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Strategies to Implement a Change Management Process for Public Sector Management in Nigeria

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Abstract

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MS, Glasgow Caledonian University, 2014

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Ineffective change management implementation causes a negative impact on business revenue in Nigeria’s public sector. Public sector leaders are concerned ineffective change management causes a negative impact on business revenue in Nigeria’s public sector. Using Lewin’s change management model, the purpose of this qualitative multiple case study was to explore change management strategies Nigerian public sector managers use to implement a change management process to increase revenues. Data were collected from six top management executives in North Central Nigeria through semistructured interviews, note taking, and document review, who implemented change management processes to increase revenues from business operation. Data were analyzed using Yin’s five-step data analysis. Five themes emerged: change management through coaching and orientation, embed change paradigm within company culture and practice, use change champions to drive change mandates, personnel training, retraining and reward system, and incorporate the change into the corporate vision. The key recommendation for management is to ensure widespread and balanced attention to all managers and the inclusion of all managers’ contributions in training sessions. The social change implication may include the successful completion of a project to provide basic amenities like pipe-borne water, which can reduce the mortality rate and improve the living standards for communities in North Central Nigeria.

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Dedication

I dedicate this study to the memory of my late sisters, Hauwa Bala and Hausatu Bala. I pray that Jannatul Firdaus be your final abode. I also dedicate my study to my father, Ambassador Y. D Bala mni, my mother, Hajiya Aishatu Bala, my sisters, Fatima, Safiya, Kaltimi, and Shamsiya, brothers, Umar and Abubakar, and my closest of friends for the support and encouragement during this doctoral journey.

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Section 1: Foundation of the Study

The purpose of the study was to explore strategies that managers within the public sector organization use to implement change management processes successfully and, in turn, increase revenues from business operations. The focus of this study was to resolve the business problem of addressing ineffective change management implementation within Nigeria's public sector. There is often a negative impact on revenue caused by ineffective implementation of a change initiative (Ereiyes, 2018; Ugonna et al., 2018). Many change initiatives fail because of ineffective change management processes in place (Lovelace & Dyck, 2020). The foundation and the background should be used to explain the problem and the extent or some outcomes because of the problem. The findings of this research are believed to be applicable and can be in use to assist public sector managers and executives strategize to use the proper change management process when dealing with new initiatives in the organization.

Background of the Problem

After decades of independence, the Nigerian public sector organizations still struggle with achieving its goal because of uncompleted or failed projects. While there is a group of practitioners who argue that leadership is at the crux of why projects fail (Project Management Institute, 2017), arguably Adebayo and Ayegbusi (2017) believed that as a country, Nigeria must learn to institute the practice of change management, especially in the public sector. The projects in the public sector have a strong influence on the life of the populace and involve millions of public funds for a sustainable development (Locatelli et al., 2017). Combined, these projects require tried and test methods to ensure they succeed. The challenges such as corruption and inadequate funding of projects has brought about the failure of projects in Nigeria (Locatelli et al., 2017). Several attributes such as leadership, experience and communication skills can bring about a successful change management implementation that could lead to better growth, development, and waste reduction in the public sector. Within the last decade 2010 - 2020, only 23% of change initiatives were partially implemented within the public sector in Nigeria (Maier et al., 2021).

Problem Statement

Ineffective change management implementation causes a negative impact on business revenue in Nigeria's public sector (Ugonna et al., 2018). Seventy percent of strategic initiatives fail to be achieved due to the lack of an effective change management process by contributing to the loss of financials due to re-work of initiatives (Fattore et al., 2018; Pagel & Westerfelhaus, 2019). The general business problem is that some managers lack change management strategies, which can cause change management processes to fail. The specific business problem is some Nigerian public sector managers lack change management process strategies to successfully increase revenues from business operations.

Purpose Statement

The purpose of this qualitative, multiple case study was to explore change management strategies that Nigerian public sector managers use for implementing a change management process to successfully increase revenues from business operations. The target population consisted of (a) managers and a top management executive, (b) with 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes to successfully increase revenues from business operation. Social change implication includes better change management implementation and business sustainability for public sector organizations. In addition, the implication for business change includes the potential for managers of the public sector organizations in Nigeria to improve the quality of delivery services to enhance business sustainability and growth in Nigeria's economy. The social change implications include increased provision of basic amenities like pipe-borne water can reduce the mortality rate and improve the living standards for communities in North Central Nigeria.

Nature of the Study

There are three research methodologies a researcher may choose from: mixed, quantitative, and qualitative (Saunders et al., 2015). According to Saunders et al. (2015), the focus for mixed and quantitative research methods involves the testing of hypothesis and comparing variables, which is unsuitable for obtaining the strategies to implement change processes for increasing revenues for public organizations. The method that was used for this study was qualitative research. I explored the strategies that some Nigerian public sector managers used to implement a change process to successfully increase business revenue. As part of this study, I combined my observations with the results of the interviews to achieve a holistic view of the solutions to the problem.

There are five principal qualitative research designs: phenomenology, ethnography, narrative, grounded theory, and case study (Yin, 2018). Researchers use the phenomenology design to focus on the meanings of individuals' lived experiences, which was not the intent of this study. Researchers use ethnography to focus on the study of cultures and groups (Gelling, 2015); therefore, it was not suitable for this study. Researchers uses narrative when the means of data collection is through story telling (Yin, 2018). I did not use story telling as means of data collection, hence narrative was not suitable. Researchers used grounded theory when the goal of the study is to develop a theory from the data collected (Yin, 2018). The goal of this study is to explore the phenomenon and not to develop a theory.

The design I chose for this proposed study is qualitative case study design. According to Yin (2018), a case study design includes finding the *what*, *how*, and *why* of a given situation. The goal of this study was to explore change management processes that managers use in two public sector organizations to increase revenues from business operations. The use of a multiple case study design is the appropriate choice because according to Yin (2018), multiple case design provides an understanding of replications of outcomes of how an event was implemented successfully. I chose a multiple case study over a single case study design to explore the results from different cases to potentially increase the study's reliability and transferability.

Research Question

What change management process strategies do Nigerian public sector managers use to successfully increase revenues from business operations?

Interview Questions

1. What change management strategies did you use to implement a change process to successfully increase revenues from business operations?
2. What, if any, level of change management training did your organization require?
3. How did you measure the success of change management processes in your organization?
4. What were the key barriers to implementing your change management strategies to successfully increase revenues from business operations?
5. How did you overcome the key barriers to implementing your change management strategies to successfully increase revenues from business operations?
6. What additional information can you share about strategies your organization uses for implementing a change management process to successfully increase revenues from business operations?

Conceptual Framework

I chose Lewin's (1946) change model as the conceptual framework for this study. The concept of change management was introduced in 1946 by Lewin, a German American psychologist (Lewin, 1947; Ziemba & Obłąk, 2015). The change management concept is used in organizations to help implement their organizational strategic objectives and improve growth (Bengat et al., 2015; Kleizen et al., 2021). For understanding the change management concept, a change model was developed by Lewin, which consisted of three main key processes underlying the model (a) unfreezing,

(b) changing, and (c) refreezing (Bengat et al., 2015). As applied to this study, the change model could facilitate understanding of how Nigerian public sector managers use change management process strategies to successfully increase revenues from business operations.

To facilitate understanding of the change model, Hussain et al. (2018) used the analogy of changing a block of ice (i.e., unfreeze the ice to change its shape into an ice cone or another desired state). Another key proposition for successfully implementing the model is to ensure controlling the driving and restraining forces to bring about the desired organizational change (Bengat et al., 2015). The plan for a change model should be flexible, which means it is easily adapted in any organization (Schwarz et al., 2021). Another key concept of the change model is to focus on ensuring that in addition to the processes and procedures, change managers communicate the changes regularly (Vos & Rupert, 2018).

The public sector organizations arguably are large and have cumbersome processes which makes change initiatives even harder to implement (Domingues et al., 2017). Using a change management process that is easy to integrate into the organization’s process is vital hence I intend to use Lewin’s change model for my case study for its simplicity. Burnes (2020) indicated that Lewin’s change model had been used to enable organizations to thrive in its performance by reducing cost over-head to increase revenues from business operations. Therefore, Lewin’s change model provides a potential lens for understanding the strategies a public sector organization can use to improve key business processes. To achieve my findings by determining whether using a change model such as Lewin’s can help an organization increase its revenue is my reason for choosing Lewin’s change model.

Operational Definitions

Change initiative: A change initiative is a project created for the purpose of improving performance within an organization (Lovelace & Dyck, 2020).

Change management: Change management is a process in which the direction, structure and capabilities of an organization are being renewed continuously due to ever-changing external or internal needs (Kiran & Tripathi, 2018).

Lewin’s model: Lewin’s model consists of three steps of unfreezing the present level, and then freezing and moving to the new level, and finally refreezing this new level (Burnes, 2020.

Project management: Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Project Management Institute, 2017).

Resistance to change: Resistance to change is when the change process is affected by delaying or obstructing the implementation by increasing costs (Maier et al., 2021).

Assumptions, Limitations, and Delimitations

Assumptions

An assumption is an aspect of research or study out of the control of the researcher but most valuable to be included in the research (Simon & Goes, 2015). These aspects are true but cannot be proven by the researcher, for assumptions are made in a study when certain information has little clarity. Assumptions in research are concepts acceptable as truths but have no actual evidence (Kovoor-Misra, 2020; Wolgemuth et al., 2017).

In this study, the first assumption was that all the participants would be honest in answering all the questions as truthful as possible. Second, I assumed that all participants had basic knowledge of project management. Another assumption was that the managers within the organizations were well experienced and knowledgeable within the public sector organization. Last, within this research, I assumed that all the information given by the participant were valid and the results for the interview were correct.

Limitations

Limitations are certain factors that the researcher has no control or power over in a study, as such it is important that the researcher identifies these factors (Yin, 2018). Often the limitations might threaten the validity of the study (Simon & Goes, 2015). Limitations illustrate a study's weaknesses and strengths which must be disclosed by the researcher. One of the limitations to the study was its restriction to North Central Nigeria; however, the study was specific to this region and generalizing the result to other regions might not yield the same results. Another limitation was that the participants might be biased in responding to the interview questions. There was also the possibility of nonresponses by the participants if they were not interested in fully sharing their experiences. The last limitation was the nonresponsiveness of the participants might be a weakness to this study.

Delimitations

Delimitations are certain boundaries that the researcher has set that may or may not be added in the study such as the scope of the study (Alpi & Evans, 2019). The researcher can set the parameters or boundaries depending on the type of methodology chosen for the study (Marshall & Rossman, 2016). I explored the strategies the managers within the public sector organization use for a change management implementation process. Within this study, the participants were delimited to managers and top management who were executives within the public sector organization. Another delimitation of this study was that the participants resided within North Central Nigeria and have 5 years of work experience.

Significance of the Study

Contribution to Business Practice

The results of this study may be significant to business practice. The results of the proposed study may be of value to public organizations by contributing and expanding the knowledge of successful change management strategies implementation within the public sector. Furthermore, the findings may also lead to an improvement in key mission-centered practices by informing change managers about the strategies to adopt change management processes to enable organizations to increase revenues for public service organizations (Ugonna et al., 2018).

Implications for Social Change

The results of this study may also have significance regarding social change. The findings of this study may contribute to positive social change by providing public sector managers with effective strategies for implementing a change process for reducing costs and increasing revenues from business operations. Reducing cost overhead may lead to more revenue for the government and by extension to the economy (Ugonna et al., 2018), providing basic or expanded social services to citizens, such as clean water to improve the standard of living to North Central Nigeria.

A Review of the Professional and Academic Literature

The purpose of this qualitative, multiple case study was to explore the change management strategies use by Nigeria public sector managers for implementing change management process to successfully increase revenues for business operations. An effective change management process is critical to an organization as it aids in reducing the loss of financials from reworking of change initiatives (Kabwe & Tripathu, 2020). My target population for this study consisted of managers and top executives from two different public sector organizations in North Central Nigeria who have implemented change management processes successfully to increase organizations' revenues. The public sector organizations see a loss of revenue through their change initiatives of poor or ineffective processes (Ahmed & Chang, 2018; Fattore et al., 2018), which has brought about the need to explore further effective processes that certain public sector organizations have used to achieve successful implementations (Hussein et al., 2018; Jones, 2019). I reviewed literature works and articles from various researchers that are peer reviewed, primarily related to change management models, leadership, and project management.

In this study, I used Lewin's change model as the conceptual framework to explore the strategies used to implement change management processes in public sector organizations in Nigeria. Lewin's change model presents three stages known as refreeze, change, and unfreeze to implementing change within an organization (Lewin, 1947). In understanding the strategies public sector managers use to implement the change management process, I performed and presented a critical analysis and synthesis of literature based on change management topics.

Organization of the Literature

The analysis of the literature includes but is not limited to in-depth work that other researchers have contributed to the field of change management as well as comparing of Lewin (1947) change model with other change models like Kotter's (1995) 8-step model of change, and Bertalanffy's (1972) general systems theory. I obtained several literatures mostly from my search of the Walden University Library and other databases such as Thoreau, Sage, ProQuest, and EBSCO Primary. I conducted a search of journal articles, dissertations, and other online materials as my guide for this literature review. Key terms and concepts searched included *change management processes* and *strategies, project management*, *leadership theory and strategies,* and *public sector organizations*. I reviewed a total number of 156 sources with 89% of the articles published in or after 2017 (see Table 1).

Table 1

Frequency of the Study Sources

Sources	2017-2021	Older than 2017	%
Peer-reviewed journals	143	1	
Books	12	10	
Doctoral dissertation	1	0	
Total	156	11	89%

The literature review consisted of the concept behind Lewin's change model (1947) and how the model can be used as a change management strategy by Nigerian public sector managers during change management process. Given the focus of this study was to explore the strategies used for a successful change management process within the public sector, it is important to extend the literature to the theory because it is the primary conceptual framework that underpins this study. In the literature, Lewin (2009) detailed the framework and the process through which change occurs and how it is implemented within an organization.

The subsections of the literature review consist of the introduction of change management theory, Lewin's change model and other change models by other researchers that was discussed but not selected as a conceptual framework for this study. In addition, I reviewed other topics on leadership and project management as it relates to the implementation of change management processes. Other relevant subtopics to the enrich the literature consist of how to implement a change management within an organization such as the public sector, other change management models as well as the factors that causes resistance to change within an organization. Lewin’s change model was the conceptual framework I will use to explore the change management strategies public sector managers use to implement change management process that may lead to increase in organizations revenue from business operations in Nigeria.

Lewin’s change model presents a unique guide to an organization looking to grow especially in terms of revenue (Ahmed & Chang, 2018). Although Lewin’s change model is the conceptual framework chosen for this study, it is discussed from various angles by comparing other change models. I addressed some topics that are linked to the problem statement and the conceptual framework in this review. The literature review consists of nine main sub-sections which are (a) concept behind change management, (b) conceptual framework: Lewin’s change model, (c) other change models, (d) leadership approach suitable for change management implementation, and (e) project management defines the concept and relevance behind the change management process to the study. The first five sections explain how the theory is relevant to exploring the strategies for change management processes in an organization.

Generally, I reviewed factors affecting change in an organization under the sub-sections’ communication, behavior, culture, and leadership. Finally, I reviewed change management process within the public sector, role of managers within the process leading to revenue increase, and strategies used to implement change management processes. All sections detailed contrasting and supporting evidence to enrich the review of literature and present meaning to a public sector organization embarking on a change initiative.

Concept Behind Change Management

Prior to the concept of change management, change was referred to as a continuous improvement and an inevitable process (Kutyauripo et al., 2021). The change management concept has evolved over the years due to ever-growing competition (Farid, 2021; Rosenbaum et al., 2017); as such, the concept has produced various models to help with its application. Change management can be referred to as a continual process improvement, as stated by Rosenbaum et al (2017), to meet up with both internal and external need. The concept has been used in organizations to help implement their organizational strategic objectives and improve growth and revenue (Locatelli et al., 2017).

Applying the framework within an organizational environment improves the process delivery. The change management framework is particularly important to use in any organization embarking on a change initiative (Alińska et al., 2018; Efe, 2018); conversely, other research shows that, to have a successful change management implementation, the process requires essential skills both from within and without the organization (Jim, 2016). Jim (2016) explained that a change management concept can be adopted and implemented effectively using the required skills. Consequently, the management of the organization would need a strategic approach to achieve a change process.

The process of change management involves several steps and procedures as stated in the application of other change management models for successful implementation. Various change management models such as the Lewin’s change model, Kotter's 8-step, and Bertalanffy's general systems theory have been tested and used successfully in organizations (Ahmad & Singh, 2021; Bertalanffy, 1972). Other researchers would argue that implementing change should be done experimentally by smaller groups such as a simulation environment to avoid errors and resistance to change (Sousa, & Rocha, 2019; Zgodavova et al., 2016). Simulation can increase the chances of success depending on the scale of the change initiative. For this study, the primary model used is Lewin's (1947) three-stage model of change: unfreezing, changing, and refreezing. A critical review of other change models that were considered in this study was discussed to select the suitable model for this study. Kotter (1995) 8-step model of change and Bertalanffy's (1972) general systems theory which was reviewed but not selected for analysis.

Conceptual Framework: Lewin's Change Model

Lewin (1947) noted that change can refer to the implementation of the planned change. The change model used for this study is the Lewin (1947) change model, which consists of three steps: the *unfreeze*, *change*, and *refreeze* phases. Lewin's model has become the popular choice of change model when it comes to organizational change (Van den Heuvel et al., 2016). According to Lewin (1947), Lewin's change model presents a procedure that requires the change managers to adhere to for a successfully change implementation. The Lewin's change model provides a plan to follow (Weldearegay, 2018). The model is suitable for both public and private organizations, hence my choice for this study. Once these steps are adhered to, the success level for implementing the change process would be high and resistance would be minimal (Van den Heuvel et al., 2016).

Unfreeze

Unfreeze is the first step described in the process. The unfreeze step of the Lewin's change model ensures the organization is ready for the needed change process, which requires that managers prepare employees for the upcoming change (Lewin, 1947). The unfreeze step refers to the initial stage of change process where instability occurs within the organization (Lewin, 1947). The process of unfreezing begins with the organization being destabilized by presenting a problem that makes the individual recognize the need for change. This step of the change model is crucial to the success of the change implementation.

There is a difference in public and private organizations. In public sector organizations, change requires a swifter implementation to avoid problems due to its bureaucratic nature (Schmidt, et al., 2017). Problems can occur during this stage that might cause resistance in the future (Lewin, 1947). It is crucial at this stage to manage the employee's expectations and emphasize the need for the change through manipulation of the employee's feeling and beliefs to think that the intended change is necessary (Burnes, 2017).

As such, unfreezing is an important step that requires various attributes to succeed. As the initial step for the change implementation, it is important to shape the behaviors and attitudes of the employee that support the current state of the organization by introducing measures such as policy and programs to lessen the behaviors and attitudes exhibited currently into the desired behaviors and attitudes (Dalton et al., 1970; Lewin, 1946).

Change

The second step of Lewin change model is known as the change. The priority of this step is to become the new status quo or desired end-state (Dalton et al., 1970; Lewin, 1946). At this stage, the change managers within the organizations should ensure the employees are carried along and there is no remorse, which can cause to resistance to the change (Lewin, 1947). Furthermore, at this central step, it is important for the organizational leaders to identify the required change and how it will be implemented (Salehzadeh, 2017). This stage represents the change itself in which the employees of the organization undergo the various changes.

Refreeze

The last step is the refreeze stage. In this stage, change is addressed after implementation (Lewin, 1947). The process involves the adoption of the new change made to the organization, which is known as the new status quo. This phase is also referred to as the refreezing stage or quasi-stationary equilibrium by Lewin (1947), which means the employee does not revert to the old way or process of doing things. The process of refreezing becomes successful when employees adopt the new change in their daily endeavours. The managers must also ensure the change is stable.

A strategy used to ensure the successful implementation of Lewin’s change model is to predict employee’s behavior (Van den Heuvel et al., 2016). Predictions can help assist with assessing employees who might be resistant to the changes; hence, proactively addressing them. The process of predicting human behavior ensures a more successful change management implementation (Malkamaki et al., 2021). A case study by Van den Heuvel et al. (2016) illustrated the application of Lewin's change model within its organization's process however a different result was realized. Although Lewin's change model has been a popular choice as a framework that introduces organizational changes (van den Heuvel et al., 2016), it has been proven in other research that due to technological innovation, managers might not be able ease employee frustration (Henao-García et al., 2021: Tolentino, 2017). Van den Heuvel et al. (2016), studied an organization undergoing transformation by applying Lewin's change model in abide to employee attitude toward the ongoing change. However, some of the change initiatives were unsuccessful due to failure to adopt technology which resulted in ineffective change management (Spaulding et al., 2017; Tolentino, 2017).

Other Change Models

I considered three change models. The models I explored were Lewin's (1946) change model, Kotter's (1995) eight -step model of change, and Bertalanffy's (1972) general systems theory. I compared these theories to determine which best supported my study. I selected Lewin's change model as the conceptual framework for this study as it is relevant to the multiple organizations being used in this case study.

Kotter's 8-step Model

Kotter's 8-step model (Kotter, 1995) consists of eight steps for implementing a new change initiative within an organization. Kotter (1995) claimed it is important for managers to inform their employees about the intended change before embarking on it.

This section explains Kotter’s eight -steps that (a) establish a sense of urgency, (b) form a powerful guiding coalition, (c) create a vision, (d) communicate the vision, (e) empower others to act on the vision, (f) plan for and create short-term wins, (g) consolidate improvements and produce more change, and (h) institutionalize new approaches.

Establish a Sense of Urgency. Establishing a sense of urgency is first. This first step of Kotter’s change model refers to the creation of a sense of urgency within the organization for the desired change (Kotter, 1995). It is important for the management of the organization (Van den Heuvel et al., 2016). Faupel and Helpap (2021) recommended that leaders also discuss the threat of not going through with the change and the opportunities the successful change will create in the organization, which may give employees the chance to ask questions and get involved.

Form a Powerful Guiding Coalition. The second step of the model is for the management or the leadership of the organization. The object of this step is to create a strong coalition of people willing to support the to help guide and implement the change (Kotter, 1995). These organizational employees would then be change champions (Van de Ven, 2021). The coalition must continue to grow to avoid stagnation of the change effort, so the change implementation will not be unsuccessful (Kotter, 1995).

Create a Vision. Creating a vision is next. It is important that the management of the organization create a vision with which the organization can align and identify to guide the change (Kotter, 1995). The leaders within the organization should also create realistic attainable goals to turn visions into reality (Van den Heuvel et al., 2016). The managers should influence the change champion team to be focused on the vision (Kotter, 1995).

Communicate the Vision. After the vision is created, communicating that vision follows. Communication throughout the organization when implementing a change is essential (Faupel & Helpap, 2021). Kotter (1995) explained the vision should be communicated throughout the rest of the organization by the management. It is important to use all channels of communication to ensure the message of change is delivered throughout the organization (Van den Heuvel et al., 2016). Channels of communication such as emails, meetings, or newsletters should be used. The management of the organization must believe in what they are communicating to gain their employees' trust (Kotter, 1995).

Empower Others to act on the Vision. Empowerment is another step. Management must empower their employees throughout the organization to implement change (Kotter, 1995). During this step, it is important for management to remove as many obstacles as possible to prevent the change and cause resistance to change (Errida & Lotfi, 2021). The employees should be allowed complaints and recommendations that can be heard by the management of organizations (Kanitz & Gonzalez, 2021). This allowance is a crucial step for the organization because it will not only empower the employees but also allow management to identify and remove any obstacles employees are facing related to change implementation (Kotter, 1995). Employees are also encouraged to promote any ideas they have that may lead to improvements.

Plan for and Create Short-term Wins. Emphasizing short-term wins is the next part of the process. At this step, management should define all short-term and long-term goals (Kotter, 1995). It is important to create these goals so the employees can see the short-term wins (Gokalp et al., 2019). As such, these wins can motivate employees, for they can see the progress of the change (Aguinis & Burgi-Tian, 2021).

Consolidate Improvements and Produce more Change. The management of the organization should build on the success of the quick wins and remove obstacles (Vugec et al., 2018). It is important to entrench the vision and strategy of the change in the organization's culture (Kotter, 1995). Showing improvements in the change can tend to bring better adoption within the organization (Malkamaki et al., 2021). Kotter (1995) saw this step as necessary, so people do not revert to the old ways before the change.

Institutionalize New Approaches. The final step of the change model, institutionalizing new approaches is vital. This step is vital because management needs to create a positive culture for implementing change initiatives (Kotter, 1995). They must ensure that employees are committed to the new change initiative to sustain it (Kotter, 1995). The managers of the organization must lead by example when implementing change initiatives by showing good faith and promoting communication (Kotter, 1995). This model is driven by strong leadership; it identifies the eight most important steps leaders must take when implementing change initiatives (Kotter, 1995).

Kotter's change management model was considered but not chosen as the conceptional framework for this study. King et al. (2018) appraised the application of the model performed in a controlled environment may vary in a different environment.

Change management models such as Kotter's requires a systematic process for implementation within an organization (King et al., 2018).

General Systems Theory (GST)

Another change model that was considered but not selected as a conceptual framework for this study was the GST that was developed by Ludwig von Bertalanffy (Bertalanffy, 1972; Van Assche et al., 2019). The general systems theory (GST) was created by Von Bertalanffy in 1925 as a model of general aspects of reality (Bertalanffy, 1972). In 1947, Von Bertalanffy described the GST as a logical mathematical field whose task is to formulate and derive the principles that applies to systems generally (Bertalanffy, 1972). The application of GST can be made within a multifaced organization whose responsibilities lie in making profit for the community (Tarride, 2016). GST requires a certain level of understanding and development of new skills for both organizational leaders and managers to adopt (Kast & Rosenzweig, 2017), as such does not provide a practical approach in terms of change management implementation (Tarride, 2016). This was the reason it was not selected for this study as a conceptual framework.

The general systems theory is a model that provides a holistic view of the entire system (Bertalanffy, 1972). Bertalanffy (1972) posited GST as a system built on logico-mathematical theory that explores in whole or wholeness of a system. Conversely, the GST is a change system and model that may be used during change initiatives by breaking down the initiatives in smaller parts for a successfully implementation (Van Assche et al., 2019). To use the GST, it is required that the managers understand the entire organization is required before utilization is done (Kast & Rosenzweig, 2017). As a result, and nature of the conceptual framework, it was not suited for the study. Additionally, it is important to know what change model might fit certain organizations due to its internal process and structural type (Domingues et al., 2017). As such, it is vital for managers in an organization to understand the type of change initiative on which they are embarking (Domingues et al., 2017).

I considered the merits of each of these theories in providing a framework for my study. Reviewing all three conceptual frameworks, Lewin's, Kotter’s, and Bertalanffy’s GST provided insights into change management, its processes and how it may be implemented. However, to enhance the success in organizational transformation initiatives within a public sector, Lewin’s change model provided a logical and simplicity approach to implementing new initiatives within an organization.

Factors Affecting Change

The relevance of the factors affecting a change initiative within an organization is significant and should be prioritized when implementing a change (Seamons & Canary, 2017). In this study, I explain the general factors that may present as a barrier and affect change management implementation such as communication, behavior, culture, and leadership within an organization. The factors affecting change relates to how successful or otherwise a change implementation process is to an organization.

Change is a process that can be affected by several factors. The relationship between change and resistance to change within an organization is mutually exclusive (Börjeson & Löwstedt, 2017), and it is important for organizational leaders embarking on a change initiative to ensure that not only the factors, but proper policy should be put in place for the change to work optimally within the organization (Shulga, 2020). Furthermore, there is a need to create a relationship between the change recipient and the change agent for changes to be successful (Vos & Rupert, 2018). In other words, all these factors affect the process of change either negatively or positively for the organization.

Some studies have shown that certain factors can be used to enhance any change implementation within an organization and ensure its success (Schwarz et al., 2021). These factors have helped to reduce the level of resistance to change for an organization. Additionally, Vos and Rupert (2018) noted the need to include factors such as communication and training for a successful change management effort. Vos and Rupert (2018) corroborated similar findings that prove change management can be successfully implemented once a process is followed strictly. Some of the factors managers address that affect change initiatives are as follows.

Communication. Communication is critical when embarking on a change process; hence, it is important for business leaders to possess or develop certain communication skills to avoid resistance within the organization or even failure of the change initiative (Gumola, 2019). Some researchers would argue that communication is the most important factor and the most critical success factor during a change management implementation (Gumola, 2019; Seamons & Canary, 2017). Communication is one of the vital components when implementing a change initiative, and the lack thereof is even considered the main cause of failure during any change process (Vos & Rupert, 2018). It is important for business leaders or executives to develop or possess communication skills to implement changes effectively within the organization (Mitonga-Monga & Hlongwane, 2017). Some of the communication skills required are talking, listening, and body language. These communication skills allow business executives and leaders to implement change initiatives effectively (Faupel & Helpap, 2021), and for the managers that are executing these changes, it is important to be aware of what to communicate to the employees to ensure they buy-in (Seamons & Canary, 2017). Once a manager communicates the change initiative message to the employees, the manager must take consideration of the employees' reactions and emotional perspectives (Gumola, 2019). Seamons and Canary (2017) noted that effective communication may be the most important factor when it comes to the change management process. It is the reason both the executives and the managers need to possess an adequate level of communication skills.

While communicating to the employees is important, it is also crucial to ensure the employees are accepting what has been communicated to them. Employees' acceptance of the change initiative signifies that satisfactory communication has been conducted to ensure buy-in of the change process (Mitonga-Monga & Hlongwane, 2017). Otherwise, employees might reject the change initiative when there is no buy-in or trust between them and the managers (Gumola, 2019). Successful communication has been achieved once the communication of the change initiative has been made and the employees have responded to it positively.

Organization executives and managers should be aware of the form that best suits their organization. Ahmad and Cheng (2018) recommended that managers of organizations perform various form of communication such as internal research similar to a survey or an interview to engage its employees and to understand the employees who might be resistant to the change initiative and change their perception. Getting employees engaged at an initial stage of a change initiative is crucial, for they are not only valuable but contribute greatly to the success of the change (Kanitz & Gonzalez, 2021). As posited by Salehzadeh (2017), allowing the employees to be involved early in the developmental stages of the change initiatives to increase their participation and buy-in signifies a transparent leadership style that allows for employee development. Other forms of communication medium that can help obtain buy-in and assist during a change process are emails and meetings (Dixon, 2017). The right type of communication medium is required for an organization, whether it is a public or private sector organization (Rocha & Mill, 2017), it is important to use the right medium to communicate to the employees.

In other research, a survey was carried out to find which employees experienced change before and those who had not (Dixon, 2017). Dixon (2017) reported that those employees who were aware of or have experienced changes showed more participation than those who did not. It is important that the employees are aware of what needs to be done. These communications channels help throughout the change implementation process. Employees are the most valuable resource a business. As such, communication from the leaders to the managers and then to other employees should be done strategically because of the difficulty in obtaining one general perspective.

Behavior. The behavior of a business leaders and managers of an organization plays a key role during a change management process. Both leaders and managers are expected to act as role models to their employees to drive the change (Weldearegay, 2018). The leadership of the organization must portray an encouraging behavior when embarking on a change management process (Burnes, 2017). By illustrating a supportive behavior towards the employee during any change implementation can be successful (Harrison et al., 2021). Managers are expected to motivate their team member (Diab et al., 2018). As for the employees, it is the employee's trust is dependent on the manager's behaviour towards the change process (Bakari et al., 2017). During a change process, employee behavior should be positive else the change may have a negative outcome (Burnes, 2017). Business leaders and managers can easily influence their employees through their behaviours, which in turn can increase the chances for a successful change process.

Culture. The organizational culture solely rests upon the behavioral role of the leaders and managers during an initiative, whether it be a new change initiative or not. The culture of an employee for any given organization is usually depicted from the role of its leaders. Research has shown that culture plays an important role in the planning and implementation of any change initiative (Burnes, 2017). The organizational culture drives the essence of the company, especially when it involved embarking on new change initiatives (Lovelace & Dyck, 2020). Preparing employees to accept a change initiative stems from having a culture of change, which is practiced in every process.

Different attitudes by the managers can help develop a certain organizational culture that would assist during a planned change implementation process (Rosenbaum et al., 2017). By providing a culture where organizational leaders have certain attitudes towards the creation of value by training their employees, providing guidance, and building confidence reduces employees' resistance to change (Rosenbaum et al., 2017). The leadership of an organization can engage their employee to avoid resistance to change, which might contribute negatively to the success of the entire change management process (Thompson, 2017). Training and educating employees on the new change initiative has demonstrated smooth change implementation (Van den Heuvel et al., 2016). Once these aspects of developing the employees are taken into consideration, the success rate of the change initiative would be high (Ahmad & Cheng, 2018). Seamons and Canary (2017) emphasized the importance of having all employees represented to minimize resistance. It is vital that employees are educated on the new change to make the process adaptable (Guiette & Vandenbempt, 2017). As it is, the way employees interact within the company is linked with the culture of the organization.

Leadership. Leaders are required in any organization to set the direction of the organization as such, the leadership approach may determine how successful the organization is (Mohiuddin & Mohteshamuddin, 2020). As a factor that affects change management implementation, it is an important aspect to explore leadership as most change initiatives are driven from the top management of an organization (Germain, 2017). Often leaders are the guides in an organization that tend to set the direction and strategy for a new initiative (Kiran & Tripathi, 2018). It is vital to know that, as the direction of the organization or employee needs change, the leadership style must also vary (Germain, 2017) to achieve the goals of the organization. Leadership roles can differ, which means leadership styles must be adaptive depending on the current situation of the organization (Germain, 2017). Hersey and Blanchard (1982) claimed that to achieve a successful change within an organization, the leaders must be adaptive and encourage employees to be receptive. Other theorists postulated that one of the primary roles of leadership is to inspire other employees to achieve the organizational goals and allow for change to be implemented (Bosse et al., 2017; Cameron, 1997). The various style of leadership can have different effects on the employee, causing either a positive change or negative change implementation (Germain, 2017). When there is great leadership support, the employee acceptance rate to any change initiative is high (Thompson, 2017). In the 1970s, Hersey and Blanchard conducted a study on employees' willingness to work with their leaders, provided the leaders were adaptive. Leaders who are apt to evolve are likely to work with employees in any given change situation (Germain, 2017). Regardless of the 6 different types of leadership styles: (a) transformational, (b) transactional, (c) autocratic, (d) democratic, (e) task-oriented, and (f) relationship-oriented (Bosse et al., 2017). In this study, only two types of leadership will be discussed in detail: the transformational and the transactional leadership styles. When it comes to embarking on a change initiative within an organization, research has shown that the suitable leadership style to tackle such change processes is either transformational leadership style or transactional leadership style (Bosse et al., 2017).

Transformational Leadership Style. The transformational leadership style suits an organization embarking on a change initiative. It is a style of leadership that focuses on the change management process and involves the employees in the change implementation (Thompson, 2017). Shulga (2020) defined a transformational leader as one who trustworthy, charismatic, and encouraging subordinates to accomplish goals. A trustworthy leader assures the employee that a change implementation should not be feared but rather open and welcomed (Stouten et al., 2018). A transformational leadership style has been demonstrated to inspire and motivate employees or team members during a change initiative to go over and beyond any expectations (Thompson, 2017).

Transformational leadership alters the perceptions of followers and encourages them to exceed in their performance (Bass, 1990). As Bass (1990) reported, anything the employees do should be beneficial to the organizational goals. A transformational leader should create an atmosphere within the organization that helps boost performance and productivity of its employees (Germain, 2017). A transformational leadership style requires that the organizational change process promotes creativity, openness, and a sense of trustworthiness (Akinbode & Shuhumi, 2018). It is of utmost importance that leadership plays a vital role in organizational transformational initiatives to ensure its success.

Transactional Leadership Style. The practice in a transactional leadership is reward-based, the more effort that is put into an activity the more reward that is granted (Akinbode & Shuhumi, 2018; Germain, 2017). A transactional leadership style requires the leadership to reward employees based on their performance and effort that has been contributed to the goal (Bosse et al., 2017). In an organization where transactional leadership is practised, the leaders employ the compensation system in which employees are rewarded for their group performance, planning and supervision (Akinbode & Shuhumi, 2018). Subsequently, transactional leadership also promotes the penalty of employees that are not compliant to the performance as directed by the leaders of an organization (Salehzadeh, 2017). As stated by Bosse et al. (2017) transactional leadership style is reward-based and usually within a short period. Leaders that practice the transactional leadership style in the organization focus on efficiency as it is linked to performance (Germain, 2017).

Leaders that practice transactional and transformational leadership styles both focus on the organizational performance and how it can be achieved (Akinbode & Shuhumi, 2018; Germain, 2017). A transactional leader encourages its employees to be productive in line with organizational expectations (Thompson, 2017). It is worthy to note that a transactional leadership style rewards performance and productivity of its employees and punishes employees that are not compliant with the expectation of the organization (Salehzadeh, 2017). According to Thompson (2017), a transactional leader uses the reward-based system for high performing employee while the transformational leader focuses on improving the employee’s willingness to surpass the organizations expectation.

Project Management

The flexibility of project management processes within an organization drives the success of other process and service development (Chen et al., 2018). It is important that an organization practices successful project management before expanding into change management processes (Svejvig & Schlichter, 2020). For some leaders to be able to sustain the project management practices for an organization, the use of appropriate work tools can improve the success of the project or change delivery (N’Cho, 2017). However, Trojanowska and Dostatni (2017) posited that there are crucial activities that must be adapted to improve the implementation of project management delivery. Similarly, the use of project management tools and techniques to assist project managers in their execution is essential (Daneshpour & Takala, 2017). The practice of project management within an organization has proved to be valuable in the alignment to the organization's strategic objectives (Christensen, 2017). The ever-changing business environment, it is imperative to ensure alignment else the goal of the organization might not be achieved. Conversely, there is a need to adopt certain leadership approach for the success of any new initiative within the organization.

Project management practices might not be applicable to every organization due to differing strategic goals or structure of the organization (Głodziński & Marciniak, 2017). Project management practices are important because certain information required for project success such as the critical success factors or criteria are used to ensure that stakeholders are involved (Davis, 2017). Project management plays an important role in implementing organization strategy (N'Cho, 2017). Neumann et al. (2018) illustrated that having certain strategies in an organization can prove to have a successful project delivery regardless of how complex or how uncertainty exist within that project. Project success criteria is crucial for the delivery of any project (Chen et al., 2018).

Project success requires a certain strategy to be put in place whether it is for a large or small organization (Chen et al., 2018). Other researchers argue that having project managers with a specialized skill set for delivering a project is the ultimate resolution and not necessary for the organization to have a high level of PMM (Głodziński & Marciniak, 2017). However, it is imperative to integrate both skills and PMM to improve the business value of an organization (Głodziński & Marciniak, 2017). By doing so, project management implementation may not only be successful, but will improve the value of the business model for that organization.

Innovative project management is a better style of a project management application (Gillard, 2017), As such, it requires that the organization have a certain level of project management maturity level to become successful in its project delivery (Christensen, 2017). One factor that is critical to the successful implementation of innovative project management is the human factor which is driven by acquiring certain skills (Gillard, 2017). Project management success or failure depends on various factors (Svejvig & Schlichter, 2020); however, some factors are more prominent than others. Some organizational leaders relate project success to good team building using certain leadership type such as transformational leadership (Ahmed & Chang, 2018).

As part of project management practices, the project manager should focus on building a strong team that can ensure the success of the project (Project Management Institute, 2017). Project management practices must be entrenched in an organization, as such it requires that the organization have a certain level of project management maturity level to become successful in its project delivery (Christensen, 2017). Several reports on project management methodologies such as the project management professional (PMP) from the project management institute (PMI), PRINCE (Project in Controlled Environment) II and Agile have shown how advantageous its practices are in an organization.

Change Management Process within the Public Sector

Without a certain leadership approach, change implementation is often difficult especially in a public sector organization. Due to the complexity nature of the public sector organization, change implementation can be challenging except with the application of certain skills such as a transformational leadership and communication (Van der Voet et al., 2016). In other findings, a transformational leader can encourage an employee to achieve the goal of the change initiative even in a public organization (Van der Voet et al., 2016). Hence, the leadership of a public sector organization can shape the behavior of the employee towards the goal of the organization or change initiative. Change management process is about the behaviour of the employees during the implementation of a change initiative (Ahmed & Chang, 2018). The use of change management process signifies a good practice of project management within a public sector organization. The use of project management to carry out change management is crucial to the survival of any organization (N'Cho, 2017). However, other research notes that managing change can be daunting regardless of what type of organization it is (Svejvig & Schlichter, 2020). According to Domingues et al. (2017), the need that if change can occur within the public sector, it can be applied to any type of organization with minimal challenges.

Most public sector organizational goals or change initiative focuses on the development of the community. The practice of change management within an organization has become a necessary tool to adopt for organizational growth and development (Domingues et al., 2017). Furthermore, certain organizations within the public sector require more development from within to commence the process of change management and embarking on a new initiative (Ziemba & Obłąk, 2015) that is why adequate research is necessary before embarking on any change effort (Zgodavova et al., 2016).

Implementing change management process can be tasking especially when an organization does not have a proper change management model to use (Alase, 2017) as such, adopting a change management framework or model is essential when embarking on a change initiative (Efe, 2018). It would be vital for an executive to understand the change model that would best suit the type of organization before embarking on change initiatives whether it is a private or public organization. However, it has been reported that a public sector change management implementation can be daunting (Domingues et al., 2017) as such, the appropriate model needs to be considered before embarking on the change initiative. Therefore, once it can be applied to the public sector organizations, it can be easily applied to any organization. Change management process can easily be integrated into an organization's process (Weldearegay, 2018), as such whether the organization is a private or public sector one, embedding change management process can be termed as process improvement (Alase, 2017). One of the main requirements needed for a public sector organization is to have the capacity for change, the experience and change project performance (Mogogolea & Jokonya, 2018). It is important to understand what change model such as the Kotter's 8-step model for change can assist any type of organization in its change process (Kirton, 2017). There is a need to use and entrench other change management models that might suit the type of organization

(Domingues et al., 2017). It is also important to understand the impact of any given change management process to an organization before embarking on the change initiatives (Ziemba & Obłąk, 2015).

For any organization to have a seamless implementation of a change initiative using certain change management models, it is important to understand the type of organization (Domingues et al., 2017) because there exist various strategies for the implementation of change management hence necessary to monitor change initiatives strategically to ensure success within the organization (Neumann et al., 2018). Subsequently, adequate research is necessary before the strategy is implemented or any change effort (Zgodavova et al., 2016). As a public sector organization, it is important to continue evolving by embracing new changes (Ziemba & Obłąk, 2015). A change management process for a public sector organization is driven by its need to fulfil widespread changes. As such, a strategy must be adopted to achieve the change. There is no one-size-fits all change management process especially for a public organization; thus, it is crucial that the leaders and managers understand the change appetite of the organization before it is embarked upon.

Change management process within the public organization usually occurs when there is a need to improve services or the need to cutback (Schmidt et al., 2017). When embarking on a change process for a public organization, it is important to focus on the techniques rather than the size of the change (Kitsios & Kamariotou, 2017). Some public sector organizational leaders have adopted innovations to assist with the transformation of the change initiatives (Spaulding et al., 2017; Tolentino, 2017).

As the basis of this research, I intend to explore how two public sector organizations conduct the process of change management. I will be exploring the strategies managers use to implement change management process. I intend to use Lewin's (1947) change management model that consists of three phases: the unfreeze, change, and refreeze. This process is what best suits a public sector organization. Lewin (1947) created a change model that consist of three phases: unfreeze, change, and refreeze. The unfreeze phase depicts the stage of preparing the organization for change. The change phase is the actual implementation and adoption of the change and the refreeze phase refers to the stabilization of the change. The public sector requires innovative and simple ways to implement any change process (Wang et al., 2020) as a result, Lewin's change theory and model presents the simplicity in adopting to any organization (Burnes, 2020). Unlike other change model like Kotters that may require a sense of urgency to be created before embarking (Mohiuddin & Mohteshamuddin, 2020), Lewin's change model occurs naturally and, in a sequence, given the situation (Burnes, 2020). Lewin's change model allows researchers to explore how a process changes within any given situation. According to Yin (2018), a case study design includes finding the *what*, *how*, and *why* of a given situation. As this study is a case study design, Lewin's change model may be suitable to support the research in obtaining the *what*, *how*, and *why* of a given situation.

Role of Managers Within the Organization

Because of the financial crisis, organizational leaders have found innovative ways to cut-back on spending and ensure the organization obtains more for less (Van der Voet

& Vermeeren, 2017). Leaders within the public sector organization have a duty to ensure that change initiatives are put in place reduce the financial loses (Samah, 2017). According to Lewin (1947), the success of any organizational change implementation dependent on the role and ability of the managers in preparing the employees on desired. The public sector managers responded with certain strategies that can be used within the organization to ensure spending will be reduced (Van der Voet & Vermeeren, 2017). Managers have played an important role by identifying the type of changes required in an organization. Change strategies either for financial, technological, or social change should be predicted and classified by the managers of the organization (Kitsios & Kamariotou, 2017). Furthermore, it is crucial that managers understand the change process, which is more likely to affect successful outcomes (Kitsios & Kamariotou, 2017). These change attributes proposed by managers often depend on other internal or external influences.

Arguably, leaders require certain guidelines for change program management to occur within the organization (Martinsuo & Hoverfält, 2018). However, certain environmental influences or guidelines may cause abrupt changes within an organization’s strategy that might require changes in program management (Mistur et al., 2018). It is important to have a program actor or an experienced manager to implement the changes (Vuorinen & Martinsuo, 2018). Without experienced managers in an organization an unsuccessful change management implementation can occur that may have a long-lasting negative effect on employees and the organization as whole (Akinbode & Shuhumi, 2018). Change initiatives fail when there is inconsistence in its operations (Ahmad & Cheng, 2018). To avoid failure, management and managers need to be transparent in their communication of the change initiative, which is critical at the beginning, even prior to implementation (Ahmad & Cheng, 2018). Managers and other employees are more likely to enjoy the benefits of change when they play a contributing role (Akinbode & Shuhumi, 2018). It is important for the organizational leadership or change managers to involve the employees early on during a change process as the involvement may serve as a learning experience (Salehzadeh, 2017).

It is of the essence for managers to obtain feedback and help answer as many questions as possible regarding any change initiative (Ahmad & Cheng, 2018). Employees may have a natural tendency to resist change or hesitant towards any change, as such, it is the responsibility of the change manager to ensure minimal resistance by enabling a nurturing environment (Stouten et al., 2018). Managers play an important role in change management implementation. Embarking on a change initiative often results in a cut-back in the long run for a public sector organization (Schmidt et al., 2017). In a study on the Nigerian public sector organization, Ahmad and Cheng (2018) illustrated how savings from public sector organizations has resulted into economic growth in Nigeria.

Strategies Used to Implement Change Management Processes

For an organization to have a seamless implementation of a change initiative, Domingues et al. (2017) noted that it is vital to understand the type of organization before embarking on that change initiative. There exist various strategies for the implementation of a change initiative (Powell et al., 2017). It is important to know that, for an organization to grow, change is inevitable (Weldearegay, 2018). Hence, it is important to focus on the important drivers or the aim for that organization to ensure success within the organization (Ahmad & Cheng, 2018: Neumann et al., 2018). The research is aimed at evaluating strategies for implementing change management process within Nigeria's public sector, that has led to increased revenues through business operation. Conversely, during a change management within an organization, the change mangers should focus on the processes amongst other drivers like procedures, policies, and structure for an effective transition (Mogogolea & Jokonya, 2018). Alternatively, another strategy that has been adopted is the use of smaller business groups as pilot phases for certain change implementations (Ramaswamy et al., 2017). As such, these strategies can then be extended to be used across the organization.

Some organizational change management strategies are made effectively and instantaneously while in other cases, a slower implementation is used (Weldearegay, 2018). However, Lewin's change model uses a strategy that moves an organization from a known state to an unknown stated using three steps (Lewin, 1947). Lewin's change model leverages on leadership style, employee behavior and other drivers to implement change initiatives with an organization (Dalton et al., 1970; Lewin, 1946). Use of certain drivers that are internally inclined or external to an organization such as global competitiveness, new government regulations, and advanced technology are few of the reasons that prompts change within an organization (De Lellis et al., 2018; Stouten et al., 2018). Van der Voet and Vermeeren (2017) noted that the drivers pre-empt the type of strategies to be used during a change management implementation.

Organizational leaders may have strategies to approach change management. Change management strategies can be approached either by the size of the change, the organizational origins, and or impact of the change (Rosenbaum et al., 2017). Having a strategy and an understanding of the resistance within an organization is crucial to change implementation (Kabwe & Tripathu, 2020). In addition, other researchers would concur that understanding what needs to change within an organization helps in reducing the uncertainty that comes with change management implementation (Guiette & Vandenbempt, 2017; Kast & Rosenzweig, 2017). Regardless of the strategy used, there exist certain tools that may aid in successfully implementing change within an organization (N'Cho, 2017).

Other researchers have used the project management methodology as a tool for strategy implementation and has proven to support during a change management implementation (N'Cho, 2017). However, researchers such De Lellis et al. (2018) noted that there are other various strategies that can be used to improve the process of change management like the Lean, Six Sigma and Lean Six Sigma. Strategies are required to be long term, sustainable or repeatable hence the rationale to adopt a change management model or framework that would cater for unpredictable situation (Gumola, 2019). It is important to focus on restructuring an organization's internal process as a strategy for change management implementation as it may result to the increase of revenue for the organization (Van der Voet & Vermeeren, 2017).

The tenets of a change management model have been one that is practitioner oriented (Stouten et al., 2018). The different change models proposed for this study were

Lewin’s, Kotter’s and Bertalanffy’s however Lewin’s change model was selected as the suitable model for this study after a critical review. Kotter’s change model has certain similarities to Lewin’s change model; however, it lacks the simplicity in its application (King et al., 2018; Wang et al., 2020) to the type of organization chosen for this study. Bertalanffy’s GST conversely noted the need to have a high understanding of the organization before embarking on the change implementation (Kast & Rosenzweig, 2017). Lewin’s change model is inclined to the approach and operation of a public sector organization selected for this study in terms of its guidelines of application. The three phases of Lewin’s (1947) change model, which are refreeze, change, and unfreeze, can fit into an environment such as a public sector organization, and this is the reason for its use in this study.

Transition

Section 1 of the proposed study revealed the problems public sector organizations have with strategies used to implement a change initiative successfully. I presented the background of the problem, the problem statement, and the purpose of the research, which is the strategies Nigerian public sector managers use to implement change management processes to successfully reduce overhead spending and increase business operation revenues. The other sections presented were the research question for the study, the interview questions, the significance of the study and its social impact, and a review of professional academic literature related to the research problem. The literature review showed how managers in the public sector organization could use Lewin’s change model to implement change initiatives.

Section 2 includes the purpose statement, role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection techniques, data organization techniques, data analysis, and reliability and validity. In Section 3, I will present the results of the study from the analysis of data from the semistructured interviews with managers from two public sector organizations in North Central Nigeria, which includes an introduction, interpretation of data, implications for professional practice and social change, recommendations for action, recommendations for further research, reflections, and a conclusion.

Section 2: The Project

In Section 2 of this study, I present the description of the project, including the role of the researcher, participants, the research method, the research design, population and sampling, ethical research, data collection instruments, data collection technique, data organization techniques, data analysis, and the reliability and validity. My intent in this study was to explore the business problem of addressing ineffective change management implementation within Nigeria's public sector. Such inefficiency can negatively impact revenue (Ugonna et al., 2018). It is worthy to note that change initiatives fail because of ineffective change management processes (Ziemba & Obłąk, 2015). The need for an adequate and effective change management process such as the Lewin's change model can be used when implementing change within an organization. In this study, I explored public sector organizations and the strategies the managers use to implement the change management process.

Purpose Statement

The purpose of this qualitative multiple case study was to explore change management strategies that Nigerian public sector managers use for implementing a change management process to successfully increase revenues from business operations. The target population consists of (a) managers and a top management executive, (b) with 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes to successfully increase revenues from business operation. The implications for business impact include better change management implementation and business sustainability for public sector organizations. In addition, the implication for business change includes the potential for managers of the public sector organizations in Nigeria to improve the quality of delivery services to enhance business sustainability and growth in Nigeria's economy. The implication for social change is increased provision of basic amenities like pipe-borne water can reduce the mortality rate and improve the living standards for communities in North Central Nigeria.

Role of the Researcher

In this study, I was the researcher and was the primary data collection instrument. The role of the researcher consists of conducting semistructured interviews, collating, analyzing company documents, and presenting the findings of the study (Marshall & Rossman, 2016). It is important for a researcher to state the role they play within the research process (Saunders et al., 2015). The role of the researcher within this qualitative study is recruiting participants, collating the data, analyzing the information obtained, and writing the results obtained from the process. It is also the role of the researcher to ensure a bias free study (Noman et al., 2018).

There are several ways to conduct a study (Yin, 2018). The other roles of the researcher in a qualitative study are to meet face-to-face and ask the participants open-ended questions (Moser & Korstjens, 2018). During the semistructured interview process, I asked open-ended questions to collect data from the participant until I reach data saturation. My role during this phase was to collect data from the participants using either face-to-face or virtual semistructured interviews with open-ended questions that allowed me to obtain information about the strategies used to implement change management processes and successfully increase revenues from business operations. I obtained enough information from the participants to attain data saturation. Data saturation occurs when there is no new information from the interviews (Moser & Korstjens, 2018).

I work in a public sector organization, and I see how the organization, its top executives, and managers struggle when it comes to implementing a change management initiative. The nature of the public sector organization in Nigeria stretches across the country hence transformation programs tend to show unyielding and unsuccessful results. However, as an individual with interest in the public sector transformation and change management strategies, I exercised ethical procedures with the participants of my study about my experience with the research topic and how I have also managed and participated in implementing change initiatives. It is important to ensure that participants are respected and are treated with confidentiality to protect their identity (Ross et al., 2018). To mitigate bias, I chose a public sector organization and participants whom I did not have a prior working relationship with.

As a researcher, one of my primary concerns was to conduct an ethical study by following the interview protocol to have a result based on the evidence as provided by the ethical principles according to *The Belmont Report* (National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research, 1979). *The Belmont Report* ensures that all human subjects within research are protected by ensuring these three rules are followed respect for persons, beneficence, and justice (National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research, 1979). To avoid bias by not viewing through a personal lens, I adopted *The*

Belmont Report's protocols. I ensured that I respected the participant's decision to withdraw from the interview process at any given time without prejudice as it their right. Saunders et al. (2015) noted that a research study may consist of errors and bias, which are sometimes expected; therefore, it is important to follow all ethical methods. I ensured that I followed all ethical principles according to the guidelines of *The Belmont Report* protocol that protects both the participants and the organization. To protect the identity of the participants and ensure confidentiality, it is essential to seek their consent before they participate in the study (Surmiak, 2018; Van den Hoonaard, 2018).

An interview protocol is a guide to help the researcher and participant during an interview process (Heydon & Powell, 2018). The interview protocol (see Appendix B) consisted of guidelines that I used during the interview session to ensure biases were mitigated, the participants provided information, ethical data collection, and the interview questions were answered. The rationale for using an interview protocol (Moser & Korstjens, 2018) is so that the researcher followed a process. As part of the role of the researcher, it is important to seek and obtain the consent of the participant (LeCroix et al., 2017). The protocol begins with the researcher forwarding a consent form to the participants before the scheduled interview to avoid bias and reduce errors while collecting data for the research (Moser & Korstjens, 2018). After the consent form is sent through an email, the researcher must ensure a consent is obtained from the participants by responding to the mail with “I consent.” to be involved in the interview. During the interview process, it is important to follow the interview protocol as it helps in mitigating biases (Noman et al., 2018).

Anonymity is also vital. In addition to obtaining the consent of the participant, protecting the anonymity of the participants is important (Van den Hoonaard, 2018), hence I used alphanumeric symbols such as P1 to P3. During the interview, to mitigate error and bias, I based my judgment and analysis only on evidence gathered on the phenomena. The interview protocol serves as a guide for the researcher to follow to avoid personal bias during the interview session (Yeong et al., 2018). After the interview protocol has been completed, I followed-up with the participants to ensure all information is captured. Using a semistructured interview as a means for data collection is a common practice for a qualitative study, for it ensures the reliability and validity are resolved (Yin, 2018). The practice of interviewing participants allows the researcher to gain understanding of the organization and participants.

Participants

Choosing participants for a study requires certain criteria for eligibility (Yin, 2018). The eligibility criteria I used to select participants was by checking public domain to obtain two public sector organizations located in the North Central part of Nigeria have successfully implemented change management strategies that led to an increase in revenue from business operations. I also used purposeful criteria to narrow down on the participant using the following criteria: (a) managers and a top management executive, (b) with 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes to successfully increase revenues from business operation. As this is a qualitative multiple case study, the proposed public sector organization must have executed a variety of initiatives in that region. In a qualitative, multiple case study, it is important that the participants are versatile, experienced, and knowledgeable about the problem and the organization (Moore et al., 2017).

Once I obtained Walden University Institutional Review Board (IRB) approval (# is 09-09-21-0893046) for data collection, I proceeded to contact the selected participants by sending an e-mail. The role of the researcher entails being open on the nature of the research to the participants to gain trust (Kiernan et al., 2018). I selected my participants from the public domain to get public sector organizations located in the North Central region of Nigeria with a track record of change management implementations to explore the strategies that the public sector manager might have used. In gaining access to the participants, I sent an email embedded with the invitation letter to the organization (see Appendix A).

Once the potential participants accept the invitation, then I sent another email attached with the consent form informing the participants of their right to participate in the study. After I obtained the consent form from the participant, I sent another email containing the interview protocol which details the questions and duration of the entire interview session (see Appendix B). Once I received volunteers for the study, I also requested that they send me their telephone numbers through email which I followed up to set up an interview with at their convenience with the utmost confidentiality. A participant’s identity is important, and it is the responsibility of the researcher to inform them in advance of their involvement to the research (Van den Hoonaard, 2018).

A researcher needs to form a working relationship with the participants for a successful interview process (Hagaman & Wutich, 2017). In establishing such a relationship with the participants, I will inform the manager and top management executives within the case study public sector organizations by contacting them either by sending an e-mail or calling them on the telephone to discuss change management. Additionally, I will inform the participants, using the consent form of their right to withdraw as participant at any point of the interview without prejudice.

Research Method and Design

Research Method

I used the qualitative method to explore the successful strategies public sector managers in Nigeria have used to implement change management processes in their organizations. The qualitative method in a study involves exploration of issues and assists the researcher in determining in-depth reasons behind an individual's behavior (Hamiton, & Finley, 2019). Although qualitative studies can be subjective in the collaborative decisions between the researcher and the participants (Mohajan, 2018), the qualitative method allows for direct interaction with the participants to obtain their experiences on the change management process within their organization. In addition, qualitative method can be used to answer a how and why questions in determining the actions of a participant (Kelley-Quon, 2018).

Unlike qualitative research, quantitative research focuses on the testing of hypotheses and comparing variables (Saunders et al., 2015), which are unsuitable for obtaining the strategies to implement change management processes for public organizations. I decided not to use a quantitative research method for my study because Chu and Ke (2017) noted that a quantitative research study uses a statistical structure to obtain the relationship between dependent and independent variables.

A researcher can use both quantitative and qualitative methods to achieve the desired results (Saunders et al., 2015). The researcher can use a mixed method to determine the relationship between independent and dependent variables while assuming a certain hypothesis (Leppink, 2017). The mixed method was not suitable for the proposed study because it explores different phenomena. Consequently, I did not consider a quantitative or mixed research appropriate for this study. Furthermore, using a qualitative method is better suited for this study because it did allow for a deeper understanding of each participant's experiences.

Research Design

There are three principal qualitative research designs: phenomenology, ethnography, and case study (Yin, 2018). The type of study informs the research type that will be used (Chu & Ke, 2017). For the proposed study, I used two public sector organizations, which made it a multiple case study research design. A multiple case design has two or more participants while a single case research design has only one participant for the study (Yin, 2018). Alfakhri, et al. (2018) noted that, using a case study design over phenomenology is solely because phenomenology focuses on lived experiences. Focusing on lived experiences was not the aim of this study. The ethnographic design method focuses on the study of cultures, groups, and interactions (Gergen & Gergen, 2018). The study of cultures and groups does not apply to this research; thus, ethnography is not suitable for this study. In this study, I explored the strategies managers in public sector organizations use to implement change management process successfully using semistructured interview questions to obtain information.

The use of multiple case study design allows for a deeper understanding of the various replications of the successful outcomes of the study and to showcase the different cases to potentially increase the study's reliability and transferability (Yin, 2018). A qualitative, multiple case study design is appropriate for exploring the strategies managers in the public sector organization use to implement change management processes successfully because according to Yin (2018), a qualitative, multiple case study consists of two or more cases that allows the researcher to use the research questions to explore how and why a phenomenon exists and employs data triangulation. While a single case study has only one case, triangulation is still used.

Data saturation occurs when no new information develops from the interview process (Sim et al., 2018). During the interviews, I ensured that the participants answered the questions as much as they can until there is no information to provide by asking the six open-ended interview questions to explore the phenomenon. After the interviews, I reviewed the data obtained and ask the participants to check if the information that was shared is correct by using member checking, through which the participants was sent a summary of their responses in word document, video or voice recording to confirm what was said in the interview and for the participant to respond via email. The process of member checking allows for the researcher to verify that no new information emerges from the interviews (Madill & Sullivan, 2018). I conducted six interviews until I reached data saturation and no new information emerged. Data saturation occurs when no new information is obtained from the research questions and no further information regarding the documentation and literature is uncovered (Weller et al., 2018).

Population and Sampling

Sampling is imperative in any study, as such to conduct this qualitative multiple case study I intend to use purposeful sampling. In general, purposeful sampling reduces the time, effort, and budget a researcher would require and provides a more accurate result (Saunders et al., 2015). Purposeful sampling allows for participants who can answer the research questions due to their expertise in that area (Farrugia, 2019). In the proposed study, I used criterion sampling, a form of purposeful sampling to select the participants who are experienced and knowledgeable on managing change processes within the Nigerian public sector. Other sampling method such as snowball sampling can be used to obtain the desired result as it resembles the interview process (Serra et al., 2018). Serra et al. (2018) described snowball sampling as a method that relies on word of mouth for referral from participants who have concluded the interview.

The target population for the proposed study consisted of six participants. The criteria were to interview six who were managers and top management executives from the two public sector organization in North Central Nigeria who have implemented change management processes to successfully increase organization’s revenues. In selecting the desired participants and organization, I reviewed publicized public sector information from their various domains within the North central part of Nigeria that have the experience and executed change initiatives within the last 5 years. To achieve the desired result, Yin (2018) highlighted the importance of the participants being knowledgeable within their field to provide answers during the interview session. I intended to interview three participants from each the 3 organizations, totalling 6 participants. Once the interview session was concluded, I checked that no new information or data have emerged from the interview session. Data saturation was obtained; more participants were not included as I reached data saturation. When no new information or data emerges during an interview, data saturation has been achieved (Nascimento et al., 2018).

In a situation where data saturation does not occur, it is crucial to obtain more participants to add to the sample. A sample represents the population of the participants who will be involved in the interview session (Gentles & Vilches, 2017). The participants will be chosen based on predetermined criteria for that study (Padgett, 2017). The sampling technique is targeted toward a population whose processes will align and answer the research questions (Hagaman & Wutich, 2017; Padgett, 2017). I used three participants from each of the two selected organizations based these eligibility criteria (a) manager and a top management executive, (b) 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes. The eligibility criteria however may enable the participants to answer the interview questions to describe the strategies used to implement a change management process within the organization. I did not choose more participants as I reached saturation with the intended six participants.

Ethical Research

As soon as I received approval from Walden University's IRB (# is 09-09-21-0893046), I contacted participants and begin gathering any data from the organization using the fundamental principles of *The Belmont Report*, which are (a) protection of the person's anonymity, (b) truthfulness of the researcher, (c) voluntary participation, and (d) beneficence and justice (National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research, 1979). It is essential that in conducting a study, the researcher obtains the consent of the organization and participants before gathering information.

Ethical consideration must be given to the organization or the participants by informing them of their right to withdraw or participate in the study. The informed consent process is necessary to protect the identity of the participants (Ditai et al., 2018; LeCroix et al., 2017). The consent form for this study was given to the participants and in it was stated the participants right at any point of the study to withdraw from the process or withdraw from participating without prejudice or any repercussions if they change their mind in participating. At the beginning of the interview, it is important that the participant is aware that they can decline from being part of the study or decline to answer any question if they change their mind at any time. As recommended by Zahle (2017), the researcher must inform the participant their right to withdraw at any time without penalty. Furthermore, in this study, no incentives were given to the participants to participate freely and for me to obtain their fair responses.

I ensured I adhered to the measures put in place by *The Belmont Report* to protect the rights of all participants. However, before the commencement of my study, I ensured that I obtained consent from all participants by them responding to the e-mail and writing “I consent”, which will explain the objective of the study, the participant’s expectation, and their rights to anonymity.

Using pseudonyms to protect the names of participants and organizations as a way of keeping it confidential is essential (Page & Nyeboer, 2017). I code the participants with the letter P with a number for the first organization and M with a number for the second organization to ensure I keep the participants and organizations anonymous. The participants for first organization had the codes P1 to P3 and M1 to M3 for the second organization. In a similar way, I followed the same coding for documents that I obtained from each organization, DP1 and so on for the first organization and DM1 for the second organization. This practice is important during a research study as it helps to keep the identities of the participants and organization protected. Confidentiality in a study should be practiced by not disclosing the identities of the participants (LeCroix, et al., 2017). In addition, information gathered during data collection phase will be stored securely in an external hard drive locked in a safe for 5 years to protect the confidentiality of participants and the organization. After 5 years, the information will be deleted.

Data Collection Instrument

In a study, numerous instruments can be used in the collection of data such as interviews (Heath et al., 2018). Yin (2018) stated the different types of data that can be used in qualitative research consist of (a) interviews, (b) documentation, (c) physical artifacts, (d) direct observation, (e) archival records, and (f) participant observation. According to Saunders et al. (2015), collecting data through the researcher by interviewing participants is a practice in a qualitative research study. As the researcher, I was the primary data collection instrument for this study to collect information through semistructured interview with open-ended questions.

As a project manager, I am familiar with implementing change. However, the organizations I choose for this study were those that have implemented a change process successfully but are not from the same public sector organization that I have worked for in the last 8 years. I hope to use the findings to share with public sector organizations undergoing change. The participants were managers and top executives of public sector organizations whom I do not know personally or with whom I have no working relationship.

My role as a researcher was to ensure there are no biases, which is the main reason the participants were from outside my organization. The process I used in collecting primary data was one-to-one semistructured interviews with the participants, during which I asked the participants open-ended questions. In addition to interviews, I used a collection of company documentation and archival records such as financial statements that show income statement, balance sheet, and cash flows. Other data were collected through the two organizations' websites. It is important to follow guidelines when answering interview questions in a study (Yin, 2018). I followed the interview protocol (see Appendix B) and ask the interview questions (see Appendix B) to get the required information.

The interviews were conducted with the selected participants by telephone call. I engaged the participants by telephone and informed them of the objective of my study and sent the consent form to the participants to obtain consent before the actual interview process commenced, which they responded “I Consent” through email. Once my participant pool was selected, I then arranged for a suitable date, time, for the interviews and inform the participants about the duration for each interview, which took about 30 to 45 minutes. It was important to send interview questions to the participants to eliminate unsolicited responses (Yin, 2018). The interview questions (see Appendix B) were sent to the participants prior to the interview session to guide their responses. It was also important to follow the interview questions and protocol as a guide to enhance reliability and richness of the study and that participants respond to the open-ended questions openly and freely (Belotto, 2018). As the researcher, I ensured that I focused on the interview protocol (see Appendix B). The interviews were guided effectively to ensure consistency (Gehman et al., 2017). Consistency in the responses should indicate data saturation.

As the study progressed, to guide the interview process effectively to ensure validity and reliability of the information, I kept an audit trail of the process and share it with the participants. In addition, I performed member checking by comparing the notes I had taken, interpreting the answers, and then sharing a summary with the participants to ensure I have captured their responses accurately. Member checking ensures the validity and reliability of a research by verifying the data obtained from the participants for accuracy (Madill & Sullivan, 2018). Member checking is a process of verifying the accuracy of the data collected from the participant (Naidu & Prose, 2018). I ensured reliability and validity of the study by conducting member checking by checking, reviewing, and validating the responses of the participants until no new information emerges.

Data Collection Technique

As the researcher, I was the primary data collection instrument for this study. The techniques I used for data collection are semistructured interviews, archival documents, and company websites. The use of multiple collection techniques helps the researcher to validate the findings through triangulation (Yin, 2018). Interviews as a technique for collecting data can be structured, unstructured, or semistructured (Yin, 2018), I choose semistructured interview for this study. The various options to conduct an interview are (a) face-to-face interview, (b) an online interview, and (c) e-mail interview (Heath et al., 2018). The semistructured interview process (see Appendix B) of data collection will be done online (virtually) because of the COVID-19 pandemic. The process begins by the researcher sending a sample of the interview questions to the participants to understand the interview process and what that entails (see Appendix B). During the interview session, to avoid any form of bias, I will follow the interview protocol (see Appendix B). The interview protocol ensures that I obtain permission and get the consent of the participants to record the interview session with a recorder while I take notes. The use of organizational documents from the websites helps support a study by adding information obtained from the interview (Flick et al., 2019). Additionally, I used a collection of organizational documentation and websites from the two public sector organizations, with permission, to assess their change management strategies.

The IRB approval permits the researcher to engage the organization and commence data collection (Walden University, 2019). After obtaining the IRB approval (# is 09-09-21-0893046), I informed the two organizations by emailing letters which contain a background of the study (see Appendix A) requesting their collaboration. In addition to the letter, I used email to send the consent form and interview questions to each participant to confirm availability and their readiness to partake in the study. The proposed semistructured interview will last between 30 to 45 minutes after which I used the audio recording to transcribe the information obtained. To ensure I reach data saturation; I performed member checking with the participants to ensure accuracy and validity of the data obtained from the interview process.

Using a certain data collection technique can have its advantages and disadvantages to a study (Yin, 2018). A semistructured interview process allows the researcher to obtain an in-depth knowledge of the responses from the participant which enriches and strengthens the quality of the research. Semistructured interview is advantageous because it allows for an understanding of participants' experiences (Yin, 2018). In a face-to-face or online video interview, the researcher can observe the body language of the participant, which can be an added advantage during the interview process because it enhances trust and allows the participant to be free (Alpi & Evans, 2019; Nascimento et al., 2018). A semistructured interview can be an overwhelming process as it requires commitment, and it is time-consuming (Yin, 2018). However, I overcame this disadvantage by following the guidelines as stated in the interview protocol. Another negative impact of a semistructured interview is that the researcher might be bias when taking notes or having an opinion on the phenomenon as such the interpretation of data might be flawed. A researcher needs to be less personal and not reach their own conclusion, to avoid doubting the interpretation of the data (Eickhoff & Neuss, 2017). To enrich my study, the other sources of data collection I used are archival documents from the organizational, information from the website, and notes taken during the interview process. According to Eickhoff and Neuss (2017), using various sources of data for a study ensures the topic has been covered broadly.

The member checking process occurs during and after the interviews (Yin, 2018). In a qualitative study, it is important to ensure that information obtained during the collection process is correct (Eickhoff & Neuss, 2017). Member checking improves the reliability and validity of the research data (Madill & Sullivan, 2018). I used member checking on all the data obtained to ensure I reach data saturation. Furthermore, I ensured data saturated by checking other documents with information I collected from the interview. Comparing various data obtained from interviews and other documents until no new information emerges, ensures data saturation (Flick et al., 2019).

Data Organization Techniques

I used the interviews, archival organizational documents, websites, and reflexive journals to keep track of my data. The technique I used for data organization includes grouping of recorded transcripts from the interviews using NVivo11 software and reflective journal during the interview. It is also important for researchers during a qualitative study to use reflective or research journals to capture information presented by the participants during the interviews to ensure accuracy (Cypress, 2017). I used a recorder to record each interview and transcribe the recording into a written format using Microsoft word document. In a qualitative study, transcriptions of the narratives are important (Goldstein, 2017). Subsequently, I reviewed the transcriptions for data triangulation and perform member checking before contacting the participants to ensure that I have captured all that was said during the interview. Yin (2018) noted that it is necessary to have a good data management process. After completing the interview and the transcription of the data obtain, I shared the transcript with the participants to ensure that no information was omitted out from the interview. To label the information obtained from during the interview and other organizational documents, I gave a pseudonym such as DP1 and DM1 for the first and second organizations, respectively. All the data and information collected during the interview sessions will be stored and kept safely (Yin, 2018) in a password-protected hard-drive for a period of five years before it will be disposed according to the IRB specification. In qualitative research, using a filing system to ease data management is essential (Zahle, 2017).

Data Analysis

There exist several types of triangulation methods in the data analysis stage such as data source, theory, method, and investigator triangulation (Flick et al., 2019). The data analysis method for this multiple case qualitative study was methodological triangulation. As stated by Yin (2018), methodological triangulation method ensures that the researcher collect data from multiple sources. Methodological triangulation allows for the use of data from multiple methods such as interviews, observations, surveys, questionnaires, and documents (Fusch et al., 2018). I performed methodological triangulation as I gathered my data through the interviews, archival organizational documents, and websites.

In analyzing my data, I used the data collected from the participants through the semistructured interview and then I transcribed the data from the audio recording. After the transcripts were drafted, I used my notes and any observations before sharing with the participants to confirm the accuracy of the information. Gathering data from semistructured interviews and other sources such as organizational documents is known as triangulation (Yin, 2018). Transcribing responses and coding are forms of data analysis (Maguire & Delahunt, 2017). Additionally, I transcribed the audio recording into Microsoft Word documents and analyze further, the common themes that emerged by using the NVivo11 software. The NVivo11 software is commonly used by qualitative researchers to analyze content (Yin, 2018). The data collected is then analyzed by NVivo11 software to further ensure the result is free from bias. To protect the anonymity of the participants, I used alphanumeric symbols such as P1 to P3. Once the data was shared with the participants, I used the NVivo 11 software to organize and code recurring themes. It is important to analyze the information obtained in a logical and sequential way to show the connection with the results and enhance confirmability of the study (Bonello & Meehan, 2019). Yin (2018) suggested five steps for analysing data, which are (a) compile the database, (b) disassemble data, (c) reassemble data, (d) interpret data, and (e) conclude. It is important that researchers describe sufficiently how data is analyzed and result obtained in the study (Belotto, 2018). In concluding with my data analysis, I ensured the process is sufficient by following the steps so that my study is replicable. Using Yin's (2018) five step for analyzing data, I commenced with the following steps:

Compile the Database. After the semistructured interview is held, I ensured the reflexive journal used during the session is kept and in addition to the Microsoft word and Excel information for audit trail that will be stored in the computer. As stated by Yin (2018), this method ensures that the researcher collects data from multiple sources to ensure in-depth findings through data triangulation.

Disassemble Data. I disassembled the data obtained by sieving through the information collected from interview responses, reflexive journal notes, and other documents by highlighting and reorganizing data using Microsoft Word and Excel. Using highlighting and tracked changes in Microsoft Word are several methods for coding (Belotto, 2018). I transcribed the recordings from the interview by coding the information stored on my Microsoft Word and Excel to load onto the NVivo 11 software. I then used the NVivo 11 software to code and verify to help with thematic analysis of the data.

Reassemble Data. I categorized the information obtained by the participants and code it for effective identification of emerging themes. Using codes or pseudonyms to maintain integrity and confidentiality are essential (Page & Nyeboer, 2017) which is why I ensured that the results obtained were reliable and valid by coding the data. Conversely, data triangulation is another method to ensure integrity by comparing results from different periods and settings (Korstjens & Moser, 2018).

Interpret Data. The data collected through interview sessions and other documentations during the study must be logical and suitable to the study. In carrying out methodological triangulation, I reviewed the interview transcripts and company documents associated with the two organizations that have successfully implemented change management strategies to address decreased revenue. The main objective of using methodological triangulation is to ensure that the data gathered during the study are complete and replicable (Fusch et al., 2018; Yin, 2018). The NVivo 11 software can provide an audit trail of data in a logical and sequential format. In the final step, I gathered and analyze all notes, which allows for credibility and reliability of the study.

As the researcher, I focused on themes and data that might emerge from the interviews, organizational documents, and websites to support the findings with literature. In qualitative research, it is important to use information that are related to the research question in data analysis (Yin, 2018). I ensured I used recurring themes that emerged from the participant as it relates to strategies for change management process, the conceptual framework on change management, successful implementation that may lead to increase in business revenue to answer the research question. Researchers use recurring patterns such as words and phrases in data analysis to verify research conclusion (Clarke & Braun, 2018; Flick et al., 2019). Other documents like the organizational documents and information from the websites can be used to support the responses made by the participants. The use of reflective journals for the purpose of documenting experiences and any other information is used for data analysis in a study (Yin, 2018).

Conclude. To ensure the over-arching research question was answered, I incorporated information collected from the literature which consist of change management processes, interviews responses, journal notes, archival documents from the organizational such as income statement, public documents from the organizational websites for analysis that form part of my findings. Collectively, these data were used to answer the over-arching research question.

Reliability and Validity

Reliability of a study signifies multiple sources are used and validity refers to the accuracy of research results (Korstjens & Moser, 2018). According to Marshall and Rossman (2016), reliability and validity must fulfil these unmeasurable criteria: credibility, transferability, dependability, and confirmability in a qualitative study. Validity refers to the exact interpretation of the results of the study, while reliability refers to a researcher performing or duplicating the same study and obtaining the same or similar results (Burnes, 2017). It is crucial to ensure the readers of the authenticity of the study’s results. I confirmed the authenticity and consistency of the data by interviewing and assessing documentation from the managers of two public sector organizations in North Central Nigeria who have successfully implemented change management strategies.

Reliability

In qualitative research, reliability means that the researcher is consistent in the findings and that other researchers can replicate the research (Cypress, 2017; Jordan, 2018). Using multiple sources of data increases the reliability of a study (Yin, 2018). In establishing reliability in a study, the researcher must make use of criteria such as credibility, transferability, confirmability, and dependability to achieve it (Lincoln & Guba, 1985). The most important element is dependability (Thomas, 2017). To address dependability in my study, I performed member checking and ensure I reach data saturation which indicates that no new information emerges from the participants. Audit trail is another way to achieve dependability in a study (Lincoln & Guba, 1985). According to Marshall and Rossman (2016), an audit trail is chronological evidence of how a data is collected, managed, and interpreted in a way that anyone can replicate the result of the study. I intend to keep an audit trail by documenting my research design, using reflexive journal through the study.

I enhanced the reliability of the study by performing member checking when I validated the responses from the participants to ensure the interpretation done by the researcher is accurate. Sharing and reviewing the information obtained during the interview with the participants to ensure its accuracy is a form of member checking (Naidu & Prose, 2018). Member checking also improves the *dependability* of data in a study (Thomas, 2017). Follow-up questions with participants reduce researcher bias and illustrates dependability (Eickhoff & Neuss, 2017). After the interview, I followed-up with the participants by emailing a copy of the interpretation of their responses to confirm the accuracy of the data. Member checking ensures the *confirmability* of the study by allowing the responses obtained from the interview to be confirmed by the participants.

Validity

Qualitative validity refers to the credibility, transferability, and confirmability of a study's findings (Cypress, 2017). According to Marshall and Rossman (2016), there are certain criteria required for checking the validity of a study such as credibility, transferability, dependability, and confirmability. To achieve validity in a qualitative study, member check and triangulation must be performed (Marshall & Rossman, 2016). I reached out to the participants after the interview is completed and transcribed to cross check their responses for errors and inaccuracies. It is important that the research data reflects the perspectives and experiences of the participants (Hagaman & Wutich, 2017; Padgett, 2017).

Credibility improves the quality of the research by using member checking and triangulation by verifying the participants' responses of the data obtained (Eickhoff & Neuss, 2017). Other ways to ensure credibility of a study is by engaging participants after interview, observations of the phenomenon, data triangulation, and member checking (Moser & Korstjens, 2018; Marshall & Rossman, 2016). Member checking is to ensure the information obtained from the participants corresponds with the information that has been transcribed for accuracy and errors *(*Madill & Sullivan, 2018*)*. I ensured credibility in my study by conducting member checking process. I conducted member checking by verifying the data I obtained from the participant's transcription and comparing it with what was provided. I did this by sending a summary of the interview through an e-mail to each participant and then I followed-up with a call to ensure that what is transcribed is a true reflection of their responses and to make sure all misinterpretations were noticed and corrected. Member check ensures that the information obtained is captured and noted by the researcher reflects accurately the participants' responses to each question (Hagaman & Wutich, 2017; Padgett, 2017).

In a study, transferability occurs when the data collected are consistent and another researcher can duplicate the study (Cypress, 2017*;* Yin, 2018). To ensure transferability, the researcher must maintain an audit trail of all findings from the data collected to the data analyzed in a reflexive journal or notes that describes the entire process of the study (Cypress, 2017). I compiled all notes in a rich description after the data collection and analyzed in a sequential manner to allow for easy audit trail. For a study to be transferable, the researcher must ensure the study can be duplicated to another scholarly research which is possible done by maintaining an audit trail (Mosalanejad et al., 2018). I ensured transferability by keeping an audit trail of all the different information I obtained to make my findings less difficult to understand and follow.

The ability for another researcher to use the findings from one research and obtain the same or similar result is known as confirmability (Abdalla et al., 2018). Confirmability signifies the views of the participant without any biases from the researcher (Abdalla et al., 2018; Korstjens & Moser, 2018). I ensured confirmability in my study by conducting member check and ensuring the participants responses during the interview is transcribed and then confirmed its interpretation with the participants to ensure it reflects their experiences. Confirming the researcher's interpretation aids in reducing biases and improving confirmability of a study (Jordan, 2018).

Data saturation occurs when there is no new data or information obtained during the study (Sim et al., 2018). When data begins to replicate during data collection, data saturation has occurred (Fusch & Ness, 2018). In this study, I used the information obtained from the semistructured interview, reflective journal, review of organizational documentation to achieve data saturation by conducting member checking to ensure that no new data emerges. The process of conducting member checking can lead to data saturation (Cypress, 2017). Furthermore, to ensure I abide by the literature and conceptual framework, I compared the key themes with previous research for reliability.

Transition and Summary

Section 2 of this study, I described the purpose of this qualitative multiple case study, which was to explore successful change management strategies the managers in public sector organizations use to implement a change initiative, role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instruments, data collection techniques, data organization techniques, data analysis, and reliability and validity. I also described recruiting and conducting the interviews with participants chosen within North Central Nigeria through purposeful sampling. After the interview was conducted, I performed member checking and ensure data saturation. I analyzed the data by coding various themes and will use NVivo 11 software to interpret the data to answer the research question. Finally, the reliability and validity of the study was explained using the criteria of trustworthiness, dependability, credibility, transferability, and confirmability.

In Section 3, I will present the findings of the study from the data analyzed from the collected semistructured interviews with the managers from two public sector organizations in North Central Nigeria. The result will include an introduction of the section, application to professional practice, implications for social change, recommendations for action, recommendations for further research, reflections, and the conclusion. The overview of my proposed findings will include information from the literature review on the various strategies that managers within the public sector organization use to implement change management processes successfully and in turn increase revenues from business operations.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple case study was to explore change management strategies that Nigerian public sector managers use for implementing a change management process to successfully increase revenues from business operations. The target population consisted of (a) managers and a top management executive, (b) with 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes to successfully increase revenues from business operation. Using Yin's five steps, which are (a) compile the database, (b) disassemble data, (c) reassemble data, (d) interpret data, and (e) conclude, I recruited all six participants for the data collection process. Summarizing the findings, five themes emerged from the data obtained from the two public sector organizations: change management through coaching and orientation, embed change paradigm within company culture and practice, use change champions to drive change mandates, personnel training, retraining and reward system, and incorporate the change into the corporate vision.

After obtaining the IRB approval (# is 09-09-21-0893046), I informed the two organizations by emailing letters which contain a background of the study (see Appendix A) requesting their collaboration. In addition to the letter, I used email to send the consent form and interview questions (see Appendix B) to each participant to confirm availability and their readiness to partake in the study. The semistructured interviews lasted for 35-45 minutes, during which I used the audio recording so that I could later transcribe the information obtained.

Presentation of the Findings

The research question was: What change management process strategies do Nigerian public sector managers use to successfully increase revenues from business operations?

I used codes for the participants with the letter P with a number for the first organization and M with a number for the second organization to ensure I keep the participants and organizations anonymous. The participants for first organization had the codes P1 to P3 and M1 to M3 for the second organization (see Table 2). In a similar way, I followed the same coding for documents that I obtained from each organization, DP1 and so on for the first organization and DM1 for the second organization.

Table 2

General and Demographic Information on the Public Sector Managers

Participant code	P1	P2	P3	M1	M2	M3
Nationality	Nigerian	Nigerian	Nigerian	Nigerian	Nigerian	Nigerian
age	56	45	47	43	51	55
Highest education	Masters	Masters	PhD	Masters	PhD	PhD
Years of business experience	30	32	23	30	31	32

I interviewed 6 managers who are also top management executive, with 5 years' experience working in the public sector organization in North Central Nigeria, and who have implemented change management processes to successfully increase revenues from business operation. From the data, 5 themes emerged which are, change management through coaching and orientation, embed change paradigm within company culture and practice, use change champions to drive change mandates, personnel training, and retraining, and incorporate the change into the corporate vision (see Table 3).

Table 3

Emergence of Themes and Number of Occurrences

Emergent theme	Number of occurrence	Percentage of occurrence
Change management through coaching and orientation	6	100%
Embed change paradigm within company culture and practice	5	83.33%
Use change champions to drive change mandates	6	100%
Personnel training and retraining and reward scheme	6	100%
Incorporate the change into the corporate vision	6	80%

Theme 1. Change Management through Coaching and Orientation

The first theme that emerged was change management through coaching and orientation. All six participants, representing 100%, agreed that change management through coaching and orientation is the change management process strategy that public sector managers have used to successfully increase revenues from business operations. P1 stated:

> The mandate of our organization which is primary to improve the life of every citizen in Nigeria. We have Information Technology collaboration; we provide a one-spot services through promotion of digitalized literacy, by minimizing the amount spent on projects by collaboration with stakeholders and ensuring an adequate coaching and orientation program in place to make users adapt to the introduced change.

M3 mentioned, “We try to work with stakeholders such as the Federal Inland Revenue Service (FIRS) and others using our staff who may have passed through a change management orientation who serve as coaches in the change management process.” M2 stated:

> The process is quite unique here, what we did the last time a change process was implemented was to organize an orientation for all staff from Grade 12 to Grade 14, who then serve as coaches to different departments and clusters for a period of 1year 6 months for the User Acceptance Test (UAT), pilot stage and go-live.

M1 mentioned:

> The strategy I have used to successfully use to implement a change process could be termed as orientation and coaching practice of the change that was to be introduced. The entire department received a two weeks’ train-the-trainers’ kind of training where the participants of that training were selected to further give same orientation to staff in other states of the federation during the change process.

P2 and P3 both mentioned that through a series of orientation, the change process became a success for the organization, and both agreed that this strategy have been documented as lesson learnt for future change processes that may be introduced in the organization. The first theme extends knowledge in the discipline of strategies to implement a change management process as well as confirm the conceptual framework on change management. Pechac and Slantcheva-Durst (2019) inferred that in creating a change process, the practice of coaching entails a process of individualized guidance, where an organization coach employs active listening and questioning to help a staff focus on her or his learning experiences, address a problem, and work towards a specific goal. Through the coach’s continuous feedback, coaching can assist employees examine their own change learning environment, identify factors that impact their change progress, become engaged in change activities, and increase self-awareness, personal responsibility, reflection, and goal setting (Pechac & Slantcheva-Durst, 2019). Spears-Jones et al. (2021) evaluated that leadership development programs that incorporate multirater feedback and executive coaching are valuable in developing competencies to lead change in organizations.

Spears-Jones et al. (2021) categorized the leading change into six competencies which include, creativity and innovation, external awareness, flexibility, resilience, strategic thinking, and vision. The creativity and innovation competency are focused on questioning conventional approaches and designing new cutting-edge programs; external awareness focuses on understanding how local, national, and international policies affect an organization (Spears-Jones et al., 2021). Flexibility is used to focus on being open to change and new information in organization (Spears-Jones et al., 2021). Resilience focuses on effectively dealing with pressure situations and staying optimistic and persistent; strategic thinking focuses on implementing plans that are consistent with long-term organizational goals; and vision focuses on serving as a catalyst for organizational change (Spears-Jones et al., 2021).

Theme 2. Embed Change Paradigm within Company Culture and Practice

The second theme that emerged was embed change paradigm within company cultures and practice. Five participants, representing 88.33%, agreed that embedding change paradigm within company culture and practice is the change management process strategy that public sector managers have used to successfully increase revenues from business operations. M3 stated:

> when developing the strategic roadmap from 2021-2024 as an agency that is forward looking, the first thing was to have a cultural change by rebranding the core value of the organization to become people first, innovation and professionalism. The people could resonate with a change process that project their interest more than any other interest of the organization. So, I will say focus on making the change part of the culture and practice in the organization.

P1 stated “change management is not an event, rather adapting the existing culture to new one which is the change.” P2 stated “create a long part for be able to change the culture of the people through orientation for the change to be accepted. Ensure the fear of the future is eliminated from the introduced change.” P3 mentioned:

> The new change must be introduced using the existing culture of the organization. For instance, maintaining a hard cover register is a culture in civil service in Nigeria. By introducing a change process where every file is kept through electronic files may be resisted when such culture is not in the first place abolish by the Head of Government Service that made such law for the government parastatals. This is one reason why a change could be resisted when the laws and rules supporting those changes have conflict with existing cultures and practice.

P2 mentioned “the first strategy we used when changing introducing change management process as regulators is to understand the existing culture and practice of the organization, agencies, or department.” The second theme extends the knowledge on change management strategies as described by Sparre (2020). The second theme also confirms the conceptual framework of the study. Spaare (2020) appraised organizational culture not as something we have in our surroundings; rather organizational culture is something individuals convey to each other through our interactions and language every single day.

Culture is only what we do to each other in organization (Sparre, 2020). Organizational culture goes home every day from work, and it is what we do when we come back the next day that determines our culture (Sparre, 2020). Culture is not just the others, organizational culture is you (Sparre, 2020). You are the culture; you give it value, and you can change that value yourself. Culture is something you give to your relationships.

Theme 3. Use Change Champion to Drive Change Mandates

The third theme that emerged was use change champions to drive change mandate. All six participants, representing 100%, agreed that using change champions to drive change mandate is the change management process strategy that public sector managers have used to successfully increase revenues from business operations. M3 stated:

> Change comes from the management of the organization. We have change champions in every department who serve as lead implementers, auditors, risk managers, change managers, supervisors, and steering committees. The role of the change champions is to represent the mandate of the top management in their unit or clusters and give feedback to management on areas of change acceptance and change retooling.

P1 mentioned "the change management strategy that we used to implement change management process was the creation of change champions who were trained and selected to become change agents. The change champions are people with circle of influence among peers." P2 stated "a strategy that worked for us was using change champions who then carried out a survey to see how people transit from one level of change to another." P3 described the change management strategy adopted when they implemented a change management process as selection and identification of change champions who were mentored to accept the change and convince others to accept the new change. "The change champions were head of departments, executive members of the organization, people of special influence such as oratory, and human resource managers who in one way or the other are close to staff."

M1 and M2 mentioned that in their organization, a major strategy was the use of change champions; a strategy they adopt in communities, other states, other organizations that report to them as regulators. The third theme aligns with previous literature and the conceptual framework on change management process. Errida and Lotfi (2021) mentioned that in an increasingly complex and dynamic business environment, organizations are continually striving to change and adapt their operations to circumstances as they evolve. A change management model serves as a compass that can facilitate or lead change efforts by determining the specific processes and steps to follow, by illustrating the various factors influencing change, or by determining the levers used to succeed in the change management process such as adopting change champions in product introduction to a new market (Errica & Lotfi, 2021).

Part of engaging change champions is a 12-phase-approach to implement and manage change efforts successfully: (a) determine the idea and its context, (b) define the change initiative, (c) evaluate the climate for change, (d) develop a change plan, (e) identify a sponsor, (f) prepare the recipients of change, (g) create cultural fit, (h) develop and choose a change leader team, (i) create small wins for motivation, (j) constantly and strategically communicate the change, (k) measure progress of the change effort, and (l) integrate lessons learned (Errida & Lotfi, 2021). The change champion in organizations could initiate, process, and ensure the change initiated is also sustained.

Theme 4. Personnel Training and Retraining and Reward Scheme

The fourth theme that emerged was personnel training and retraining. All six participants, representing 100%, agreed that personnel training and retraining is the change management process strategy that public sector managers have used to successfully increase revenues from business operations. P1 stated:

> We adopted an intellectual casting process to recognize how people behave towards new technology. We trained people to avoid errors and irregularities, retrain those that may resist change, retrain staff who were changing from keeping information on notebooks to electronic filing.

P2 stated, “we engaged in continuous training and awareness on the change been introduced, we encouraged people to know the advantages of the change, and we carried everyone along and train them on the new change introduced.” P3 mentioned, “we ensured that change management training was at the level that users and management could comprehend and understand. Train the trainers’ system was adopted.” M1 mentioned, “we engaged in compound and continued education, created a reward system to those that supported the change, give an alternative system of change that will benefit them and that is more rewarding that the current or existing system.”

M2 stated:

> In pursuing changing people from manual recording to digital method, we pegged such training to the financial benefits of using digital. We also introduced a reward scheme such as performance allowance and balance scorecard which

> makes the system to judge what you have done to allow you get reward. A reward-based strategy has made more staff want to comply to the new change.

M3 mentioned,

> In the process of carrying the mandate of this organization, all staff were trained for a period of 10 days on several subject areas as customer service, supervision skills, teamwork, time management, digital transformation, change management and resistance, and emotional intelligence.

The fourth theme aligns with the conceptual framework and previous literature on adopting training and retraining as a change management tool. Varma (2019) categorized the five-change readiness training that influence individuals’ support for change as discrepancy, appropriateness, efficacy, valence, and principal support. *Discrepancy training* is used to expresses the perceived justification of the need for the change (Varma, 2019). To be ready for change, employees must believe that the proposed change is really needed (Varma, 2019). *Appropriateness* refers to the degree to which the proposed change offers a plausible panacea for the shortcomings of the organization (Varma, 2019). Varma (2019) described *efficacy* as a way of appraising one’s own ability to implement the change in their daily work. For instance, individuals tend to avoid activities that they feel less capable of performing successfully. *Valence* refers to the possible enhancement of individual goals, both personal and professional (Varma, 2019). Change implementation requires resources, training, and other support systems which must be communicated to the employees or individuals whose role is to implement the change.

Theme 5. Incorporate the Change into the Corporate Vision

The fifth theme that emerged was incorporate the change into the corporate vision. All six participants, representing 100% agreed that incorporating the change into the corporate vision is the change management process strategy that public sector managers have used to successfully increase revenues from business operations. P1 stated:

> The strategy we used was to continuously encourage all staff on the new change by incorporating the change into the organization's vision. The vision is the focus, while the change could become the mission of reaching the vision. Aligning your change to the vision is a more adaptive way to introduce a change in organization.

P2 mentioned:

> The change and the vision of the organization should align first so make it implementable. For instance, when introducing digital technology in a manually consciousness environment, the focus of the change should be on how a digital technology support the organization' vision. In that way the people could resonate easily with the change, otherwise, the change will face resistance from the people.

P3 stated, "the strategy we had used was to project the change as a means of achieving the vision and mandate of the organization." M1 and M2 agreed that using the vision statement as framework for change has been a strategy used previously in change management process. M3 also mentioned that the vision statement should underpin the new change in an organization as the people could easily resonate with the vision as crafted government through the law that established the government body.

The fifth theme confirms the conceptual framework and previous literature on strategies for managing change through corporate vision. Ereiyes (2018) evaluated how law enforcement organizations have a strict hierarchical management approach and how the roles of subordinates in these organizations are mostly ignored. When overcoming resistance to change, superiors generally use negative methods against subordinates, such as punishment and enforcing regulations (Ereiyes, 2018). Unfortunately, this style of management approach hinders the development of change management in law enforcement organizations and often such change process become unsustainable because of the leadership inability to align the change process with the corporate vision (Ereiyes, 2018).

Ereiyes (2018) described change management as moving an organization from the now to the future through a transition period. During the transition period, the organization divides into its constituent parts, and they are moved, unit by unit, towards the desired vision of the organization (Ereiyes, 2018). To prevent resistance to change it is significant to align the change process with the vison and goal of the organization (Ereiyes, 2018). Ereiyes (2018) argued that companies might handle sustaining changes, but when confronted by disruptive change, such companies might easily fail when such change is not grounded in the vision statement. In such cases, the company are not able to adapt to radical change without difficulty. To overcome such failures and manage disruptive change, companies must take notice of their customers' characteristics and investigate opportunities to increase their profits and ultimately align all changes to the vision of the company (Shulga, 2020).

Applications to Professional Practice

The professional practice application of change management strategies is numerous. I conducted a qualitative multiple case study to explore change management strategies that Nigerian public sector managers used for implementing a change management process to successfully increase revenues from business operations. I interviewed six managers who are top management executives, with 5 years of experience working in the public sector organization in North Central Nigeria, and who have implemented change management processes to successfully increase revenues from business operation. The study findings include change management through coaching and orientation, embed change paradigm within company culture and practice, use change champions to drive change mandates, personnel training and retraining and reward scheme, and incorporate the change into the corporate vision.

The applications to professional practice that are grounded on the study findings include: management should adopt coaching and orientation to initiate a change management process where the attention and contributions of every management member would be included in the management process. Second, management, should embed the change paradigm within the culture of the organization. For instance, a company whose culture is *people first*, must ensure that the buy-in of the people is obtained before any introduction of change and such change must also align with the people's first paradigm of the organization. Third, organizations should ensure that champions are identified that would serve as change ambassadors during the change process. The change champions could be the team that develop and respond to the frequently ask question, or people who would share their experiences and benefits for accepting such change. Fourth, in introducing change, management should ensure that training and retraining such change process is budgeted and planned. In addition to retraining is to ensure that a reward scheme is available change promoters. Fifth, new change and existing practice should be in consonant with the corporate vision.

Implications for Social Change

Change communication is different than general organizational communication and should be treated as such. Unlike regular, day-to-day organizational communication, change communication is an employee-relations process used to inform, create understanding, guide, call for action, and, if necessary, alter behavior and reactions to change in a useful, timely, and effective manner (Shulga, 2020). When government embraces change management processes that could positively affect citizens such as provision of pipe-borne water and provision of highly furnished hospitals, the lives of citizens would be improved. The social change implication includes increased provision of basic amenities like pipe-borne water, reduction in the mortality rate, and improve the living standards for communities in North Central Nigeria. Other positive social change includes improved ways of doing business, exposure of employees to new ways of doing things, and guaranteed sustainability of the organization when the change could lead to success or progress in the organization.

Recommendations for Action

The recommendation for action includes (a) the need to train every staff on change management process and steps to achieving change management, (b) inclusion of change management process in higher institutions in Nigeria to improve the current and future change processes in organizations in Nigeria, (c) inclusion of employees in the change management planning, and (d) willingness to reverse to status quo when a change management fails. Every element of an employment work description should be identified during a change management process and the nature of change should be explained to employees to understand the change. Nigeria institution curriculum would be enriched when such findings in this study is included to prepare the future leaders on strategies for managing successful change implementation. Employees should take part in a change management process as the employees constitute the users of the introduced change in every organization. Ultimately, organizations should also include in the change management policy to go back to the old ways of doing things when a change management process fails. For instance, a bank that previously use a particular banking software and plan to change to a new banking software, should be willing to reverse their project within 12 hours when the go-live seems to have failed. The managing directors, government, investors, regulators, employees, and competitors need to pay attention to the study findings.

The study findings would be disseminated through the approved doctoral study on ProQuest, ScholarWorks, books in the future, articles, and through training that would be conducted among leaders in organization who may want to understand the change management strategies for implementing change. To disseminate the findings effectively, I plan to develop training manuals that would be shared among the primary participants in this doctoral study. I also intend to produce a book with a title on change management strategies as grounded in the findings in this study. I will produce both seminar and peer-reviewed articles that would be beneficial to future researchers who may want to extend the body of knowledge on change management process. I will organize workshop, and training on voluntary ground among schools, religious bodies, government parastatals, and non-governmental organizations (NGOs) where the study findings would be discussed extensively.

Recommendations for Further Research

In this study, the purpose of this qualitative multiple case study was to explore change management strategies that Nigerian public sector managers use for implementing a change management process to successfully increase revenues from business operations. The target population consisted of (a) managers and a top management executive, (b) with 5 years of experience working in the public sector organization in North Central Nigeria, and (c) who have implemented change management processes to successfully increase revenues from business operation. The recommendation for further research includes (a) in the future, it would be recommended that other research methodology as a quantitative method be adopted to study the relationship between change management process and organization performance, and (b) in the future, I recommend that other qualitative design be used such as grounded theory, narrative, ethnography, or the phenomenological design. In addition, the target population that was used was in North Central Nigeria, which may not be generalized in other regions such as South-South, South-East, or South-West. A change of location of this study may result into new set of findings.

Reflections

My experience as in the DBA Doctoral Study process was revealing and a learning period. Ranging from my first course, where I was required to use APA, for the first time, I realized that the program was challenging. Also, I reflect on my experiences during the first and second residencies; with excitement, I ensured, I attend the face-to-face residency where I interacted with some faculty members where my topic was discussed. Worthy to mention is the unique experience of international students. The exchange rate has been a major concern from inception to date. The exchange rate has been unfavorable for international students. I would also reflect on the virtual meetings I had with the Writing Center team during the writing process, especially on the use of APA and using higher order critical reasoning skills to develop the literature review. The COVID-19 experience is also a significant game changer during the DBA process. The restrictions to travel and currently the vaccines are the new normal. My proposed data collection method of face-to-face, was changed to a virtual Zoom meeting. In retrospect, I have had a positive experience and reflection of the DBA Doctoral study at Walden University.

Conclusion

The challenges confronting managers in public organizations in Nigeria includes the ineffective change management implementation because of the negative impact on business revenue in Nigeria's public sector. I conducted a qualitative multiple case study to explore change management strategies that Nigerian public sector managers use for implementing a change management process to successfully increase revenues from business operations. The managing directors, government, investors, regulators, employees, and competitors need to pay attention to the study’s findings because it is vital for organizations especially public sector organization to leverage on change management strategies as without effective strategies, transitions can be rocky and expensive.

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Appendix A: Letter to the Public Sector Organization

[Date]

Strategies to Implement a Change Management Process within the Public Sector

Dear [Name]

My name is Mariam Yakubu Bala a doctoral candidate at Walden University. I am pursuing a doctorate degree with a specialization in Project Management. I am conducting qualitative research titled: Strategies to Implement a Change Management Process within the public sector. The purpose of this study is to explore the strategies that Nigerian public sector managers use to implement change management processes to successfully increase revenues from business operations. You are invited to participate in an interview with open-ended questions. Interviews will be conducted in person or, virtually or via telephone.

What does participation in this research study involve?

If you agree to be in this study, you will be asked to:

- Participate in a telephone/virtual interview that will last for 45 minutes to one hour for data collection depending on your preference.
- Participate in member checking; where individuals that participated in the telephone/virtual interview will have the opportunity to go through the transcript of the recorded interview to be sure what was transcribed agrees with the interview.
- The member checking will last for 45 minutes to one hour.
- That the interview will be audio recorded.

I am happy to respond to any questions or concerns you have about the research. If you are interested in participating, I can be reached at xxxxxxxx or at xxxx.xxxx@xxxxxxx.xxx

Sincerely,

Mariam Bala

Walden University

Appendix B: Interview Protocol

Interview Protocol I will ask the following open-ended questions through semistructured interviews with managers to explore the implementation strategies for successful change management process in the public sector organizations:
STEP 1: Welcome and Purpose of the Interview (2-3 minutes) Hello. I would like to thank you for agreeing to be part of this one-on-one interview. My name is Mariam Bala, and I am a doctoral candidate at Walden University. Like you, I work in the public sector and would like to inquire more about the change management processes within your organization. Specifically, I am interested in knowing more about the strategies you use to implement your change management initiatives. According to Walden University guidelines, all interview participants have the right to withdraw from this study at any time. The interview will approximately take between 30-45 minutes. I am going to facilitate the interview and would you mind if I record it? It will help me stay focused on our conversation and it will ensure I have an accurate record of what we will be discussing. As part of the protocol according to Walden University, the audio recording will be erased, and the typed transcripts will be kept on secured and password-protected file for five years. The participants can decide at any time to discontinue the interview.
STEP 2: Introduction (2-3 minutes) Please tell me about your background and experience in the public sector.

STEP 3: Six Questions Posed to Interviewee (4-5 minutes per question) 1. What change management strategies did you use to implement a change process to successfully increase revenues from business operations? 2. What, if any, level of change management training did your organization require? 3. How did you measure the success of change management processes in your organization? 4. What were the key barriers to implementing your change management strategies to successfully increase revenues from business operations? 5. How did you overcome the key barriers to implementing your change management strategies to successfully increase revenues from business operations? 6. What additional information can you share about strategies your organization uses for implementing a change management process to successfully increase revenues from business operations?
STEP 4: Closing Question (3-5 minutes) Is there anything you would like share regarding this topic that I might have not covered or asked?
STEP 5: Appreciation by thanking the participants and a recap of next steps (2-3minutes) After the interview, member checking, and the audio recording will be transcribed.