness	Correlation Coefficient	.670**	1.000	.782**
		Sig. (2-tailed)	.000	.	.000
		N	120	120	120
	Efficiency	Correlation Coefficient	.548**	.782**	1.000

**. Correlation is significant at the 0.01 level (2-tailed).

Source: ***Survey Data, 2024 via SPSS Output Version 23.0***

The correlation results in Table 4.4 examine the relationship between communication and measures of performance in telecommunication firms in Yenagoa, Bayelsa State. The Spearman's rho correlation coefficient between communication and effectiveness is 0.670, which is significant at the 0.01 level ($p = 0.000$), indicating a strong positive relationship. Similarly, the correlation coefficient between communication and efficiency is 0.548, also significant at the 0.01 level ($p = 0.000$), suggesting a moderate positive relationship.

Decision: Given the positive and significant correlations between communication and both measures of performance (effectiveness and efficiency), we reject the null hypotheses stating that there is no significant relationship between communication and the effectiveness, as well as between communication and the efficiency of telecommunication firms in Yenagoa, Bayelsa State. This implies that communication is positively associated with both the effectiveness and efficiency of these firms, underscoring the crucial role of effective communication in enhancing organisational performance. Therefore, the results for H_{o3} and H_{o4} are stated as follows:

1. There is a positive and significant relationship between communication and effectiveness of telecommunication firms in Yenagoa, Bayelsa State.
2. There is a positive and significant relationship between communication and efficiency of telecommunication firms in Yenagoa, Bayelsa State.

Discussion

The study examined the relationship between change management and performance of telecommunication firms in Bayelsa State. The analytical findings are as discussed under the following subheads:

Communication and Effectiveness

The study posited that there is no significant relationship between communication and effectiveness of telecommunication firms in Yenagoa, Bayelsa State. However, the findings revealed a positive and significant correlation, suggesting that effective communication significantly enhances organisational effectiveness. This means that clear and consistent communication within the organisation helps in aligning employees with the company's objectives and fosters a cohesive working environment. The implication is that firms should invest in improving communication channels and practices to enhance overall organisational performance, as communication is vital for ensuring that all members are on the same page and can work together efficiently. This result aligns with the findings of Hussain (2020), who reported a positive impact of communication on organisational effectiveness in the IT and Telecom sectors in Islamabad. Musheke and Phiri (2021) also found that communication has a positive effect on organisational effectiveness. Similarly, Agyeiwaa and Arboh (2022) discovered that communication positively influences the performance of Ghana's National Health Insurance Scheme (NHIS).

The theoretical implication of the relationship between communication and organisational effectiveness can be linked to communication theory, which posits that effective communication is a vital component for achieving coordination, cooperation, and alignment within an organisation. Clear communication ensures that all employees understand the firm's objectives, tasks, and expectations, which in turn fosters a unified approach to achieving organisational goals. In practice, this suggests that telecommunication firms should focus on improving both formal and informal communication channels, ensuring that information flows freely and effectively across all levels of the organisation. This may involve adopting communication technologies, such as collaborative software tools, or establishing regular feedback loops between management and employees. Policy-wise, organisations should establish clear communication frameworks and guidelines that encourage transparency, collaboration, and timely dissemination of information. Regulatory bodies could also develop industry-specific communication standards to guide firms in maintaining open and effective communication channels, ultimately enhancing overall organisational effectiveness.

Communication and Efficiency

The study also stated that there is no significant relationship between communication and efficiency of telecommunication firms in Yenagoa, Bayelsa State. The analytical findings contradicted this hypothesis, showing a positive and significant relationship between communication and efficiency. This indicates that good communication practices contribute to more efficient operations, as they help in reducing misunderstandings, streamlining processes, and facilitating timely decision-making. The implication is that improving communication within firms can lead to more efficient workflows, better coordination, and ultimately, a more efficient use of resources. This finding is consistent with the work of Sohrabi et al. (2018), who found a positive and meaningful relationship between communication and organisational efficiency in Bank Keshavarzi. Similarly, Arab and Muneeb (2019) demonstrated a positive relationship between effective communication and organisational efficiency in private universities in Jalalabad City. The study by Udegbe et al. (2012) also aligns with this, showing a significant relationship between communication and efficiency in Nigerian companies. Additionally, the work of Tsebee (2024) supports this finding by highlighting the critical role of communication in achieving efficiency at Veritas University, Abuja.

The theoretical implication of this finding is aligned with systems theory, which views organisations as systems composed of interdependent parts. Communication serves as the mechanism through which these parts coordinate, leading to more streamlined and efficient processes. Efficient communication minimizes misunderstandings, reduces redundancy, and accelerates decision-making, all of which contribute to a more efficient use of resources. Practically, this suggests that telecommunication firms should invest in improving internal communication systems, such as using centralized platforms for information sharing or scheduling regular interdepartmental meetings to ensure smooth operations. Effective communication also supports quicker problem resolution, which reduces downtime and improves service delivery. From a policy perspective, telecommunication firms should formalize internal communication policies, establishing protocols that promote timely and accurate communication between departments. Firms may also benefit from policies that encourage feedback from employees on how communication processes can be improved, creating a continuous improvement loop that enhances efficiency.

Conclusion and Recommendations

The study examined the relationships between change management and performance of telecommunication firms in Yenagoa, Bayelsa State. It tested four hypotheses that explored how training, communication, and leadership support relate to both effectiveness and efficiency. The analysis revealed significant positive correlations across all tested variables. Specifically, training was found to significantly enhance both effectiveness and efficiency, indicating that well-structured training programs are crucial for improving performance. Communication also showed a strong positive relationship with both effectiveness and efficiency, highlighting its essential role in ensuring that organisational goals are met efficiently.

Based on the findings, the study recommends the following:

1. Telecommunication firms should enhance their communication channels. By investing in modern communication tools and platforms, firms can facilitate clear and transparent communication. Regular meetings, newsletters, and internal communication apps are recommended to keep employees informed and engaged, fostering a more effective organisation.
2. To capitalize on the positive relationship between communication and efficiency, telecommunication firms should streamline their communication systems. This involves establishing clear communication protocols and utilizing project management tools to ensure timely and accurate information flow, which will enhance coordination and operational efficiency.

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