

An Empirical Investigation into the Impact of Change Management on Selected Manufacturing Firms in South East Nigeria

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Abstract

This paper seeks to investigate the effectiveness of change management and the level of commitment of top management of manufacturing firms in South Eastern Nigeria. Data were collected from two hundred and five (205) participant manufacturing firms who were financial members of Manufacturers Association of Nigeria (MAN). The Yamane's statistical formula was utilized for sample size determination. 267 copies of questionnaire were distributed to top and middle management staff who were knowledgeable about the technical information needed for implementing change management. Using Chi-square (X) statistic and Pearson product moment correlation coefficient, the study reveals that change management improves the level of performance and that there is a very strong positive relationship between commitment of top management, middle management and success rate of implementation in the selected firms. Based on these findings, the paper advocates that leaders and top management of these organizations should make the process of change management more conducive and organization friendly. Again employees who are going to be affected by change should earlier be identified with respect to their interest, knowledge and attitudes before implementation of change.

Keywords: empirical investigation, impact, change management, manufacturing firms

1. Introduction

1.1 Background of the Study

Many writers have characterized today's business environment as "hyper-competitive (D'Aveni, 1994; and Volberda, 1996), high velocity (Brown and Eisenhardt, 1997) or shaped by 'jolts' (Meyer, Brooks and Goes, 1990). In emerging economies such as the Nigeria one, these environmental features have been exacerbated by the globalization drive. In these circumstances, rapid adaptive organizational processes are essential to a firm's survival and success. From a social science perspectives, organizational adaptation is the ability of an organization to change itself or the way in which it behaves in order to survive in the face of external changes which were not predicted in any precise way when the organization was designed (Tomlinson, 1976). This definition confirms March's assertion that adaptation is essential to survival. Those organizations that do not adapt seem destined to expire (March, 1995).

In today's organization, change is inevitable and managers all over the world are adapting to changing market conditions and at the same facing the need for creating a proactive rather than a reactive managerial system. They are searching for ways to manage an increasingly complex technology and more sophisticated workforce or teams. To accomplish diverse goals, managers need more than piecemeal ad-hoc change programmes dealing only with current crises. They need change management techniques to prepare for future organizational competitive challenges, Drucker cited by Herbert (2002:2) succinctly put it in corporate parlance. "Managers must learn to build and manage a human group that is capable of anticipating the new, capable of converting its vision into technology, products, processes and services, willing and able to accept the new". Attempts to implement change management have been many and wide-ranging, but the promises made in its name have remained unfulfilled. There are three main causes for this:

- Mistakes continue to be made at the shop-floor level;

- Bad examples have brought high-level management into discredit. In today's organizations many top executives start out heavily in the red as far as their credibility is concerned.
- The internal change story, circulated by organizations' communication channels to awaken the readiness and commitment of those affected, is frequently seen as pure rhetoric and rhapsodizing about change (Doppler, 2006).

In spite of the aforementioned causes change remains a necessity. It is the only way for organizations to consistently adapt to new trends, react to competitors and meet the needs of their customers. The challenge facing Nigerian organizations therefore is not to avoid change and attain a state of changelessness. It is to manage change. That is seek change, initiate it, keep looking for something new to add, something old to discard and do all these with minimum undesirable effects as possible. Research on organizations have shown that organizations that do not change are compelled to change from existence to non-existence (Ejiofor, 1998 and March, 1995). Given the benefits of organizational change and the difficulty of successfully bringing it to fruition, there has been much debate over the last, two decades on the most appropriate way to bring about change (Pettigrew, 1990; Stacey, 2003; Dawson, 2003; Igwe, Chibuike and Alinno, 2012). There is a consensus amongst academics and practitioners that organizations are facing unprecedented levels of change and as a result the need to manage change and do its effects successfully should be a core organizational competence.

1.2 Statement of the Problem

The contribution of the manufacturing sector to the Nigeria's Gross Domestic Product (GDP) is currently less than five percent. The current GDP figure of \$194 billion dollars places the country in the 41st position, according to the International Monetary Fund (IMF) estimates of 2012 (The Guardian, 2012). At the heart of this problem of the real sector is the problem of competitiveness. The challenges for the industrial production and indeed real sector of the economy had persisted for over twenty years. Some of these challenges include: epileptic power supply; near absence of adequate distribution channels and a top-grade transportation network; rising cost of automotive gas oil and gas as well as uncoordinated tax administration system. Others are smuggling and trade malpractice; incessant increase in the monetary policy rate; difficulty in accessing long-term credits for small-scale manufacturing firms; achievement of a single digit interest rate and insecurity of lives and property due to nefarious activities of hoodlums, terrorists, militants and crude oil picketing mafias/pirates. The concomitant effects of all these challenges is that many manufacturing firms in Nigeria had decommissioned their plants and send their workers home to an uncertain future. Some of the manufacturing organizations had relocated to other West African nations with better macro-economic stability (Newswatch, 2009). Even the manufacturing firms seem not to help matters. There are issues with haphazard change management techniques in these organizations. The top echelons of the manufacturing firms are suspected of serving only their interest by manipulating relevant change management data. The implications of the above scenario pose a tremendous threat to both the manufacturing firms and the nation. To the firms they will not be able to improve productivity and create needed jobs. On the side of the government, the revenue accruable to the government by non-performing firms would be missed greatly. Thus the government's much trumpeted vision of the country joining the league of 20 most industrialized economies come 2020 is gradually turning into a slogan like many others before it such as Housing for All, Water for All etc.

1.3 Objectives of the Study

In order to develop an expanded theoretical foundation and understand how change management can be put into practice in Nigerian organizations, the objectives of the study are as follows:

- To find out the effectiveness of change management in improving organizational performance.
- To examine the level of commitment of top and middle management in the implementation of change management.

1.4 Research Questions

From the foregoing, the following research questions become imperative.

1. What is the effectiveness of change management in improving the level of performance in the selected organizations?
2. To what extent does top and middle management's commitment improves the success of change management project.

1.5 Statistical Hypotheses

In view of the above research questions, the following hypotheses were formulated to guide the study:

- i. Change management is effective in improving the level of organizational performance.
- ii. There is a correlation between the commitment of top and middle management and success of change management project.

2. Theoretical Considerations and Review of Related Literature

Organizations can be viewed as dynamic systems of adaptation and change - two terms that are often used interchangeably that contain multiple parts which interact with one another and the environment (Morel and Ramanujan 1999). Existing views on adaptation and their definition of change differ with respect to;

- (1) Whether the pressure for change reside within the organization or within its environment.
- (2) Timing
- (3) The radical nature of change. Change is often regarded as an organization's response to changes in external factors: threats and opportunities (Kraatz, 1998). As shown by Siggelkow and Levinthal (2005) authors such as Chandler (1962); Lawrence and Lorsch (1967) alluded to internal reasons for change and most life cycle models adhere to this perspective. A more inclusive view on change suggests that both external and internal pressures for change are relevant.

Defining change management is tough under any circumstances write Holland and Skarke (2003:24), especially in the context of new technology being implemented in an existing organization. Mention the issue of change management and a typical response to the question will be, "Does it really matter in the real world?" The answer to that question is "of course". After all definitions are important because they can provide clarity. In the simplest sense, change management means the process of helping a person, group or organization change. The word "management" implies an effort to plan the change and exert influence over other people in the process. Thus change management implies purposeful effort to bring about change. Kudray and Kleiner (1997:18) define change management as "the continuous process of aligning an organization with its market place - and doing it more responsively and effectively than competitors". For Anderson and Anderson (2001) Change management is seen as a set of principles, techniques and prescriptions applied to the human aspects of executing major change initiatives in organizational settings. Its focus is not on what is driving change (technology), reorganization plans, mergers and acquisitions (M & A) Udeh & Igwe, 2013, globalization etc. but on 'how' to orchestrate the human infrastructure that surrounds key projects so that people are better prepared to absorb the implications affecting them. Change management is one of the Human resource management (HRM) processes that contributes to or underpins the activities of human resources department or unit in an organization. It is concerned with advising and assisting with the facilitation of change in organizations in response to changes in the environment and the introduction of new organizational structures and systems, human resource policies and practices (Armstrong, 2005). Organizational change has also been referred to as organizational development and organizational transformation (Cummings, and Worley, 2005). For this paper change management is seen as the process that is used to help all the stakeholders adapt successfully to the changes that are taking place in the organization. It is meant to shift stakeholders from their current state to a desired future state.

According to the Greek Philosopher Heraclitus, "There is nothing permanent but change". By that he meant that everything is always in a flux. As the Chinese adage suggests no one can step in the same river twice, because the river is always in motion and is therefore always changing. The world has seen radical change in global markets and national economics. The exit world is getting more interconnected and the economies and industries have become global. There are crises in financial institutions, the housing market, education, health care and emerging markets to mention only a few major issues. On the positive side nanotechnology, green technology, unified communications technology, visualization technologies, social software and information systems - the whole technology world will bring advances beyond our imagination. These technologies will inevitably impact the way we manage in different organizations.

Rothwell, Prescott and Taylor (1998, 2008) had identified six key changes that would have the greatest impact in the workplace and workforce over the next ten years. The list is as highlighted below:

- Changing technology;
- Increasing globalization;
- Continuing cost containment

- Increasing speed in market change
- The growing importance of knowledge capital; and
- Increasing rate and magnitude of change

Changing technology refers to rapid advancement in human knowledge. Increasing globalization refers to the impact that rapid transportation and global communications have on how organizations conduct business. Continuing cost containment refers to efforts undertaken by organizations to address declining profit margins, brought by the ease of price comparison through web-based technology. To maintain a profitable business, organizations are making efforts to improve profits by reducing the costs of business operations. Increasing speed in market change refer to the continuing importance of beating competitors to the punch by meeting the rapidly changing tastes of consumers. The growing importance of knowledge capital refers to the key value-added capabilities of human creativity and innovation to identify new businesses, products, services and markets. Finally, the increasing rate and magnitude of change refers to the increasing speed and scope of changes that are occurring. In short change itself is changing and posing ever-more-daunting challenges for business leaders who need to respond in real time to breaking events.

A search through the literatures (Brown and Eisenhardt (1997); Ejofor (1998); Herbert (2002); Robbins (2005); Kieffer, (2005) Pryor, Taneja, Humphreys, Anderson and Singleton, (2008) revealed that each trend influences the others. The definition of each trend may vary by organizational context and even functional area. The trends are related in that many are the root causes of other trends. And each trend required new competencies from leaders to respond to or even anticipate the changes brought by each trend. Nowadays these changes can be seen almost in all types of organizations (the manufacturing firms inclusive) in Nigeria. They constitute organizational downsizing, continuous improvement, globalization of industries, Mergers and Acquisitions (Palmer, Dunford and Akin, 2009); Udeh and Igwe, (2013).

Regardless of change speed, organizational change is the movement of an organization from the existing plateau toward a desired future state in order to increase organizational efficiency and effectiveness (Cummings and Worley, 2005; George and Jones, 2002; Pryor and et al, 2008). Conclusions drawn by these researchers are that the driving motives for change management are the result of the need to constantly improve productivity and efficiency (Arnetz, 2005, Pryor et al, 2008, Igwe, Chibuike and Alinno, 2012). This creates the need for further studies into the effect of such change management on manufacturing firms such as this research, which will inform policies linked to the federal government's desires of the country joining the league of twenty (20) most industrialized economics come 2020.

In essence what the successful Nigerian manufacturing organizational leaders and managers should strive to do is to transform their respective organizations by developing and deploying new visions, missions, values, goals, strategies and structures that show a continuously changing organizations with capacity and capability to undergo transformation. This would help them key into the transformational agenda of the current Nigeria Federal Administration. This definitely makes such organizations to proactively drive innovations to the extent that they become major players for change within the macro-economic environment.

3. Methodology

For this study, the survey research method was adopted (Eboh, 2009). The objective of the study was to investigate the impact of change management implementation as applied to the manufacturing sector in South East Nigeria. 205 participant manufacturing organizations were identified through published literature such as trade journals and data base of Manufacturers Association of Nigeria (MAN). The study lasted for two years (2009 – 2011). The instruments for data collections were questionnaire and structured interviews. The questionnaire was administered to top management and middle management staff of 267 respondents using Yamane (1964) for sample size determination (Appendix I). The questionnaire and structured interview questions were designed by the researchers. Some colleagues from the Faculty of Business Administration, University of Nigeria Nsukka who were experienced and knowledgeable in the construction of research instruments validated the instruments. Consequently, some items were added while a few others were re-written. The computed sample size was allocated proportionally to the selected states depending on the proportion of the manufacturing firms that came from each state using Kumar (1976) proportional allocation formula (Appendix ii). The questions were optioned using five (5) Likert type of responses namely: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

As indicated earlier, the study included interviews with senior managers who agreed to be interviewed. They were asked to indicate their availability and eagerness in the questionnaire. These managers were influential in developing change management interventions and so powerful in influencing implementation strategies. As it was expected that

Human Resource (HR) practitioners, would be most likely to provide reliable information on change managements. Managers in the Human Resources departments were identified and chosen for this exercise.

A total of 267 copies of the questionnaire were administered out of which seven (7) were cancelled while ten (10) were not returned. As a result, 250 (93.6 percent) were used for analysis. A combination of Chi-Square statistic and Pearson Product Moment correlation coefficient were used to test the stated hypotheses at 0.05 level of significance. These techniques were adopted because the samples of the variables were randomly selected from the population.

Table 1. Distribution of questionnaire among the South East states of Nigeria (Man members)

S/N	State	Number of Selected Organizations	No. of Top Management and Middle Management Staff	No. of Questionnaire served
1.	Abia	35	105	35
2.	Anambra	135	540	179
3.	Ebonyi	Nil	Nil	-
4.	Enugu	22	88	29
5.	Imo	13	72	24
	Total	205	805	267

Source: Field Survey, 2011 and Statistical Analysis

4. Result and Discussion

In this paper, the impact of change management implementation on selected manufacturing firms in Southeast Nigeria was investigated. In this section, the findings in relation to the objectives of the study are presented and discussed:

- i. The extent change management is effective in improving organizational performance. The finding of this objective reveals that change management was effective in improving the level of performance in the selected organizations in South East Nigeria. This result agrees with Anderson and Anderson, (2001); Dawson, (2003) and Armstrong, (2005). These authors see change management as a set of principles, techniques and prescriptions applied to the human aspects of implementing change initiatives in organizational settings. Again Kudray and Kleiner, (1997) had remarked that change management is the continuous process of aligning an organization with the realities of its market place and doing more responsively and effectively than competitors. It is heart-warming to note that many of the sampled firms agreed that people who would be affected by change management implementation must be involved in the work of structuring it from the outset. This shows that some of the manufacturing firms are aware of global practices in change management implementation. Table 2 gives more insight.

Computation of Hypothesis One (1)

Change management is effective in improving organizational performance of the selected manufacturing organizations.

The test statistic used is the chi-square, X^2 .

Relevant Questions:

- Change management can improve employees' performance and productivity
- Change management can lead to a better utilization of employees in this organization.

Table 2. Contingency table on the effectiveness of change management in improving organizational performance

OPTIONS	RESPONSES					Row Total
	SA	A	N	DA	SD	
Change management can improve employees' performance and productivity	120	80	10	30	10	250
Change management can lead to a better utilization of employees in the organization	110	90	20	30	0	250
Column Total	230	170	30	60	10	500

Source: Field Survey, 2011.

Where

SA - Strongly Agree

A - Agree

N - Neutral

DA - Disagree

SD - Strongly Disagree

Table 3. The computed observed and expected frequencies of sample results

OPTIONS	RESPONSES					Row Total
	SA	A	N	DA	SD	
Change management can improve employees' performance and productivity.		80(85)		30(30)		
	120 (115)		10 (15)		10 (05)	
Change management can lead to a better utilization of employees.	110 (115)	90 (85)	20 (15)	30 (30)	0 (05)	250
Column Total	230	170	30	60	10	500

Test Statistic = X^2

Degree of Freedom = 4

Level of Significance = 0.05

Critical value = 9.49

Calculated value = 14.35

Decision: Since the computed value (14.35) is greater than the critical value (9.49), we conclude that change management is effective in improving the level of organizational performance of the selected manufacturing organizations.

- ii. The extent top management and middle management are committed in the successful implementation of change management. The findings of this objective reveal a very strong positive relationship between commitment of top management and success rate of change management projects amongst the sampled manufacturing firms in Nigeria. Table 4 and appendix iv attest to this assertion. This finding agrees with the writings of Currie (1999); Huy (2002); Floyd and Lane (2000) who in their different perspectives view middle management as strategic assets championing new ideas, facilitating adaptability and synthesizing strategic information for senior managers in formulating strategies. Engagement of top management goals and support are a sine qua non for a successful change management readiness (Igwe, Chibuike and Alinno, 2012). Lack of genuine management support is one of the most frequent causes of implementation failure. However, this investigation reveals that the sampled manufacturing firms seem to place more emphasis on organizational downsizing, continuing cost containment and value added capabilities of human creativity and innovation to survive the inherent harsh manufacturing environment in Nigeria. (Table 4 throws more light).

Table 4. Contingency table for the correlation between the commitment of top management and success of change management project

N (paid values) of X and Y	In this organization the level of commitment of top management is high = X	Provision of Fund for a successful change management project was provided by top management	X2	Y2	XY
Strongly Agree	100	120	10,000	14,400	12,000
Agree	60	80	3,600	6,400	4,800

Neutral	30	20	900	400	600
Disagree	30	20	900	400	600
Strongly Disagree	30	10	900	100	300
N = 5	$\Sigma X = 250$	$\Sigma Y = 250$	$\Sigma X^2 = 16,300$	$\Sigma Y^2 = 21,700$	$\Sigma XY = 18,300$

Source: Field Survey, 2011.

Test statistic = Pearson's product moment correlation coefficient

Degree of Freedom = $N-2 = 3$

Number of Pairs = 5

Level of significance = 0.5

Critical value = 2.35

r (rho) = 0.9809

Source: Statistical Analysis (Appendix IV).

Decision Rule: Reject H_0 , if t computed is $> t$ critical, otherwise do not reject (accept).

Decision: The t computed (8.49) $> t$ critical (2.35). Then we accept the alternative hypothesis which states that when the level of top management commitment is high in the implementation of a change management project, the success rate of such project tends to be higher.

5. Conclusion and Recommendations

This study had investigated the effectiveness of change management in improving organizational performance and the relationship between the level of commitment of top and middle management in success of implementation from 2009 to 2011. The study revealed that change management was effective in improving the level of organizational performance and that the commitment and genuine support of top and middle management were a sine qua non for success in managing its implementation.

In relation to the objectives, the researchers made the following recommendations:

- Leaders and top management of manufacturing organizations have to understand the requirements of managing change among employees by making the process more conducive and environment friendly. This will improve the positive attitude, the internal core and dynamic capabilities of employees in adapting to changes in their internal and external environment.
- Employees who will be affected by change management implementation must be involved in the work of structuring it from the outset. The minimum form of involvement is constant communication and not information.
- In order to get employees affected involved, they need to be identified at the beginning with respect to their interest, knowledge, attitude towards implementation and their mental state. This is because employees who are passing through major life transitions such as bereavement, relocation hassles, redundancy threats are never committed to implementing change management project.
- Verbal reinforcement of new behaviour that fit into the organizational change should be encouraged by organizational leaders and managers. This will increase employee repetition of those new change behaviours expected of them. This will help to extinguish old behaviour and allow the new take root in the individual employee.
- Nigeria government at all levels should continue to create and provide the needed environment for these manufacturing firms to survive and thrive bearing in mind that the operating environment is still far from conducive and friendly.

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Appendix I. Sample size determination using Yamane (1964) formula

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

Where

n = Sample size

N = Finite population

e = Level of significance

I = Unity (a constant)

$$n = \frac{805}{1 + 805(0.05)^2}$$

$$= \frac{805}{1 + 2.0125}$$

$$= \frac{805}{3.0125}$$

$$= 267.22$$

Appendix II. Questionnaire distribution format

Applying Kumar (1976) proportional allocation formula for the manufacturing firms in South East States of Nigeria.

$$nh = \frac{n (N h)}{N}$$

Where

Nh = Group population from each stratum

n = Overall sample size

N = The overall population

nh = Sample size from each stratum, in this case each state.

For Abia State:

$$nh = \frac{n (N h)}{N} = \frac{267 \times 105}{805} = 34.8$$

$$= 35$$

For Anambra State

$$nh = \frac{n (N h)}{N} = \frac{267 \times 540}{805} = 179$$

For Ebonyi State: None of the manufacturing organization in the state is a bona fide (financial) member of Manufacturing Association of Nigeria (MAN) at the time of this investigation.

For Enugu State:

$$nh = \frac{n (N h)}{N} = \frac{267 \times 88}{805} = 39.2$$

For Imo State:

$$nh = \frac{n (N h)}{N} = \frac{267 \times 72}{805} = 23.88$$

$$= 24$$

Appendix III. Computation of Hypothesis one from sample result

Test statistic: The Chi-Square (X^2) is applied at 5 percent level of significance.

Let $X = 0.05$

$$\begin{aligned} \text{Degree of Freedom, D.F.} &= (r-1) (c-1) \\ &= (5-1) (2-1) \\ &= (4) (1) \\ &= 4 \end{aligned}$$

Critical value = 9.49

To compute the expected we apply,

$$\begin{aligned} e_{ji} &= \frac{(\text{row total}) (\text{column total})}{\text{Overall total}} \\ &= \frac{250 \times 230}{500} = 115 \\ &= \frac{250 \times 170}{500} = 85 \end{aligned}$$

$$= \frac{250 \times 30}{500} = 15$$

$$= \frac{250 \times 60}{500} = 30$$

$$= \frac{250 \times 10}{500} = 05$$

$$\begin{aligned} X_i^2 &= \frac{o_j - e_j}{e_j} \\ &= \frac{(120 - 115)^2}{115} + \frac{(10 - 115)^2}{115} \\ &= 0.22 + 0.22 \\ &= 0.44 \end{aligned}$$

$$\begin{aligned} X_{ii}^2 &= \frac{o_j - e_j}{e_j} \\ &= \frac{(80 - 85)^2}{85} + \frac{(90 - 85)^2}{85} \\ &= 0.29 + 0.29 \\ &= 0.58 \end{aligned}$$

$$\begin{aligned} X_{iii}^2 &= \frac{(10 - 15)^2}{15} + \frac{(20 - 15)^2}{15} \\ &= \frac{25}{15} + \frac{25}{15} \\ &= 1.67 + 1.67 \\ &= 3.33 \end{aligned}$$

$$\begin{aligned} X_{iv}^2 &= \frac{(30 - 30)^2}{30} + \frac{(30 - 30)^2}{30} \\ &= 0 \end{aligned}$$

$$\begin{aligned} X_v^2 &= \frac{(10 - 05)^2}{05} + \frac{(0 - 05)^2}{05} \\ &= \frac{25}{5} + \frac{25}{5} \\ &= 05 + 05 \\ &= 10 \end{aligned}$$

$$\text{Total} = 0.44 + 0.58 + 3.33 + 0 + 10.00 = 14.35$$

Appendix IV. Computation of hypothesis two

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

By substitution

$$= \frac{5(18,300) - (250)(250)}{\sqrt{[5(16,300) - 250^2][5(21,700) - (250)^2]}}$$

$$= \frac{91,500 - 62,500}{\sqrt{[81,500 - 62,500][108,500 - 62,500]}}$$

$$= \frac{29,000}{\sqrt{[19,000][46,000]}}$$

$$r = \frac{29,000}{874,000.00}$$

$$r = \frac{29,000}{29563.49}$$

$$r = 0.9809$$

The computation of r gave a value of 0.9809 indicating a very strong positive relationship between commitment of top management and success of change management project.

Transformation of the result of Pearson's Product Moment Correlation to t-test is as follows

$$t = r \sqrt{\frac{N-2}{n-r^2}}$$

Where

$N-2$ = degree of freedom

n = number of paid values

t = t-statistic

r = 0.9809 = correlational coefficient

$$t = 0.98 \sqrt{\frac{5-2}{1-0.98^2}}$$

$$= 0.98 \sqrt{\frac{3}{1-0.9604}}$$

$$= 0.98 \sqrt{\frac{3}{0.04}}$$

$$= 0.98 \sqrt{75}$$

$$t = 0.98 \times 8.660$$

$$= 8.49$$

Appendix V. List of financial member companies in Anambra/Enugu/Ebonyi States Branch arranged according to sectoral grouping

A. FOOD, BEVERAGES & TOBACCO GROUP**NO. NAMES**

1. Bons West Africa Ltd

ADDRESS

Km2 Enugu/Onitsha Exp. Road, Trans-Ekulu Box 21,

2.	Bounatine Ventine (Nig) Ltd.	Enugu
3.	Delta Flour Mills Nig. Ltd.	18, Iweka Road, P. O. Box 242, Onitsha
4.	Eastern Distilleries Food Ind. Ltd.	Km 18 Onitsha/Enugu Exp. Way. P. M. B. 1580, Onitsha
5.	Envoy Oil Industries Ltd.	KM2, Atani Road, Harbour Ind. Layout, Onitsha
6.	Golden Oils Inds. Ltd.	P. O. Box 13465, Onitsha
7.	Ibeabuchi Nig. Ltd.	51A Pokobros Inds. Avenue, Harbour Inds. Estate
8.	Life Breweries Co. Ltd.	No. 3 Umuofele Pocket Layout 9 th Mile Corner Ngwo, Enugu
9.	Mikson Industries Ltd.	P. O. Box 657, Awka
10.	Niccus Industries Ltd.	Block 1 Unity Lane New Tyre's Mkt. Nkpor P. O. Box 6385 Onitsha.
11.	Nigerian Breweries Plc.	No. 43 Obosi Road, Nkpor Junction, Obosi, Anambra State.
12.	Nigerian Mineral Water Ind. Ltd.	9 th Mile Corner, Enugu
13.	Nigerian Starch Mills Ltd.	P. M. B. 1549, Onitsha
14.	Ogenna Rice Mills Ltd.	P. O. Box Ihiala
15.	Pokobros Foods & Chemical Ind. Ltd	4, Pokobros Ind. Avenue, Box 322, Nnewi
16.	Poko Oils Mills Ltd.	P. O. Box 10001, Fegge-Onitsha
17.	Resources Improvement & Mfg. Co. Ltd.	4, Pokobros Group (W.A) Ltd P. O. Box 10001, Onitsha
18.	Shrifats & Magarine Ltd.	Akwu-uru Industrial Estate, P. O. Box 905, Nnewi
19.	Union Oak Farms & Inds. Ltd.	Plot 26 Block 2A ACME Road Ogba GPO Box 67 Lagos
20.	Zubee International Co. Ltd	OR
21.	VAC Industries (Nig.) Ltd.	Plot In/52 Harbour Industrial Layout off Atani Road Osha.
B.	CHEMICAL AND PHARMACEUTICAL SECTORAL GROUP	217A Awka Industrial Layout & 8 Pokobros Ind. Avenue, Awka
NO.	NAMES	ADDRESS
	AESF AP Ltd.	217A Awka Industrial Layout & Pokobros Ind. Avenue Awka.
	A-Z Petrochemicals Ind. Ltd.	97 Onitsha Owerri Road, Onitsha
	Beta Cosmetic Ind. Co. Ltd.	Akwu-Uru Inds. Estate, Umudim P. M. B. 5088, Nnewi
	C.C. Umeji Agro Allied Co. Ltd	28 Madueke St. Odoakpu P. O. Box 5835 Onitsha
	Ceenek Pharm. Ind. Ltd.	15 Arch Bishop Henry Street, Odoakpu P. O. Box 2591, Onitsha.
	Dezem Nig. Ltd.	Plot 219 Ibeagwa-Aka St. Nike Community Layout Ext. Phase 2, P. O. Box 1252, Enugu.
	Dover Inds. Ltd.	87 Ogui Road, Box 9233, Enugu.
	Duemen Chemical Ltd.	P. O. Box 309, Ibusa, Delta State
	Emy Holdings Nig. Ltd	Npor Umuoji Road, P. O. Box 237, Umuoji Idemili L.G.A.
	E. Amobi Mfg. Co. Ltd.	No. 1 1 st Avenue, Independence Layout, P. O. Box 553, Enugu.
	Euco Inds. Ltd.	9 Archbishop Street, Onitsha
	Emos Best Ind. Ltd.	2 Chukwubuike Close, Ozalla 40 Awka, Box 913, Onitsha
	Franoson Mannyon Int. Ltd.	82 Upper New Market Road, P. O. Box 913, Onitsha
	Gafa Industries Nig. Ltd.	2 Enugu Road, P. O. Box 9, Idemili
	Group Enterprises (Nig) Ltd.	Plot 50 Odume Layout, Obosi P. O Box 10205, Onitsha
	Hardis & Dromedas Ltd	Plot 19/83 Niger Bridge Inds. Layout, P. M. B. 17141, Onitsha
	Hutton Chemical Inds. Ltd.	Hardis Industrial Estate, Airport Road, Emene
		7 Ichida St., Federal Housing Estate, Trans-Ekulu P. O. Box 13789, Enugu.

Ibeto Petrochemical Co. Ltd.	60/61 Igwe Orizu Road, P. M. B. 50132, Nnewi
Integrated Chemical Co. Ltd.	No. 3 Isuochi Street, Uwani, Enugu.
Jacbon Inds. Ltd.	Nkpor/Obosi Rd., Obosi P. O. Box 4113, Onitsha
Juhel Nig. Ltd.	4 Isu-Oba Close, Trans-Ekulu, P. O. Box 1549, Enugu.
Kates Associated Inds. Ltd.	Plot 1/76 Ind. Layout, Bridge Head, P. M. B. 1669, Onitsha.
Martha Inds. Nig. Ltd.	28/29 Enugu/Ozalla Road, P. O. Box 5012, Onitsha.
Michellie Laboratories Ltd.	Plot 23 Block 2, Thinkers Corner, Emene P. O. Box 2709, Enugu
Niger Chemicals Ind. (W.A) Ltd.	Km 29, Onitsha-Ogbaru Road, Umunakwo
Nalin Paints Ltd.	Thinkers Corner Layout, Enugu.
Pegofor Industries Ltd.	42/43 Iweka Road, P. O. Box 1342, Onitsha
Pheranzy Gas Ltd.	13 Ekololu Street Off 1 Litre Road Surulere Lagos OR
Promoter Industrial & Chemical Co. Ltd.	Plot 278 Awka Ind. Estate, Awka.
Rico Pharmaceutical Inds. (Nig.) Ltd.	Akwuru Industrial Layout, P. O. Box 905, Nnewi
Sambros Inds. Ltd.	26 Nwaifa Street, Omagba Phase II, P. O. Box 1876, Onitsha.
Sharon Paints & Chem. Co. Nig. Ltd.	9 Emeka Orazuluike St. Umumejiaku Uruagu, P. O. Box 545, Nnewi
Specialty Oil Co. Nig. Ltd.	241 Agbani Road, P. O. Box 10136, Enugu
Whiz Oil Products (W.A.) Ltd.	Plot In/10 12 x 14 Niger Bridge Head Ind. L/O P.M.B 1591, Onitsha.
F. A. Ike & Sons Ltd.	Plot 21713 Awka Ind. Layout, P. O. Box 583, Awka.
	Km 10 Onitsha/Enugu Exp. Way, Ogidi Ikenga P.O. Box 10033.

C. DOMESTIC & INDUSTRIAL PLASTICS, RUBBER AND FOAM SECTORAL GROUPS

NO.	NAMES	ADDRESS
	Atuchukwu Chemical Inds. Ltd.	10 Atuchukwu close, Nkpor, P. O. Box 304. Onitsha
	Awutolo Inds. Ltd.	Agu Awka Inds. Layout, P. O. Box 166, Awka Awada
	Basmic Plastic Inds. Nig. Ltd.	Industrial Layout, P. O. Box 9985, Onitsha
	Charity Foam Ind. Ltd.	Km 4 Onitsha/Enugu Road, P. O. Box 4292, Onitsha
	Climax Ind. Ltd.	48 Nanka Str. Odume Layout, Obosi, P. O. Box 410 Onitsha.
	Christoplast Ind. Nig. Ltd.	P. O. Box 10055, Fegge – Onitsha
	Curtis-Jas Ind. Ltd.	43 Obetedit Str., Off Enugu/Onitsha Exp. Nkpor
	Deco Foam & Chem. Ind. Ltd.	15 Obeledu Str. Onitsha
	Dozzy Group Ltd.	Plot In/14 Niger Bridge head, P. M. B. 1591, Onitsha.
	Elephant Chem. Inds. Ltd.	33 Nanka Str., Odume Layout Obosi, P. O. Box 410, Onitsha.
	Emic Foam & Allied Inds. Ltd.	1,3 & 5 Emic Road, Odume Layout, Obosi, P. O. Box 570, Onitsha
	Ezenwa Plastic Ind. Ltd.	Ichi Street, Ind. Layout Box 188, Onitsha
	Fabro Trading & Inds. Co. Ltd.	14 Chinton Street, Onitsha, P. O. Box 10205, Onitsha.
	Finoplastics Inds. Ltd.	Plot 182 Ikenga Inds. Layout P. O. Box 14, Nwafia.
	Gabee Inds. Ltd.	No. 5813 Old Market Road, P. O. Box 9118 Onitsha
	Gabinson Inds. Ltd.	12 Douglas Street, P. O.Box 2432, Onitsha
	GASFA Inds. Ltd.	50, Nduka Str. Odume Obosi, P. O. Box 10306, Onitsha.
	G. M. O. Rubber Products Ltd.	26/27 G. M. O. Rd., East Niger Inds. Layout, P. O. Box 2248, Onitsha.
	Godwin Okafor & Sons Ltd.	Plot 231 Pokobros Avenue Ind. Layout, Awka P. O. Box 1419, Onitsha
	Group Enterprises (Nig.) Ltd.	Plot 19/83 Niger Inds. Layout, P. M. B. 17141, Onitsha.
	Global Concepts (W.A.) Ind. Ltd.	Plot EL 7/8 Ikenga Layout, G. P. O Box 1264, Awka
	INNOSON Technical & Ind. Co. Ltd.	Plot W/I Inds. Layout, Emene, P. O. Box 1570, Enugu.

	Johnny Young (Nig.) Ltd. Louis Carter Inds. Ltd. Nakpo Plastic Containers	6 Benjamin Street, Box 4333, Onitsha 9 Emma Okafor Str. Akabaukwu, P. O. Box 2757, Nnewi Plot In/76 Ind. Layout Bridge Head, P. M. B. 1669, Onitsha.
	Niccus Industries Ltd.	No. 43 Obosi Road, Nkpor Junction, Obosi, Anambra State.
	MAN Plastic Inds. Matag Ltd. Marta Inds. Ltd.	48 Ezeiweks Rd., Awada Box 1362, Onitsha 29 Niger Street, Fegge, P. O. Box 344, Onitsha 28/29, Enugu Ozalla Road, Odume, P. O. Box 5012, Onitsha
	Mercury Foam Inds. Ltd.	18/20 Okija Str. Ozalla Layout, Obosi, P. O. Box 5012, Onitsha.
	M/S Petters & Daniels Ind. Nig. Ltd. Ozalla Plastic Enter. Ltd. Peter E. Venture Nig. Ltd. Piko Plastic Inds. Saga Foam & Chemical Ind. Ltd	113 Port Harcourt Rd. P. O. Box 5669, Onitsha. Plot 253, Awka Indus. Layout, P. O. Box 865, Awka 9/11, Isiokpo Street, P.O. Box 788, Onitsha 213 Agbani Road, Box 3666, Enugu Offor Lane/43 Obeledu Street Nkpor, P. O. Box 4 Adazi-Ani Anambra State.
	Sa-Nwinco Inds. Ltd. St. Mary's Inds. Complex Ltd.	9 Danco Estate, Box 1423, Onitsha 57 Nnobi Road, Box 392, Nnewi
D. NO.	DOMESTIC & INDUSTRIAL PLASTIC, RUBBER AND FOAM SECTORAL GROUPS NAMES	ADDRESS
	Best Aluminum (Mfg) Co. Ltd. Bonzan Inds. Co. Nig. Ltd. Brollo Pipes and Profiles Ind. Ltd. Gazasonner Inds. (Nig.) Ltd. General Metals Nig. Ltd.	30D Port Harcourt Road, P. O. Box 5396, Onitsha 72 Oguta Road Onitsha Plot In/62 Industrial Layout Onitsha P. O. Box 680, Onitsha No. 43 Osolo Way, Osolo-Lagos OR Enugu – Port Harcourt Exp. Road Ndiagu Amechi Enugu South L.G.A. Km 12, Onitsha-Enugu Express Way Plot 38/48 Atani Road, Inds. Layout East Nigeria, Head Bridge, P. O. Box 2574, Onitsha P. M. B. 1617, Onitsha
	GINPAT Aluminium Products Ltd. G.M.O. Galvanizing Ind. Ltd.	97B Onitsha-Owerri Road, Onitsha Umuanuka Village, I Industrial Avenue, P. M. B. 5005 Nnewi
	International Enamel Ware Ind. Ltd. HUNT Inds. Ltd. Jimex Inds. Nig. Ltd.	No. 43 Obosi Road, Nkpor Junction, Obosi, Anambra 10 Akunnia Njote St. Woliwo, P. O. Box 1684, Onitsha 9/11 Isiokpo Street, P. O. Box 788, Onitsha Emene Inds. Layout, P. O. Box 788, Onitsha P. O. Box 680, Onitsha Plot 3/2 In/5 Harbour Ind. Layout, P. O. Box 14478, Onitsha
	Niccus Industries Ltd. Onitsha Aluminium Mfg. Co. Ltd. Peter E. Ventures Inds. Ltd. Robertson Nig. Ltd. Vincent Standard Steel Ind. Ltd. Homus Steel Ltd.	Enugu-Abakaliki Express Way, Opp Mobil Filling Station Enugu Nkpor Unuoji Rd., P. O. Box 6300, Onitsha.
E. NO.	PULP, PAPER & PAPER PRODUCTS, PRINTING & PUBLISHING SECTORAL GROUP NAMES	ADDRESS
	African – First Publishers Ltd. B.C. Ifegbo & Associates Ltd. Denson paper Mill Ltd. L.L. Nwadike & Associates Ltd. Mikson Industries Ltd.	Niger Bridge Head, P. O. Box 4771, Onitsha 25 New Market Road, Box 2490, Onitsha 24 New Market Road, P. O. Box 115, Onitsha 12 New market Road, P. O. Box 5017, Onitsha Block 1 Unity Lane New Tyre's Mkt Nkpor, P. O. Box 6385, Onitsha.
	Niccus Industries Ltd.	No. 43 Obosi Road, Nkpor Junction, Obosi Anambra State.

F.	Niger Paper Industry Nig. Ltd.	Niger Bridge Head, P. O. Box 4772, Onitsha
	ELECTRICAL & ELECTRONICS SECTORAL GROUP	
NO.	NAMES	ADDRESS
	Adswitch Plc	1 Metu Uzodike Str. Okpuno Otolo, P. O. Box 11139, Nnewi
	Benmax Cables Ltd.	Plot In/123 Emene Inds. Layout, P. O. Box 2599, Enugu.
	Cuitix Plc.	1 Metu Uzodike Street, P. M. B. 5040, Nnewi
	Geoelis Cables Ltd.	Nkpor Umuoji Road, Onitsha
	P. M. S. Electrical Mfg. (Nig) Ltd.	1 PMS Road, Otolo, Nnewi, P. O. Box 8330, Marina Lagos.
G.	ELECTRICAL & ELECTRONICS SECTORAL GROUP	
	NAMES	ADDRESS
NO.	General Cotton Mills Ltd.	Niger-Bridge Inds. Layout P. M. B. 1601 Onitsha
H.	WOOD & WOOD PRODUCTS INCLUDING: FURNITURE SECTORAL, GROUP	
	NAMES	ADDRESS
NO.	Dunon Furniture Ind. Ltd.	11/15 Mbanugo Street, P. O. Box 745, Enugu
	Caprisage Exp. Wood & Furniture Co. Ltd.	Bridge Head, Behind Tomoto Mkt., Onitsha
I.	NON-METALLIC MINERAL PRODUCTS SECTORAL GROUP	
	NAMES	ADDRESS
NO.	Best Rose Inds. Ltd.	No. 69 Ozomagala Str., P. O. Box 13782, Onitsha
	Emenite Ltd.	P. O. Box 646
	Franklin Marbel inds. Ltd.	31, Awka Road, Onitsha
	Ibeto Industries Ltd.	60-61 Igwe Orizu Road, P. O. Box 131, Nnewi
	Sylver Concrete Ind. Ltd.	Km3 Nkpor-Obosi Road, P. O. Box 10320, Fegge-Onitsha
	Bonanza Inds. Co. Ltd.	Onitsha
J.	MOTOR VEHICLE & MISCELLANEOUS SECTORAL GROUP	
	NAMES	ADDRESS
NO.	Alf Williams Inds. Ltd.	14 New Market Road, Box 567, Nnewi
	Anamnra Motor Mfg. Co. Ltd.	Emene Industrial Layout, Enugu
	Basico Bicycle Mfg. Co. Ltd.	10b Osamele Str. Odoakpu Onitsha
	Cospam Nig. Ltd.	17 Nise Street Uwani – Enugu OR 124 – 126 Enugu Rd., Nsukka
	Ekene Dili Chukwu (SS) Ltd.	2 Ekene Dili Chukwu Rd. Awada Layout Box 210, Onitsha
	Ehae Adirindo Nig. Ltd.	Km2 Enugu/Onitsha Expressway, Box 3183, Onitsha
	Eziobi Motors Nig. Ltd.	Zone 12 Block A34 Store No. 2 Main Market, P. O. Box 2834, Nnewi.
	Fenok Inds. Ltd.	Km6 Onitsha/Owerri Rd., Obosi P. O. Box 5666, Onitsha
	Iju Inds. Ltd.	39 Awka Road
	Innoson Nig. Ltd.	20 New Market Road, Box 1068, Nnewi
	Jagua Pan-African Ind. Ltd.	Ohaegbu Rd., P. O. Box 192, Okija
	Maryment Nig. Ltd.	3A New Market Road, Nnewi
	Naco Motors Ltd.	37 Nnobi Road, P. O. Box 120, Nnewi
	Niger Automobile Inds. Ltd.	P. O. Box 4327, Onitsha
	Omatha Automobile Products Ltd.	33 Omatha Holdings Factory P. M. B. 2525, Enugu.
	OCE Fitters Mfg. Ind. Ltd.	Mile 12, New Onitsha Rod., Akabaukwu Uruagu, P. O. Box 322 Nnewi
	OsyChris inds. (Nig.) Ltd.	5, New Motorcycle Spare-parts Road, Nnewi
	Steveana Ltd.	60 Igwe Orizu Road, Nnewi
	Todson Enterprise Ltd.	4 Edo Ezemewi Road, P. O. Box 99, Nnewi
	Uru Inds. Ltd.	Akwu-uru Industrial Estate, P.M. B. 6, Nnewi
	Union Autoparts Mfg. Co. Ltd.	60-61 Igwe Orizu Road, P. O. Box 131, Nnewi
	Variations Inds. Ltd.	37 igwe Orizu Rd., P. O. Box 148 Nnewi

Appendix VI. List of man financial member companies in Abia and Imo states

- | S/NO | NAME AND ADDRESS |
|------|--|
| 1. | <p>Umuokpara Town, Km 11½ Old Aba/Owerri Road
 Osisioma Ind. Layout, Osisioma Ngwa L.G.A.
 68 Asa Road
 P. O. Box 702, Aba
 Telephone: 082-440590, 441814, 232058, 233653, 446105
 Website: www.adaobi.com
 E-mail: info@adaobi.com adaobiplastcks@yahoo.com
 Sectoral Group Domestic & Ind. Plastic & Rubber/Chem & Pharm.
 Sub-sector: Domestic & Ind. Plastics/Basic Ind. Chemicals
 Product Manufactured: Rubber Products, Polythene bags, Solid Mineral Chemicals</p> |
| 2. | <p>AGAD LIMITED
 5, Eze Achike Street
 Off MCC/Uratta Road
 Owerri
 Tel: 083233608, 08033344420, 08033270926
 E-mail: agad@rbow.net
 Sectoral Group: Textile, Wearing Apparel & Leather
 Sub-Sector: Textile, Wearing Apparel
 Product Manufactured: Garments</p> |
| 3. | <p>ALABA SOAP INDUSTRIES LIMITED
 46 Aba/Owerri Road
 P. O. Box 695
 Tel: 082 300801, Aba
 Sectoral Group: Chemicals and Pharmaceutical Group
 Sub-Sector: Soap and Detergent
 Products Manufactured: Laundry Soap
 ALUMINIUM EXTRUSION IND. PLC
 Km 4 Atta-Amaimo Road, Ikyishi, Ikeduru
 P. M. B. 1581, Owerri
 E-mail: alexip@phea.linkserve.com
 Sectoral Group: Basic Metal, Iron & Steel and Fabricated Metal Products
 Sub-sector: Aluminium producers
 Products Manufactured: Aluminium Profiles</p> |
| 5. | <p>ANZZY INDUSTRIAL CO. LTD
 10 Powerline/188 Faulks Road
 P. O. Box 6704, Aba
 Tel: 082 – 221715, Fax: 227123, 440164
 E-mail: anzzy@phea.linkerve.com
 Sectoral Group: Textile, Wearing Apparel & Leather
 Sub-sector: Leather Products Manufacturers
 Products Manufactured: Leather, Heel Adhesive, Nails and Shoes Soles</p> |
| 6. | <p>BEAUTY BASE LIMITED
 Aya Umueze off P.H/Enugu Exp. way
 152 Aba/Owerri Road
 P. O. Box 3223, Aba
 E-mail: juhaha@alpha.linkserve.com
 Sector Group: Chemical and Pharmaceuticals
 Sub-sector: Soap and Detergent
 Products Manufactured: Body Cream, Soap and Allied Products</p> |
| 7. | <p>BENA COSMETIC INDUSTRIES LTD
 16/17 Chief Ogbuji St.
 20A Ozuomba Road
 Tel: 082 – 225879, 225962</p> |

- E-mail: benamoom2000@yahoo.com
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-Sector: Toiletries and Cosmetics
 Products Manufactured: Soaps and Body Creams
8. **CAMELA VEGETABLE OIL CO. LTD**
 Plot C1/24 Onitsha Industrial Layout
 P. O. Box 852, Owerri
 Tel: 090-501988, 500516, 083-233905, 082-446504
 E-mail: camelaoli@yahoo.co.uk
 Sectoral Group: Food, Beverages & Tobacco
 Sub-sector: Starch and other miscellaneous food products
 Products manufactured: vegetable oil
9. **CASCAMITE GLUE LIMITED**
 Kilo 1 Opodo Road, 55 Azikiwe Road
 P. O. Box 714 Aba
 Tel: 0802 – 220798, 226300, (Fax: 226751, 225486)
 E-mail: tanugrup@yahoo.com
 Sectoral Group: Textile, Wearing Apparel & Leather
 Sub-sector: Leather Products Manufactured
 Products Manufactured: Adhesive (Glue)
10. **CHEMLAP NIGERIA LIMITED**
 Osisoma Industrial Layout
 P. O. Box 1356, Aba
 Tel: 083-440033, 350095
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Textile, Wearing Apparel & Leather
 Products Manufactured: Resins, Adhesive
11. **CHIEME MOTHERS NIG. LIMITED**
 33 St. Michael's Road
 P. O. Box 1392, Aba
 Tel: 082-222330, 225456
 E-mail: chieme@phea.linkserve.com
 Sectoral Group: Motor Vehicle & Miscellaneous Assembly
 Sub-sector: Automobile Components manufacturers
 Products Manufactured: Car Components
12. **CONSOLIDATED BREWERIES PLC**
 Km 24 Owerri/Onitsha Road
 P. O. Box 440, Awo-Omamma
 Tel: 083-800220, 232941, 232765, 230796
 Sectoral Group: Food, Beverages & Tobacco
 Sub-sector: Beer
 Products Manufactured: Beverages (Beer and Malt)
13. **CONVERSIONS NIGERIA LTD**
 7th Mile Old Aba/Owerri Road
 P. M. B. 7446 Aba
 Tel: 01-616761
 Sectoral Group: Pulp, paper & paper products, printing & publishing
 Sub-sector: pulp, paper & paper products
14. **ELCHEM LIMITED**
 15 Elchem Industrial Road
 P. O. Box 395, Mgbidi
 Tel: 082-447963
 Sectoral Group: Motor Vehicle & Miscellaneous Assembly
 Sub-sector: Automobile Components manufacturers

- Product Manufactured: Elchems car wash, radiator coolant, electrolyte
15. **EMPRESA JEOMEG LIMITED**
48 Ehi Road
P. O. Box 6210 Aba
Tel: 082-231206, 08033181703
Sectoral Group: Chemical and Pharmaceutical Group
Sub-sector: Paints, vanishes and allied products
Products manufactured: Paints
16. **FALCON BOTTLING CO. LTD**
Osisioma/Old Aba Owerri Road
P. O. Box 1257, Aba
Tel: 082-231582
Sectoral Group: Soft drinks and carbonated water group
Products Manufactured: Battled water
17. **GLASS FORCE LIMITED**
Osusu Umueme Village, Ogbor Hill Aba
Sectoral Group: Non Metallic mineral products
Sub-sector: Glass manufacturers
Product Manufactured: Bottles
18. **GMICORD INTERBIX LIMITED**
Otulu Town
P. O. Box 243, Awo-Omamma, Oru West
Tel: 087-772742
Sectoral Group: Basic Metal, Iron & Steel & Fabricated Metal Products
Sub-sector: Nail and Wire Manufacturers Group
Product Manufactured: Nails and Wires
19. **HOME CHARM PAINTS INDUSTRIES LTD**
Km 5 Old Aba/Owerri Road
PMB 7131, Aba
Tel: 082-223843, 440062
Sectoral Group: Chemical and Pharmaceuticals
Sub-sector: Paints, Vanishes and Allied Products
Product Manufactured: Paints, Wood Vanish
20. **HYDRO RESOURCES INDUSTRIES LTD**
Iyi-Ukwuebi Spring, Umuosinta, Amuzi, Obowo
5 Mission Road, Umualum, Nekede
P. O. Box 1308, Owerri
Tel: 083-234894, 234631, 233910
E-mail: uzzi@hyperia.com
Sectoral Group: Food, Beverages and Tobacco
Sub-sector: Soft Drinks and Carbonated Water
Products Manufactured: Uzzi Natural Spring Water
21. **INTERNATIONAL EQUITABLE ASSOCIATION LTD**
No. 1 Nicholas Road
P. O. Box 282, Aba
Tel: 082-220699, 232130 (Fax; 227792)
E-mail: equitable@phea.linkserve.com
Sectoral Group: Chemical and Pharmaceuticals
Sub-sector: Soap and Detergent
Products Manufactured: Laundry Soap, Detergent etc.
22. **INTERNATIONAL GLASS INDUSTRIES LTD**
New Aba Industrial Layout
PMB 7044, Aba
Tel: 082-220699
Sectoral Group: Non metallic Mineral Products

- Sub-sector: Glass Manufacturers
Products Manufactured: Glass & Allied Products
23. **JACOBS WINES LIMITED**
1 – 5 Frank Jacobs Avenue
P. O. Box 20 Mgbidi
Tel/Fax: 083-231135, 082 442501, 0803332967
E-mail: Jacobs@infoweb.abs.net
Sectoral Group: Food, Beverages and Tobacco
Sub-sector: Distillery and Blending of Spirit
Products Manufactured: Wines, Spirit, Starch and Juice
24. **KARISTO INDUSTRIAL SYSTEMS LTD**
Km 1.5 Aba/Umuahia Expressway
P. O. Box 5300, Aba
Tel: 082-221949
Sectoral Group: Basic Metal, Iron & Steel and Fabricated Metal Products
Sub-sector: Distillery and Blending of Spirit
Products Manufactured: Wines, Spirit, Starch and Juice
25. **KITCHEN VEGETABLE OIL LTD**
152 Aba/Owerri Road
P. O. Box 3223, Aba
Tel: 082-350157-9, 350160
Sectoral Group: Food, Beverages & Tobacco
Sub-sector: Vegetable/Edible Oil
Products Manufactured: Vegetable Oil
26. **KORAMA CLOVER INDUSTRIAL LTD**
Km 6 Old Aba/Owerri Road
P. O. Box 1345, Aba
Tel: 082-350101, 350100, 440019
E-mail: korama@yahoo.com cloverpains@hotmail.com
Sectoral Group: Chemical and Pharmaceuticals
Sub-sector: Paints, Vanishes and Allied Products Group
Products Manufactured: Paints, Wood Variables
27. **LEKWAS METAL WORKS LTD**
Km 2.5 Aba/PH Expressway, Alaoji
142 Ehi Road
P. O. Box 606, Aba
Tel: 082-220055, 230103, Fax: 237104
E-mail: lekwasmetal@yahoo.com
Sectoral Group: Basic Metal, Iron & Steel and Fabricated Metal Products
Sub-sector: Nail and Wire Manufacturers Group
Products Manufactured: Wire and Nails
28. **LEO MELOS PHARM. IND. LTD**
301 Old Aba/Owerri Road
P. O. Box 188, Aba
Tel: 082-226410, 352061, 350067, 440111
E-mail: lcomeless2000@yahoo.com
Sectoral Group: Chemical and Pharmaceutical
Sub-sector: Pharmaceutical
Products Manufactured: Drugs
29. **LIMCA BOTTLES PLC**
Limca Junction, Enugu/PH Expressway
P. O. Box 236, Okigwe
Tel: 083-231671
Sectoral Group: Food, Beverages and Tobacco
Sub-sector: Soft Drinks and Carbonated Water

30. Products Manufactured: Soft Drinks, Sachet Water
MAWATEC INDUSTRIES LTD
 Km 4 Orlu/Owerri Road
 P. O. Box 293, Orlu
 Tel: 083-520122, 520522, 082-440714
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Star and Miscellaneous Food Products
 Products Manufactured: Vegetable Oil, PKO and PKC
31. **NICEN INDUSTRIES LIMITED**
 Km 6 Old Aba/Owerri
 Osisioma Industrial Layout
 Tel: 082-441788, 082 – 222688, Aba
 Sectoral Group: Chemical and Pharmaceutical Group
 Sub-sector: Paints, Vanishes and Allied Products
 Product Manufactured: Paints and Plastics
32. **PGN LIMITED**
 Km 1 Aba/Umuahia Expressway
 P. O. Box 214
 Tel: (082) 353545, 08035232330, Aba
 E-mail: ngn1000@yahoo.com
 Sectoral Group: Basic Metal, Iron & Steel and Fabricated Metal Products
 Sub-sector: Aluminium Producers
 Products Manufactured: Longspan Aluminium, Tower Step Tiles, etc.
33. **POLEMA INDUSTRIES LIMITED**
 Old Aba/Owerr Road, Osisioma, near NNPC Depot
 31 Okigwe Road
 P. O. Box 2582
 Tel: 082-222388, 227081
 Sectoral group; Food, Beverages and Tobacco
 Sub-sector: Star and other Miscellaneous Food Products
 Products Manufactured: PKO, PKC
34. **ROKANA INDUSTRIES PLC**
 5 Mission Road, Nekede
 P. O. Box 1270 Owerri
 Tel: 083-234894, 234631, 233910, 01-4970100
 E-mail: rokana@infoweb.abs.net
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Domestic Insecticide and Acrosol
 Products Manufactured: Toothbrush, Air Freshener, Body spray etc.
35. **SACLUX INDUSTRIES NIG. LIMITED**
 Umuoko Amuzukwu Ibeku
 10 Lock-up Shop, Warri Str. Umuahia
 Tel: 088-222653, 082-440145
 E-mail: sacluxpaints@yahoo.com
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Paints, variables and Allied Products Group
 Products Manufactured: Paints, Vanish
36. **SEAMASTER INDUSTRIES NIG LTD**
 Abor Umuazihe Amaifeke (Off Owerri Rd., Junction)
 P. O. Box 1111, Orlu
 Tel: 082-440775, 083-520356, 520341
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Starch and other Miscellaneous food products group
 Products Manufactured: PKO, PKC
37. **STARLINE NIGERIA LIMITED**

- Plot 10 – 14 Eziamma Industrial Layout
 152 Azikiwe Road
 P. O. Box 562, Aba
 Tel/Fax: 082-221686, 220214
 E-mail: starline@starline.com
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Toiletries and Cosmetic Group
 Products Manufactured: Cosmetics
38. **STAR PAPER MILL LIMITED**
 114/116 Aba/Owerri Road
 PMB 7376, Aba
 Tel: 082-222473, Fax: 221472, 090-500269
 E-mail: star@alpha.linserver.com www.starpapermil.com
 Sectoral Group: Pulp, paper products, Printing & Publishing
 Sub-sector: Pulp, Paper & Paper Products Group
 Products Manufactured: Tissue paper & Stationeries
39. **TEEGEE NIG MFG. & CO., LTD**
 37A New Ind. Layout
 P. O. Box 2872, Owerri
 Tel: 083-234232
 E-mail: teegee@infowed.abs.net
 Sectoral Group: Basic Metal, Iron, & Steel and Fabricated Metal Products
 Sub-sector: Nail and Wire Manufacturers Group
 Products Manufactured: Nail
40. **TONIMAS NIGERIA LIMITED**
 11 Port Harcourt Road
 Km 8 Aba/Umuahia Exp. Way Aba
 P. O. Box 3273, Aba
 Tel: 082-2232968, 231122, 447696
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Petroleum Refinery
 Products Manufactured: Lubricating Oils
41. **TOPTREE OIL MILL LTD**
 Km 5 Enugu/P.H. Expressway
 P. O. Box 1268 Aba
 Tel: 090-501770, 222751, Fax: 440018
 E-mail: toptreeoil@yahoo.com
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Star and other miscellaneous food products group
 Products Manufactured: Refined PKO Oil, (Vegetable Oil) Pal Kernel Oil
 Install Capacity: 100 Metric Tons perday
 Chief Sir Andy C. Okpa (KSM) – Managing Director
42. **TURA INTERNATIONAL LIMITED**
 J. Udeagbala Factory Premises
 Ayaba, Umueze, Aba
 Sectoral Group: Chemicals & Pharmaceutical Group
 Sub-sector: Soap and Detergent Group
 Product Manufactured: Soap
43. **TWINSET INDUSTRIES LIMITED**
 29/30 MCC Road Abayi Aba
 Tel/Fax: 08 225154
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Soft drinks and carbonated water group
 Products Manufactured: Bottled water, be cream
 Install Capacity: 2,000 Packets of 0.51, bottle/day

- Engr. Ina Uba Obasi
44. UCIKO NIGERIA LIMITED
 47, Str. Michael's Road
 P. O. Box 4701, Aba
 Tel: 082 – 223799, 08033418320
 Sectoral Group: Basic Metal, Iron & Steel & Fabricated Metal
 Sub-sector: Galvanize Iron Sheet Manufacturers Group
 Products Manufactured: Stainless Profile (Grids) Pop Ceiling Bond
- 45. UNITED STEEL CONVERTERS LTD**
 214 Port Harcourt Rd.,
 P. O. Box 292, Aba
 Tel; 082 – 220170, 224425, 440409, 225250 Fax: 233508
 E-mail: USCL@phea.linkserve.com
 Sectoral Group: Basic Metal, Iron & Steel Fabricated Metal
 Sub-sector: Galvanize Iron Sheet Manufacturers Group
 Products Manufactured: Galvanize roofing sheets
- 46. UNIVERSAL OILS LTD**
 216218 PJI Rd.
 P. O. Box 6630, Aba
 Tel: 082-224609, 220500, 221690, Fax: 082-223936
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Star and other Miscellaneous food products
 Products Manufactured: PKO, Vegetable Oil
- 47. ZAN COSMETIC IND. LTD**
 Km 2.5 PH/Enugu Exp. Way
 P. O. Box 12130, Aba
 Tel: 082-225347, 227906
 Sectoral Group: Chemical and Pharmaceuticals
 Sub-sector: Toiletries and Cosmetics
 Products Manufactured: Soap, cosmetics
 Install Capacity: 150,000 tons
 Mr. Alexander Onuwa Osuji – Managing Director
- 48. ZANDOB INDUSTRIAL LTD**
 Okpokorala Umuode-Obia, Enugu/PH Exp. Way
 3D Cemetery Road
 P. O. Box 7233, Aba
 Sectoral Group: Food, Beverages and Tobacco
 Sub-sector: Distillery and Bleeding of Spirit
 Products Manufactured: Wine and Spirit
 Install Capacity: 1.2m Cartons per annum
 Mr. Alex Maduako – Managing Director
- 49. GOODY A. DECORATORS LIMITED**
 1, Okigwe Road
 P. O. Box 20240, Aba
 Tel: 082-225617
 Sectoral Group: Non-Metallic Mineral Products
 Sub-sector; Absetors Manufacturers Group
 Product Manufactured: Ceiling Products
- 50. CITRACO INDUSTRY LIMITED**
 253/255 Aba/Owerri Road
 P. O. Box 12031, Aba
 Tel:
 Sub-sector: Leather products Manufacturers Group
 Product Manufactured: Shoes, Plastic & Leather Shoes