# ACHIEVING ORGANIZATIONAL PERFORMANCE IN THE TELECOMMUNICATION SECTOR THROUGH EVOLUTIONARY MANAGEMENT STIMULANTS.

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**Abstract**: The study investigated achieving organizational performance in the telecommunication sector by measuring evolutionary management stimulants for the study, a cross-sectional survey research design approach was used. The approach of stratified random sampling was utilised in the investigation. A structured questionnaire was employed in the study as the data-gathering tool. A test-retest methodology was used to determine the instrument's dependability. Multiple regression analysis, correlation, and descriptive statistics were applied. Results indicated that evolutionary management stimulants accounted for 70% of the change in organisational performance. The following was found to implement change (ß = 0.278, P<0.05), embed and solidify change (ß = 0.519, P<0.05) significantly improve organisational performance in telecommunication firms in Warri. It offers the framework for establishing the organization's goals, as well as the means of accomplishing them and keeping track of performance also the concluded organizations should employ the service of internal change managers to work together with such experts employed externally to facilitate growth in performance and smooth change implementation. Managers are advised to anticipate change, especially in the telecommunication industry where changes occur every second. The study recommended that change is a crucial component of success If it is purposefully established, properly implemented, and adapted, change in an organization's strategy can affect how it functions, affecting everything from the organizational structure to employees' everyday activities.

**Keywords**: change management, organizational performance, embedded and solidify change, implement change

## Introduction

The business environment around the world is becoming less stable and is always changing, especially in the last few decades (Tamunomiebi & Lawrence, 2020; Whitmore, 2020; Egbosionu, 2020). But it looks like the telecommunications business will be hit the hardest because it is so important to the globalisation cycle that is bringing the world together. It doesn't help to say that competition in the telecommunications business is fierce (Kimhi & Oliel, 2019). So, the people in charge of telecommunications today push for change and also encourage transformation and growth so that their services can be more competitive. A big part of the information technology (IT) industry is still the telecommunications business, which is known for being sensitive to changes in the larger world (Agama, Sylvanus & Kenneth, 2023). So, for the telecommunications business to stay competitive, it needs to be able to quickly respond and adjust to problems in the outside world. Due to the close communication and link between managers and their workers, changes inside and outside of an organisation can have an immediate effect on the performance of telecommunications (Abdullahi, Shehu, Usman, & Gumawa, 2020). According to Muchemi and Wakonyo (2020), sudden and unexpected changes in how customers behave and how technology works mean that changes have to be managed. Being able to manage changes is a must for telecommunication companies to stay in business (Awiti, Imbambi, Mande & Machuki, 2020). Also, Ufua and Ogisi (2020) said that factors like uncertain economic and political conditions, changes in friendly perspectives, fierce competition, takeovers, acquisitions, new developments in the law, and legislative interference create an environment that is

always unpredictable for the telecommunications industry. Thus, they only succeed by being able to adapt and respond to change. Nothing lasts forever in the business world today.

The government ran Nigeria's phone business until 2000 (Kimhi & Oliel, 2019). This is why the industry is generally inefficient and poorly performs most of the time. However, as soon as the fourth civilian rule regime started in 1999, the industry got a lot of attention from the government of President Olusegun Obasanjo, who deregulated the industry (Atmowardoyo, 2018). Industrial liberation made it possible for private people to get into the telecommunications business. This led to the start of many telecommunications companies, such as MTN, Globacom, Multilinks, Airtel, and others. As you can see, a lot of telecom companies have gone out of business, while new ones like Visafone are starting up (Chukwuemeka, 2020). However, some companies, like Econet (now Airtel), have started evolutionary management stimulants four times over the years. This is because the business world is becoming less predictable. Big names in Nigeria's phone industry right now are MTN, Airtel, Globacom, and the new companies 9Mobile and Visafone (Thomas, 2014; Kimhi & Oliel, 2019). As the business world becomes less stable, it's clear that evolutionary management stimulants are needed to fix poor performance, adapt to new changes in the external environment, maintain a competitive edge (in terms of lower costs and higher quality), and ensure clear progress (Cross, 2019). Usually, powerful change comes from two main places: the inside and the outside. Improvements in technology or pressure from outside the group, such as the government or business rivals, are the first two. The second source comes from people, such as donors, managers, and workers. Regardless of the two sources, management is always faced with problems about how to handle change that is either inevitable or necessary. They aren't sure if they should change their organisational change goals or strategies to make the needed changes, or if they should just keep the same technology, HR, organisational structure, or business environment (Daniel, Okafor & Emerole, 2019).

MTN, Airtel, Globacom, and, more recently, 9 Mobile and Visafone are the big players in the Nigerian mobile phone market right now. The last two have been in the country for less than five years. Businesses have to deal with change because the business world is becoming more unstable. This could be done to fix any or all of these problems: bad performance, adapting to changes caused by outside pressures, getting or keeping a competitive edge (through lower prices and higher quality), and clear innovation (Egbosionu, 2020). There are two main places where organisational change comes from. The outside source and the inside source, external sources could be better technology, pressure from outside groups like the government or competitors in the same business, or changes in the organisation itself (Ekechi & Umar, 2020). People inside the company, like shareholders, management, or workers, could be the source of change. Anyone can see that things are changing, and when they do, management always must figure out what to do about it.

**The Problem**

The research problem statement serves as the foundation for any research study, guiding the investigation and framing the issues to be addressed. In the context of the effect of evolutionary management stimulant processes on the organizational performance of selected telecommunication firms in Delta State, Nigeria, a potential research problem statement could be as follows: The reason many telecom companies have gone out of business is that the industry's evolutionary management stimulants aren't working well. The rate of powerless endurance shows that there isn't a solid framework for how to carry out and manage hierarchical change. Again, this shows that there is a lot to learn about managing change. This investigation was started because of small changes in the telecommunications industry. Its goal is to show the hidden truths about how new ideas affect performance. If change isn't handled well, it could hurt the organization's performance, which could lead to the closing of the business, the loss of valuable employees, or the inability to meet the goals of investors. Customers could also become unhappy, which would mean they would likely switch to a close competitor, which would also hurt the overall performance of the business.

The number of enterprises in the industry in 2001, when it was deregulated, and the few remaining today is puzzling, the conclusion is that many of these enterprises went under because they failed to manage the industry

transformation that swept them away. The lack of a suitable framework for organisational change is shown in the low survival rate. Thus, evolutionary management stimulants require extensive study. Using subtle developments in the telecommunications business, this study reveals how technological change is altering it. Change that is poorly managed can hurt performance, leading to the closure of the company, the loss of valued employees, the failure to meet shareholder financial goals, and customer dissatisfaction that could lead to them switching to competitors.

The telecommunication industry in Delta State, Nigeria, is undergoing rapid transformations driven by technological advancements, market dynamics, and regulatory changes. As telecommunication firms navigate these challenges, the impact of evolutionary management stimulant processes on organizational performance becomes a critical area of investigation. However, a gap exists in understanding the specific nuances of evolutionary management stimulants within the local context and their direct influence on the performance metrics of selected telecommunication firms in Delta State. Thus, investigating how evolutionary management stimulant processes affect the organizational performance of selected telecommunication firms in Warri, Delta State, Nigeria is now the focus of the study.

## Objectives of the Study

➢ To ascertain the preference between change implementation on organizational performance of the area under study.

➢ To examine the impact of embedding and solidifying change on the organizational performance of the area under study.

## Research Hypotheses

$H_{01}$: There is no significant relationship between implementation changes and the organizational performance of the area under study.

$H_{02}$: There is no significant relationship between embedding & solidifying change and organizational performance of the area under study.

## Literature Foundations

### Evolutionary management stimulants

According to Kimhi and Oliel (2019), evolutionary management stimulants of a business change to such an extent that corporate heads, senior employees, and bleeding-edge bosses work together to effectively carry out the required process, technology or hierarchical changes. According to Zamanan (2021), evolutionary management stimulants entail the cycle of ceaselessly restoring an association's heading, design, and abilities to serve the always-changing necessities of outside and inside customers. Onyema and Onuoha (2020) stated that change is an always present element of hierarchical life, whether at the operational or strategic level. Judging by its significance, evolutionary management stimulants are now considered to be a sine qua non for organizational process, thus, it has become a goal and necessity fitting administrative abilities and methodology. For a firm to endure, achieve its goals and be competitive in the current exceptionally unpredictable and persistently advancing business environment, it should have the option to effectively deal with the change which is needed. Shariff, Nasir, Ramli and Zahari (2020) remarked that even though there is a lack of general agreement concerning hierarchical evolutionary management stimulants structure, there appears to be a concession to two significant issues one, there is an agreement that change, being set off by inner or outside factors, comes in all shapes, structures and sizes; secondly, Egbosinu (2020) concurred that the speed of change has more prominent then, at that point than in the current business environment. Despite the intricacy of evolutionary management stimulants as they lack a straightforward arrangement, various key spaces of the centre were raised to appropriately oversee evolutionary management stimulants (Whitmore, 2020).

## The Processes

The evolutionary management stimulants process is a systematic approach to transitioning individuals, teams, and organizations from their current state to a desired future state. It involves a set of processes, tools, and

techniques designed to effectively plan, implement, and manage change within an organization (Daniel, Okafor & Emerole, 2019). Here is a general overview of the evolutionary management stimulants process:

**Implementation of Change:** Implement the changes according to the established timeline and milestones and continuously assess and track the progress of the change initiative. Be prepared to adjust based on feedback and unexpected challenges. Only changes that have been approved may be implemented by the organization (Ik & Azeez, 2020).

**Embed and Solidify Change:** Gather feedback by collecting input from employees and other stakeholders throughout the change process. This can help identify issues and areas for improvement (Kimhi & Oliel, 2019). After the implementation of a change, validation of the change must occur to verify if the change was successful. If validation fails, the change must be reverted using its back-out plan (Lovely, Onyiyechukwu, & Joseph, 2020). Change control documentation such as diagrams, schematics, and processes must be updated to reflect the current state after the change (i.e., all documentation must be updated before the change request can be closed). An index must be maintained of revision levels to identify the current official revision (Muchemi & Wakonyo, 2020).
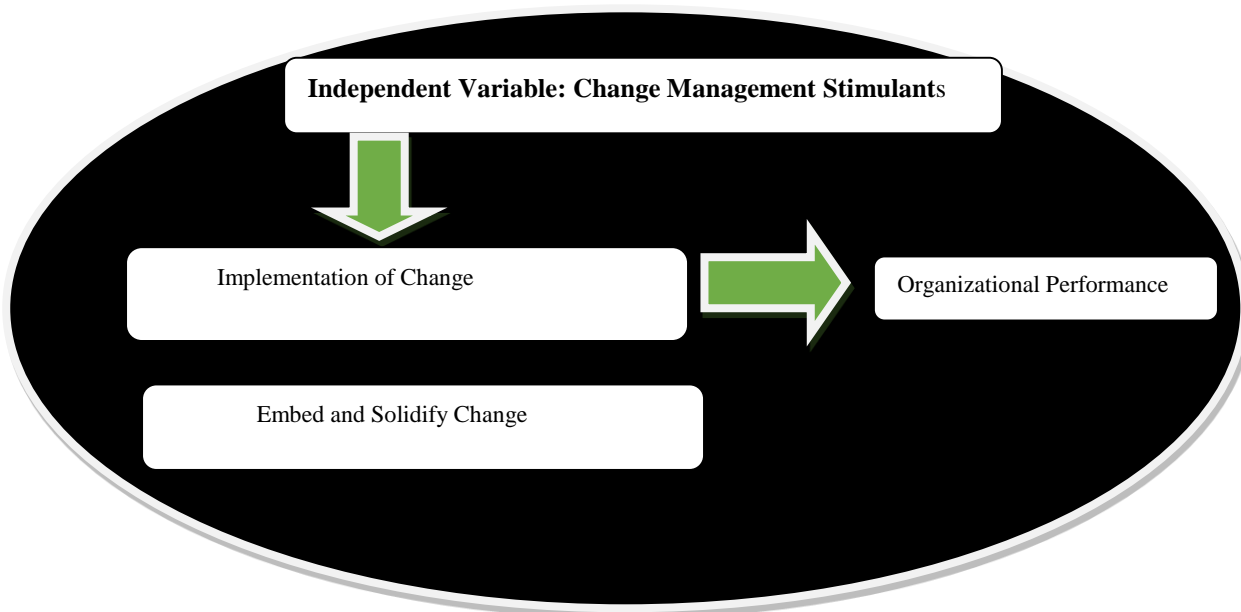
**Organizational Performance**

Onyema and Onuoha (2020) defined organizational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organization whether it is a profit-making or a non-profit-making entity. It is the extent to which an organization as a social system with the resources and means at its disposal fulfils its objectives without incapacitating its means and resources and without placing undue strain upon its members.

Shariff, Nasir, Ramli and Zahari, (2020) noted that organizational performance is positively impacted by the presence of evolutionary management stimulant practices, evolutionary management stimulants tend to create a significant contribution to organizational competencies, and in turn, become a great advance for further enhancing innovativeness. Performance may be measured using different matrices such as revenue, profitability, customer count, staff counts, market segment occupancy, and even sales volume. Irrespective of the matrix being used, several factors influence the level of performance.

**Conceptual Model of the Study**

The conceptual model of the study depicts the independent and dependent variables of the study in figure 2.1 below;

**Implementing Changes and Organization Performance**

Implementing changes within an organization is a critical aspect of remaining competitive and adapting to ever-evolving business environments. The impact of these changes on organizational performance is significant, as it can shape the efficiency, productivity, and overall success of the company (Cross, 2019). Effective change implementation is crucial for organizations to thrive in today's dynamic and fast-paced world. Changes in an organization could range from restructuring processes, adopting new technologies, modifying organizational culture, introducing new products or services, or even shifting the overall strategic direction of the company (Daniel, Okafor & Emerole, 2019). These changes can lead to both positive and negative outcomes, depending on how well they are managed and executed. Successful implementation of changes can result in increased innovation, employee morale, customer satisfaction, and ultimately, improved financial performance (David, 2015). On the other hand, poorly implemented changes can lead to resistance from employees, decreased productivity, disruption in operations, and ultimately hurt the organization's performance. Therefore, it is crucial for organizations to carefully plan, communicate, and execute changes systematically and strategically to minimize any adverse effects and maximize the benefits (Egbosionu, 2020). In this study, we will explore the various ways in which implementing changes can impact organizational performance, the challenges that organizations may face during the change process, as well as the strategies that can be employed to ensure successful implementation and enhance overall performance. Understanding the dynamics of change and its impact on organizational performance is essential for leaders and managers to drive successful change initiatives and lead their organizations towards sustainable growth and success (Ekechi & Umar, 2020). Organizational change is a constant reality in today's dynamic business environment, driven by factors such as technological advancements, market trends, and competitive pressures. While implementing change initiatives is crucial for organizational success, the true impact of change is realized when it is embedded and solidified within the organizational culture and practices (Erdogan, 2018). Embedding and solidifying change refers to the process of integrating new behaviours, processes, and mindsets into the fabric of an organization, ensuring that the desired change becomes a sustainable and enduring part of its operations.

**Embedding and Solidifying Change and Organization Performance**

The Impact of embedding and solidifying change on organizational performance is profound and far-reaching. When change is effectively embedded, it creates a culture of adaptability, resilience, and innovation within the organization (Etikan & Bala, 2017). Employees are more likely to embrace change initiatives, collaborate effectively, and demonstrate a high level of commitment to organizational goals. Thus, organizations can enhance their agility and responsiveness to external market conditions, enabling them to stay ahead of the competition and seize new opportunities for growth and expansion. Moreover, embedded change initiatives lead to improved employee morale and engagement. When employees feel that their voices are heard, and their contributions are valued during the change process, they are more likely to feel a sense of ownership and accountability for the outcomes (Fadila & Umar, 2021). This, in turn, fosters a positive work environment, promotes teamwork, and boosts employee motivation and productivity. From a strategic perspective, embedding and solidifying change can also have a significant impact on organizational performance metrics such as efficiency, quality, and customer satisfaction (Hayes, 2019). By aligning processes, systems, and structures with the new change initiatives, organizations can streamline operations, reduce waste, and enhance the overall quality of products or services. This, in turn, can lead to improved customer satisfaction, loyalty, and retention, ultimately driving higher revenues and profitability for the organization. In conclusion, the impact of embedding and solidifying change on organizational performance cannot be overstated. By cultivating a culture of continuous improvement, learning, and adaptation, organizations can position themselves for long-term success in today (Ik & Azeez, 2020).

**Theoretical Review**

**McKinsey 7S Model**

The study was anchored on Tom Peters and Robert Waterman who came up with the McKinsey 7S model approach in the early 1980s. People have used the model to study and look into how an organisation changes from

the inside. The model includes shared beliefs, skills, style, staff, structure, and strategy. All seven parts of a business need to understand and work together for the business to run smoothly. Any kind of change in an organisation can use this model. "Hard S" in the model are things like structure, strategy, and processes. "Soft S" are things like skills, style, staff, and shared values. It's a good model for this study because it includes all the things that are being looked at, from the organization's structure, strategy, and systems to its skills, style, staff, and shared values.

**Empirical Review**

Njenga and Gachunga (2016) investigated the effects of evolutionary management stimulants strategy on performance in Public Universities in Kenya (PU-K) concerning the Technical University of Kenya (TUK). The study examined the influence of change communication strategies on performance in Kenya's public universities, focusing on the Technical University of Kenya. According to the study, TUK's communication strategy had a significant impact on its performance.

Okava and Anyieni (2016) explored how Kenyan authority reacts to resistance to the implementation of evolutionary management stimulants. Despite changing the organization's name through reorganisation, the study revealed that Kenya Power Ltd was able to maintain change in its operations leading to service delivery but was unable to achieve employee satisfaction and the ultimate goal of improving the organization's culture.

**Tools and Methods**

The study adopted a descriptive survey design. Its purpose was to establish relationships between and among independent variables of study and organizational performance. The population of this study is limited to members of staff of selected telecommunication firms in Warri Delta State Nigeria, but targeting MTN, GLO and Airtel offices in Warri, Delta State, Nigeria from 2023 to 2024. The population used for this work comprises of the employees, supervisors, and top managers of MTN, GLO and Airtel offices in Warri, Delta State. Hence, the staff of MTN, GLO and Airtel offices in Warri, Delta State would serve as our respondents and the population of the study. The breakdown of the population is outlined in the table below;

| Name of Company | Location | Number Staff |
|---|---|---|
| MTN | Sapele Warri Road, Effurun, Delta State | 32 |
| GLO | Sapele Warri Road, Effurun, Delta State | 23 |
| AIRTEL | Deco Road, Warri Delta State | 20 |
| **Total** | | **75** |

*Source: Managements of MTN, GLO and AIRTEl Offices in Warri, Delta State.*

The total population of the study is 75 which comprises of core and contract staff of MTN, GLO and Airtel offices in Warri, Delta State, Nigeria.

**Sampling Method and Sample Size**

The sample size is the proportion of the population that the research intends to study. The total population of the study is 75 which comprises core and contract staff of MTN, GLO and Airtel offices in Warri, Delta State. This Population of the study also served as the sample size since the number is not much for the researcher to study. The non-probability sampling technique is used because the items for the sample are selected deliberately by the researcher, in order words under non-probability sampling the organizers of the inquiry purposively choose the units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole. The questionnaire is the instrument for data collection in this

present study. The study considered construct validity which referred to the degree to which a construct's operationalization did measure what the theory said it did. Quantitative data collected was analyzed using descriptive statistics using SPSS version 23 and presented through percentages, means, standard deviations and frequencies. The data was split down into different aspects of the evolutionary management stimulants process on organizational performance.

## Results and Discussion

### Presentation of Data

The analysis from the field survey is presented in tabular forms:

### Table 1 Analysis of the Field Survey

The analysis from the field survey is presented below in tabular form:

| Pattern focused | Number administered | Number returned | Unused copies | Number used | Response rate |
|---|---|---|---|---|---|
| Employees | 75 | 70 | 5 | 70 | 93.33 |

Source: Distributed Questionnaire

70 of the 75 copies of the questionnaire that were distributed were returned, five were incomplete, and 70 were functional. Consequently, the study presented in this chapter was predicated on the 93.3% response rate acceptable sample size.

### Table .2: Analysis of Respondents Profile

| S/N | Variables | Frequency | Percentage (%) |
|---|---|---|---|
| 1 | Gender:<br>Male<br>Female<br>Total | <br>25<br>45<br>70 | <br>36<br>64<br>100 |
| 2 | Age Range:<br>Below 30 years<br>31-40 years<br>41years and above<br>Total | <br>10<br>40<br>20<br>70 | <br>14.2<br>57<br>28<br>100 |
| 3 | Marital Status:<br>Single<br>Married<br>Total | <br>25<br>45<br>70 | <br>40<br>60<br>100 |
| 4 | Educational Qualification<br>WAEC/OND/NCE<br>HND/B. Sc<br>Masters/MBA<br>Total | <br>-<br>53<br>17<br>70 | <br>-<br>76<br>24<br>100 |
| 5 | Level of Management<br>Lower<br>Middle<br>Top<br>Total | <br>12<br>40<br>18<br>70 | <br>17<br>57<br>26<br>100 |

Source: Field Survey, 2024.

**Table 2** exhibited the background characteristics of the various respondents. It indicated the gender composition of the respondents representing 36% of the sample were males while 64% were females. According to the

respondents' age brackets, 15% of the respondents were under the age of 30, 57% were between the ages of 31 and 40, and 28% were over the age of 41. The marital mix of the respondents revealed that 40% of the sample respondents were single, while 60% of the others were married. According to the respondents' educational backgrounds76 percent had an HND/B.Sc and 17 percent had a master's degree. On the level of management of staff, it was indicated that 17% of the respondents have lower management in the telecommunication industry. 57% of the respondents are middle level in the management. And lastly 34% of the respondents have above 11 years' working experience in the banking industry.

**Analysis of Other Research Data**

The analysis of the other research data and the testing of the earlier postulated hypotheses in previous chapter was done here to arrive at a conclusion and generalization.

**Table 3 Inter-Correlations and Descriptive Statistics for Study Variables**

| S/N | Variables | 1 | 2 | 3 | 4 | 5 | M | SD |
|-----|-----------|---|---|---|---|---|---|----|
| **1.** | Implement Change (IC) | .016 | .154* | | | | 24.450 | .7292 |
| **2.** | Embed and Solidify change (ESC) | .344** | .035 | -.025 | | | 24.518 | .8135 |
| **4.** | Organizational performance | .585** | .361** | .036 | .434** | .691** | 24.500 | .9580 |

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

*. Correlation is significant at the 0.05 level (2-tailed).

**Table 4.3.1 The guideline for Pearson correlation coefficients**

| S/N | Coefficient value | Strength of association |
|-----|-------------------|-------------------------|
| 1 | $0.1 < r < 0.3$ | Small correlation |
| 2 | $0.3 < r < 0.5$ | Medium/moderate correlation |
| 3 | $r > 0.5$ | Large/strong correlation |

Source: Based on Cohen (1988)

**Table 3** displays the descriptive statistics and intercorrelations for the study variables.

The small positive correlation coefficient (0.036) between implementing change and organisational performance indicates that implementing change is highly effective in ensuring organizational performance.

Embed and solidify is a highly good indicator of evolutionary management stimulants, as evidenced by the positive correlation coefficient (0.434) that was found between Embed and solidify and organisational performance.

**Table 4**: **Regression Analysis of Evolutionary Management Stimulants and Organizational Performance**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------|--|------|-----------|------|---|------|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | -15.178 | 2.128 | | -7.131 | .000 |
| | Implement change | .110 | .051 | .084 | 2.179 | .030 |
| | Embed and solidify change | .327 | .047 | .278 | 6.986 | .000 |

a. Dependent Variable: Organizational performance

Table 4. displayed the multiple regression analysis result for evolutionary management stimulants and organizational performance. It was reported that Implement change which is the third variable has positive effect on organizational performance (ß = 0.084, P<0.05). It was also indicated that embedding and solidify change which is the fourth variable has positive effect on organizational performance (ß = 0.278, P<0.05).

The general form of the equation to predict OP = $\beta_o + \beta_3 IC + \beta_4 ESC + \varepsilon$

OP = -15.178+ (0.110×IC) + (0.327×ESC)

**Table 5 Fitness of the Model (Analysis of Variance)**

ANOVAª

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 141.243 | 5 | 28.249 | 101.164 | .000ᵇ |
| | Residual | 59.757 | 214 | .279 | | |
| | Total | 201.000 | 219 | | | |

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Embed and solidify change, Implement change,

Table 5 F-ratio evaluates how well the regression model as a whole fits the data. According to the table, organisational performance is strongly predicted by the evolutionary management stimulants dimensions (F=101.164, p< 0.05). This suggests that the regression model fits the data quite well.

**Table 6 Model Summary**

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .838ª | .703 | .696 | .5284 |

a. Predictors: (Constant), Embed and solidify change, Implement change,

Table .6 presents the degree to which the dimensions of evolutionary management stimulants explained the variation in organisational performance. The R Square value indicates that evolutionary management stimulants account for 70% (0.696) of the variation in organisational performance. The R Square shows the extent to which variations in the predictor variable can account for variations in the dependent variable.

**Hypotheses Testing**

The multiple regression analysis was adopted as an analytical technique for testing the hypotheses. The p-values reported in the regression coefficient tables were used for testing the study hypotheses.

**The Decision Rule**

The null hypothesis will be accepted, and the alternative hypothesis will be rejected if the critical value is determined above the probability level of significance, and vice versa. If the probability value of 0.000 is less than the crucial value of 5% (i.e., 0.000 0.05), there is no need to conclude that the supplied parameter is significantly essential. In this case, it is permissible to accept the alternative and reject the null hypothesis. When we reject the null hypothesis, we state our results are statistically significant, and vice versa (Gujarati and Porter, 2009).

**H$_{O1}$:** Implement change has no significant positive effect on the organizational performance.  of the area under study

The alternative hypothesis, which contends that Implementing change significantly improves the organisational performance of deposit money banks in Delta State, was accepted instead of the null hypothesis because Table 4.4's level of significance calculation is less than the predetermined p-value (0.030 <0.05).

**H$_{02}$:** Embed and solidify change has no significant positive influence organizational performance of the area under study.

Table 4's calculated level of significance was less than the predetermined p-value (0.000< 0.05), leading to the rejection of the null hypothesis and acceptance of the alternate, which suggests that Embed and solidify change significantly improves the organizational performance of telecommunication firms under study

**Discussion of Results**

The explanation of the study's findings is given below by the data analysis completed in chapter four and the chapter two survey of relevant literature. The characteristics of evolutionary management stimulants strongly predict organizational performance, as shown by the F-ratio in Table 4.5 test (F = 101.164, p<0.05). This suggests that the regression model fits the data quite well. Table 4.6 demonstrated that evolutionary management stimulants account for 70% (0.696) of the variation in organisational performance.

**Implement Change and Organizational Performance**

According to Table 3, Implementing change and organisational performance have a positive correlation coefficient (0.036), making it an excellent indicator of evolutionary management stimulants. According to Table 4, organisational performance is positively impacted by Implementing change (ß = 0.084, P<0.05). Since the computed level of significance in Table 4 is smaller than the predetermined p-value (0.030 < 0.05), the alternative hypothesis—which holds that Implementing change significantly improves the organisational performance of telecommunication firms in Warri was accepted. This is in line with Ik & Azeez (2020) which indicates that to Implement the changes according to the established timeline and milestones and continuously assess and track the progress of the change initiative. Be prepared to make adjustments based on feedback and unexpected challenges. Only changes that have been approved may be implemented by the organization.

**Embed and solidify change and Organizational Performance**

According to Table.3, Embedded and solidified change and organisational success have a positive correlation coefficient (0.434), suggesting that embedded and solidified change is a highly reliable indicator of evolutionary management stimulants. Embed and solidifying change improves organisational effectiveness, according to Table 4.4 (ß = 0.278, P<0.05). Since the level of significance determined in Table 4.4 was less than the predetermined p-value (0.000 < 0.05), the alternative hypothesis—which suggests that embed and solidify change significantly improves the organisational performance of telecommunication firms in Warri—was accepted. This is in line with the findings of Kimhi & Oliel (2019), who gather feedback, by collecting input from employees and other stakeholders throughout the change process. This can help identify issues and areas for improvement. Also, the findings of Lovely, Onyiyechukwu, & Joseph, 2020) after the implementation of a change, validation of the change must occur to verify if the change was successful. If validation fails, the change must be reverted using its back-out plan (Change control documentation such as diagrams, schematics, and processes must be updated to reflect the current state after the change (i.e., all documentation must be updated before the change request can be closed). An index must be maintained of revision levels to identify the current official revision (Muchemi & Wakonyo, 2020).

**Conclusion**

The study concluded that organisational performance in telecommunication firms in Warri is highly impacted by evolutionary management stimulants telecommunication firms in Warri, prepare for change, create a vision for change, Implement change, Embed and solidify change, and have a major beneficial impact on organisational

success. Establishing the framework, procedures, and systems necessary to steer and oversee a business in a way that increases long-term shareholder value by holding management accountable and boosting organisational performance is known as Creating a vision for change. It offers the framework for establishing the organization's goals, as well as the means of accomplishing them and keeping track of performance.

Organizations should employ the service of internal change managers to work hand-in-hand with such experts employed externally to facilitate growth in performance and smooth change implementation. Managers are advised to anticipate change, especially in the telecommunication industry where changes occur every second.

**Recommendations**

❖　The study recommended that change is a crucial component of success If it is purposefully established, properly implemented, and adapted, change in an organization's strategy can affect how it functions, affecting everything from the organizational structure to employees' everyday activities.

❖　A clear vision for change can foster a culture of innovation and adaptability within the organization

❖　Preparing for change must be considered as a valuable strategic tool that could enhance smooth business operations.

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