

**Digital Transformation, Change Management and Commitment of Secretaries in Public Polytechnics Ogun State, Nigeria**

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**2024**

### Certification

This is to certify that **Adedoyin Comfort ADEOYE** with Matriculation Number **LCU/PG/003100** carried out this research work titled “Digital Transformation, Change Management and Commitment of Secretaries in Public Polytechnics Ogun State, Nigeria” in the Department of Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria Oyo State for the award of Masters Degree (MSc.) in office information and management and that the work has not been previously submitted.

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## **Dedication**

This thesis is dedicated to God Almighty for His sufficient grace over my life.

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## **Acknowledgment**

My appreciation goes to the management and staff of Lead City University, Ibadan for providing the needed support and conducive environment during the course of my study and in conducting this research. The researcher is grateful to staff and management of all the universities and libraries that provided data for this study: Federal Polytechnic Ilaro, Gateway Polytechnic Sapade, Ogun State Institution of Technology, Moshood Abiola Polytechnic, D. S. Adegbenro ICT and Abraham Adesanya Polytechnic

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“Even though the above mentioned institutions and person have assisted in the process of the research work, I alone stand responsible for the errors, if any found in the work” .

## Abstract

Commitment of secretaries has become important and impactful to the institution for growth and sustainability. The study aims to examine the impact of digital transformation and change management on the commitment of secretaries in public polytechnics in Ogun State Nigeria. The study adopted a descriptive survey research design. The population for this study consisted of 187 secretaries from Six public polytechnic in Ogun state. Total enumeration is adopted in selecting the study sample in view of the manageable number of respondents involved in the study. The instrument used in this research is a structured questionnaire adapted from relevant theories and models. Data analysis irrupted the use of descriptive statistic such as simple frequencies and percentages while the research hypotheses were tested using inferential statistics. The results show a moderate level of commitment of secretaries in the public polytechnic (Mean = 3.32). The study also found a high level of digital transformation (Mean = 3.16) but a moderate level of change management (Mean = 2.98) among the respondents. The test of hypotheses revealed that digital transformation (Adj.  $R^2 = 0.519$ ;  $p = 0.00$ ) and Change management (Adj.  $R^2 = 0.232$ ;  $p = 0.00$ ) significant influence commitment of secretaries in the public polytechnic in Ogun State. The study concluded that effective digital transformation and change management will greatly influence the commitment of secretaries in the public polytechnics. It was recommended that school administrations need to know more about how to implement successful change management strategies in digital transformation as they believe that they are better aware of the need of the change, have good desire to participate and have good abilities to partake in the process.

**Keywords:** Digital transformation, Change management, Commitment, Secretaries, Polytechnic

**Word count:** 274

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Employees who are actively engaged in their work and dedicated to their organisations provide companies with significant competitive advantages, such as increased productivity and reduced employee turnover. As a result, it is no surprise that organizations, regardless of size or type, have heavily invested in strategies and practices designed to promote engagement and commitment among their workforce<sup>1</sup>. The level of engagement, dedication and attachment that employees have towards their jobs and the organisation they work for is important. Commitment of employees describe the extent to which employees are willing to stay with their employer, even when they are faced with attractive offers from other organisation<sup>1</sup>.

Employee commitment refers to the strength of the attachment an individual feels toward their organisation. It can be assessed by how willing an employee is to embrace the organisation's values and goals, how effectively they fulfill their job responsibilities, and their observed behavior in the workplace<sup>11</sup>. In today's globalized and highly competitive environment, employer commitment to employees has become less guaranteed. The idea of lifetime employment is largely outdated, as poorly performing organisational units are often reorganized, typically resulting in job cuts. Similarly, employees who underperform are more likely to face termination<sup>2</sup>.

Secretary's commitment can be evaluated by their willingness to embrace the company's ideals and objectives, their job performance, and their behavior in the workplace<sup>2</sup>. Secretaries' involvement in an organisations goal and vision, as well as the nature of their commitment, plays a crucial role in shaping any management strategy. Over the years, organizational

leaders have fostered this commitment by understanding employees' psychology, emotions, and expectations, addressing their needs in ways that benefit both parties. This approach has strengthened employees' dedication to the organization, contributing to the achievement of its goals.

An analytical perspective on employee commitment breaks it down into three key components: affective, continuance, and normative commitment. Affective commitment refers to the emotional connection an employee has to the organisation's values essentially, how much they like and feel attached to the organization<sup>13</sup>. Employees with strong affective commitment experience a deep sense of belonging and loyalty. For instance, a secretary with high affective commitment would possibly remain with their current employer even if offered a higher-paying job elsewhere. Despite potential benefits like increased prestige, better working conditions, or improved benefits, they are inclined to stay due to their emotional attachment and sense of loyalty to the organisation<sup>2</sup>.

Continuance commitment refers to an employee's decision to stay with an organisation because they feel they need to, not necessarily because they want to. This type of commitment often stems from practical reasons, like a lack of better job opportunities or the belief that their pay and benefits won't improve elsewhere. For example, an employee might stay with their current company because they don't think they'll find a better salary or perks at another job. However, this can be a challenge for organizations, as employees who stay out of necessity may become unhappy or disengaged, but still choose not to leave<sup>14</sup>.

Normative commitment is about the sense of obligation or responsibility an employee feels toward their organisation<sup>11</sup>. Employees with strong normative commitment stay because they feel it's the right thing to do, often driven by loyalty or a feeling of duty. While the different

types of commitment can influence one another, it's helpful to look at them separately when developing management strategies. Employees with strong normative commitment may feel

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guilty at the thought of leaving, as they believe their departure could negatively impact the company. Because there is nowhere else to work, employees who are normatively committed do so. To keep their jobs or to keep themselves occupied so they can provide for their families' basic necessities, they thus act as though they are dedicated to the organization. Therefore, normative commitment only manifests itself when an employee has no choice but to remain in their current position<sup>13</sup>.

Digital transformation involves leveraging digital technologies to innovate or change existing business processes, company culture, and customer experiences in response to evolving market demands. This shift in the way businesses operate in the digital age goes beyond traditional roles such as sales, marketing, and customer service. At its core, digital transformation revolves around how organisations perceive and interact with their customers. As companies transition from paper-based systems to spreadsheets and then to smart applications for managing operations, they have the opportunity to rethink their business strategies and enhance customer engagement through digital technology<sup>4</sup>.

The contribution of digital transformation has revolutionized the way organizations operate, and it has significantly impacted the productivity of office managers. Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how businesses operate and deliver value to customers<sup>6</sup>. The widespread adoption of digital technologies has led to significant changes in organisational structures, processes, and business models. However, managing digital transformation is not a simple task, and change management is crucial to ensure the successful implementation of digital technologies.

Digital transformation refers to the integration of digital technologies into various aspects of business operations to drive innovation, efficiency, and productivity. With the increasing adoption of digital technologies, office managers are expected to adapt to new ways of

working to ensure their teams can work efficiently and effectively<sup>8</sup>. However, this transformation can be challenging and effective change management is crucial to ensure successful implementation. To ensure that secretary can maximize the potential benefits of digital transformation, it is essential to identify the factors that influence its successful implementation. For example, some studies found that factors such as employee involvement, leadership support, and training and development programs significantly impact the success of digital transformation initiatives. Overall, it is clear that digital transformation can significantly impact office managers' productivity, and effective change management practices are crucial for successful implementation. As such, organizations must prioritize effective change management practices to ensure that their digital transformation initiatives are successful, and their office managers can work efficiently and effectively in the digital age<sup>6</sup>.

The rise of new technologies, such as the internet, big data, and mobile devices, has disrupted nearly every industry<sup>6</sup>. As a result, organisations need to be mindful of these disruptions in related sectors and respond appropriately. To stay relevant in today's digital marketplace and remain competitive, companies must embrace digital transformation; otherwise, they risk going out of business. This transformation often involves changes to products, organizational structures, and the automation of processes<sup>7</sup>. Digital transformation is essential for enhancing operational efficiency, which is closely tied to sustainability. However, the success of this transformation depends on employees being fully committed to the company's mission, rather than just implementing and using new technologies.

While researchers define digital transformation in various ways, they all emphasize the fundamental idea of changing traditional work methods through the introduction of new digital technologies or upgrading outdated ones to enhance company performance. Digital transformation is not just about making small adjustments within a business; it's a strategic

journey aimed at achieving specific objectives. An effective digital transformation plan aligns the business strategy with the IT strategy<sup>8</sup>. One can think of digitalization like a snowball rolling down a hill—it's growing and gaining momentum without a clear direction, just focusing on motion and broad impact.

In many polytechnic institutions, traditional methods of human interaction are being phased out as digital technologies are adopted, yet progress in digital transformation and innovation has been slow<sup>7</sup>. Organisations often struggle to adapt to digital technology, even though it's essential for gaining a competitive edge and improving customer experience. For successful digital transformation, it's crucial to cultivate an awareness of the organization's core values, identify specific challenges, and develop actionable plans to communicate and promote necessary changes. Digital transformation can be evaluated through the lens of digital technology, digital operations, and digital culture<sup>9</sup>.

Digital technology involves a thorough redesign and restructuring of business processes to achieve significant improvements in operational efficiency and agility. Various factors can drive this technological shift, including the need to cut costs, enhance customer satisfaction, or boost competitiveness<sup>7</sup>. Essentially, it's about reengineering critical processes, functions, workflows, tools, and technologies to meet business demands and speed up time-to-market. This requires careful consideration of how the industry's core operations will evolve in the future. Technologies like cloud computing, big data analytics, artificial intelligence, and the Internet of Things are all key players in driving digital transformation. For instance, cloud computing allows organizations to securely access and store large volumes of data, fostering seamless collaboration and increasing productivity<sup>18</sup>.

Digital Operation evaluates the performance of an organization's day-to-day tasks that drive the implementation of its strategies. Management excellence is achieved by combining smart

processes with flexible change management to continuously promote rapid and affordable decisions using real-time insights and data<sup>7</sup>. Digital operations help digital transformation for future-thinking prospects so organisation can achieve goals and objectives. Entering a new market can allow the company myriad new growth opportunities and re-invigorate their foundational market space<sup>6</sup>. Exploring new strategies and domains through digital transformation can open up new growth opportunities for organisations. This shift can invigorate the organisation's foundational background and potentially inspire a higher level of commitment among employees with the aid of the practices and culture of the organisation<sup>5</sup>.

Digital Culture refers to an organisation's ability to establish an environment in which each person of the organisation may contribute to digital transformation while also working in a way that maximizes organizational success, productivity, and satisfaction<sup>6</sup>. This digital culture must foster the growth of creative organizational principles, such as creativity and invention, challenges and initiative, as well as continuous improvement through a common digital strategy. Leadership is critical in determining, exhibiting, and advocating the guiding principles of the required culture, as well as supporting high requirements and governance, which help to keep the organization focused on its goals and empower people in their roles. Organisational culture is defined as a set of anticipated behaviors that are commonly accepted inside a group. It is an essential factor of the climate and features of a subsequent organisation. It is an internal environmental factor that might determine organisational achievement or failure<sup>18</sup>.

Building an understanding of your organisation's core values, recognizing when actions align or conflict with those values, and developing effective communication and adoption strategies are all essential components of fostering a strong organisational culture. Digital culture transformation can occur across the entire organisation or within specific departments and teams. It involves changing the mindset, attitudes, and skills of the workforce to support

the desired culture. This process encourages communication throughout the organisation, enabling individuals and teams to understand, express, and embody the organisation's purpose to one another, clients, and stakeholders. A well-structured digital culture can lead to significant changes in business processes. Digital transformation, which results from digitalization, refers to how the use of digital technology can create new and innovative business models and value creation strategies. Digitalization itself is the process of integrating digital technologies, which don't necessarily have to be ground-breaking; rather, innovation arises within the specific context of the organisation<sup>15</sup>.

Change management is a systematic approach to guiding individuals, teams, and organisations through the transition from their current state to a desired future state. The importance of change management in the success of digital transformation initiatives cannot be emphasized enough. Secretaries, who play a vital role in overseeing the daily operations of an organisation, are directly affected by the changes that come with digital transformation and effective change management<sup>19</sup>. The effectiveness and efficiency of secretaries can be significantly enhanced or hindered by the implementation of digital technologies and the management of the resulting changes<sup>3</sup>. Therefore, it is essential to understand the effect of digital transformation and change management on secretaries' productivity.

Change management in the context of digital transformation often focuses primarily on internal processes or technology, neglecting the broader implications of these changes on people<sup>16</sup>. There is a noticeable lack of research that offers pathways for effective long-term change management during digital transformation, especially in traditional professions, less technologically advanced businesses, and developing countries. Change management is essential for organisations operating in highly competitive environments<sup>6</sup>. Theories of change help explain how effectively organizations can adjust their strategies, processes, and structures in response to various internal and external pressures<sup>17</sup>. Internal sources of change

can include individuals such as shareholders, management, and employees<sup>10</sup>. Factors like globalization, emerging technologies, and cultural shifts contribute to the rapidly evolving landscape in which organizations must operate, often requiring them to adapt more frequently to stay relevant<sup>16</sup>. When change is necessary, management faces the challenge of deciding how to respond. The dilemma often revolves around whether to adjust the organisation's objectives and strategies, technology, human resources, organisational structure, or the business environment itself<sup>19</sup>. It is well-known that change management encompasses a wide range of aspects. Organisational change can involve modifications to an organisation's environment, structure, culture, technology, or personnel. In essence, change is a dynamic process that spawns various strategies organizations can use to promote their products and services, supported by skilled personnel. Change management consist of components such as unfreezing stage, changing stage and freezing stage<sup>19</sup>.

Unfreezing is the initial stage in which the current condition or current situation is ready for change. It entails convincing people that change is necessary and instilling incentive to abandon old behaviors or routines<sup>17</sup>. Addressing resistance, expressing the need for change, and diminishing pressures that preserve the current situation are all possible steps in the unfreezing process. Unfreezing is often a pivotal moment that highlights the need for change, whether it's due to declining profitability, a lawsuit, or employee dissatisfaction<sup>3</sup>. Once it's clear that change is necessary, a change management strategy needs to be communicated throughout the organization to prepare everyone for the upcoming transition. The organisation must increase awareness of the change and address any potential resistance that may arise. Senior leadership and management should clearly communicate to secretaries and other staff why the organisation cannot continue operating as it currently does<sup>17</sup>.

The changing stage occurs after the desired transformation has been clearly defined, and the next step is to implement it as smoothly and quickly as possible. This phase involves making

actual changes to the organisation's structure, business processes, staffing, or other relevant areas. The extent of these changes will depend on the company's needs, but they should always be carefully planned with input from employees and other key stakeholders. While employees may recognize the need to align with the new direction, they might struggle to adapt to the new reality. Consequently, it may take time to fully implement all necessary changes. Effective planning during the initial stage is crucial to avoid potential roadblocks. Leaders should provide employees with all relevant information to ease their transition.

The final stage, freezing, focuses on solidifying the changes to ensure they become part of the organisation's daily operations. Adjusting to new practices or procedures can take time, which may slow down this process. Freezing is vital for ensuring that the changes are sustainable and that employees embrace the new normal. This stage also prevents staff from reverting to outdated practices that could negatively impact the organisation. Companies can utilize both informal and formal methods to reinforce and maintain these new changes. The goal is to eliminate any lingering doubts or resistance and to achieve widespread acceptance of the new status quo<sup>16</sup>.

There is widespread recognition of the critical role change plays in organisations, prompting many companies to adopt new management concepts to maintain profitability and competitiveness. While some changes can significantly impact an organisation, others may have a more minimal effect. To remain relevant and competitive, organisations must embrace change. Organisational change involves moving from the current state to a desired future state to enhance effectiveness. To boost performance, organisations need to adapt and respond to necessary changes in a timely manner. However, the mere mention of change can evoke feelings of anxiety and tension among employees. As changes begin to unfold, members of the organization may experience uncertainty and confusion, often stemming from a fear of the unknown<sup>19</sup>. Given these realities, it is unlikely that organisational leaders would

underestimate the implications of change initiatives. Change is a constant aspect of organisational life and an intrinsic part of nature, while resistance to change is also a common phenomenon<sup>14</sup>. People often feel uncomfortable with the unfamiliar and prefer stability, despite the fact that progress cannot be achieved by remaining static<sup>20</sup>.

Therefore, the work of a corporate secretary is also changing dramatically as a result of new advances in the governance ecosystem and legal technology. It is certain that things will be different in the future than they are now. Corporate secretary should not be alarmed by technical advancements, but rather dive in and learn everything they can about change. Technological advancements will enable company secretaries to spend less time processing data and more time thinking creatively and problem-solving<sup>20</sup>. Adapting to digital transformation has become crucial for any organization aiming for success, growth, and sustainability. As such, change management is a vital strategy to facilitate a smooth transformation. By embracing change and viewing it as a positive development, organisations can shift their perspective from seeing change as a risky endeavor to recognizing it as an opportunity for improvement<sup>19</sup>.

## **1.2 Statement of the problem**

Commitment of employees become to depreciate when digital transformation and change management are not implemented in the appropriate way which can affect the growth of the organisation at large. In recent years, the integration of digital transformation within organizational frameworks has become imperative for staying competitive and relevant in various sectors. Public polytechnics in Ogun State, Nigeria, are no exception to this trend, as they grapple with the need to modernize their operations and adapt to the digital age. Simultaneously, these institutions face the challenge of implementing change management strategies to facilitate the transition effectively. The convergence of digital transformation and

change management is a pivotal concern, particularly in the context of public polytechnics in Nigeria. These institutions often operate within bureaucratic structures and face unique challenges associated with transitioning traditional administrative processes to modern, technology-driven systems<sup>15</sup>. Additionally, the commitment of secretaries, who play a vital role in managing administrative functions, becomes crucial in navigating this transformation.

There is however, dearth of research addressing the specific interplay among digital transformation, change management, and the commitment of secretaries within public polytechnics in Ogun state and Nigeria at large. Moreover, Public Polytechnics in Ogun State, present a unique context with its own set of socio-economic, cultural, and infrastructural dynamics that could influence the implementation and outcomes of digital transformation and change management strategies within the institutions. Thus, a comprehensive examination of these factors in conjunction with the commitment of secretaries is vital for providing tailored recommendations to optimize the integration of digital transformation and change management in this specific context. Addressing this gap in research is imperative to empower public polytechnics in Ogun State to strategically plan and implement digital transformation initiatives for maximum capacity utilization and competitive edge within the educational sector.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to investigate the influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun state. The objectives are to:

- i. identify the level of commitment of secretaries in public polytechnics in Ogun State.
- ii. assess the level of digital transformation in public polytechnics in Ogun State.
- iii. assess the prevalent stage of change management in public polytechnics in Ogun State.

- iv. determine the influence of digital transformation on commitment of secretaries in public polytechnics in Ogun State.
- v. determine the influence of change management on commitment of secretaries in public polytechnics in Ogun State.
- vi. ascertain the combined influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun State.

#### **1.4 Research Questions**

The following research questions will guide the study

1. What is the level of commitment of secretaries in public polytechnics in Ogun State?
2. What is the level of digital transformation in public polytechnics in Ogun State?
3. What is the prevalent stage of change management in public polytechnics in Ogun State?

#### **1.5 Hypotheses**

The following hypothesis will be investigated during the course of the study:

H<sub>0</sub>1: There will be no significant influence of digital transformation on commitment of secretaries in public polytechnics in Ogun State.

H<sub>0</sub>2: There will be no significant influence of change management on commitment of secretaries in public polytechnics in Ogun State.

H<sub>0</sub>3: There will be no significant combined influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun State.

#### **1.6 Significant of the study**

The significance of this study lies in its potential to drive positive transformations within the educational and administrative realms, specifically focusing on public polytechnics in Ogun State, Nigeria. By investigating the interplay of digital transformation and change management, the research aims to catalyze advancements in the education sector. Embracing digital tools and strategies can lead to enhanced teaching methodologies, research capabilities, and administrative processes, thereby elevating the overall quality of education provided by these institutions. Efficient integration of digital transformation and adept change management can streamline operations in public polytechnics. This operational efficiency is expected to yield cost savings, optimal resource allocation, and improved administrative functions. Consequently, the study stands to benefit the institutions by directing saved resources towards critical areas of development, potentially amplifying the positive impact within the academic sphere.

In understanding the levels of commitment and readiness of secretaries towards digital transformation, the study will enhance administrative staff. This enhancement can manifest through tailored training programs and support mechanisms, fostering a culture of adaptability and commitment to the growth and development of the organisation. In turn, this can create a ripple effect of increased efficiency and a proactive approach to change within the administrative framework. Moreover, the insights garnered from this study could significantly inform policy formulation and decision-making processes. Policymakers and educational administrators can utilize this information to craft policies conducive to the encouragement and support of digital transformation initiatives. Evidence-based decision-making stemming from this research can steer sustainable change within educational institutions, ensuring alignment with broader educational objectives and national development strategies.

Successful implementation of digital transformation strategies not only positions public polytechnics competitively on a global scale but also aligns them with international educational standards. This alignment has the potential to attract partnerships, collaborations, and funding opportunities, further propelling the institutions towards academic excellence and global recognition. Academically, this study contributes valuable insights to the existing body of knowledge. By contextualizing the integration of digital transformation and change management within public polytechnics in Ogun State, it offers a unique perspective to the broader discourse on organisational change and technology adoption. This contributes to academic growth and opens avenues for future research, providing a foundation for comparative studies and a deeper understanding of similar contexts.

Lastly, the socio-economic implications of this study are far-reaching. A more efficient and technologically advanced education system can significantly contribute to the socio-economic development of Ogun State and Nigeria. Well-educated individuals armed with modern skills are vital for fostering innovation, entrepreneurship, and economic growth, positioning the region favorably in the national and international landscape.

### **1.7 Scope of the study**

The study focused on investigating the influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun State. The dependent variables is commitment which would be measured by normative, affective and continuance commitment while the first independent variable is digital transformation, measured by digital technology, digital operation and digital culture. The second independent variable is change management and would be measured by

unfreezing stage, changing stage and freezing stage. The geographical scope of the study is Ogun state. The study covered all the Public Polytechnic in Ogun State. The respondents include all secretaries in these Public Polytechnics.

### **1.8 Limitation of the study**

The researcher encountered several obstacles during the study's execution, which might have prevented the study's successful conclusion. The attitude of staff in some of the public polytechnic's establishment offices to provide information about their secretaries and to formally attest to the research's conduct by signing the attestation letter was a major obstacle to the study's conduct. Other establishment offices subjected the researcher to extensive scrutiny before allowing them to administer the questionnaire, even though the letter of introduction was provided for that purpose. Some respondents' attitudes toward filling out and returning the given questionnaire were comparable to this. The researcher assured the staff of the institutions of the strict use of data for research purpose only, appealed to the administrative staff for their support and exercised patience in the collection of the data. The engagement of the Registrars in interview was time consuming and required a lot a perseverance as a result of their schedule as principal officers in their respective institutions.

### **1.9 Operational Definition of Terms**

**Commitment:** Level of enthusiasm a secretary has towards his/her tasks assigned in public polytechnics in Ogun State. It is the feeling of responsibility and bond that a secretary has toward the goals, mission, and vision of the polytechnic he/she is associated with.

**Normative commitment:** The sense of obligation felt by a secretary to remain with the polytechnic he/she works and to support all changes in the polytechnic because of the belief that it is the right thing to do for the Polytechnic.

**Affective commitment:** The tendency that a secretary will stay in a polytechnic because of his/her emotional attachment to the institution and the willingness to make sacrifices to support changes in the polytechnic and make it happen.

**Continuance commitment:** A measure of the willingness of a secretary to continue working for the same polytechnic or the sense of loyalty of a secretary to his employing polytechnic because the secretary has few alternatives and perceives the cost of leaving the polytechnic as too high.

**Digital transformation:** This process involves secretaries in public polytechnics utilizing digital technologies to develop new or adjust existing business processes, culture, and customer experiences to adapt to evolving business needs and future demands.

**Digital Technology:** The application used by secretaries in the public polytechnic in Ogun state for changing the basic way a polytechnic run and delivers value to services in order to increase performance, competitiveness, and adapt to changing market conditions.

**Digital Operation:** A long-term change management process driven by secretaries in public polytechnics, motivated by the need to adapt to new conditions and requirements while achieving the institution's goals. It encompasses significant transformations in business processes and must align with the overall strategy of the polytechnic.

**Digital culture:** A continuous process in which secretaries raise awareness of the polytechnic's basic values, identify circumstances when you are or are not aligned with those values, and establish practical plans to convey and support the adoption of any necessary change with the use of technology.

**Change management:** Involves guiding secretaries in public polytechnics in Ogun State through change, starting from the initial stages of conception and preparation, continuing through implementation, and culminating in resolution. A robust management strategy is essential to ensure that organizations successfully navigate and adapt to any changes that arise.

**Unfreezing stage:** Unfreeze is the initial stage of change management where the public polytechnic secretaries prepare for change by acknowledging the need for change, breaking down existing structures or mindsets, and creating awareness about the reasons for change. The involvement of secretary by breaking free from traditional business models, products or services to innovative way.

**Changing stage:** The changing phase in change management is when the actual transition or transformation takes place by secretaries in public polytechnics in Ogun State. This includes implementing new processes, systems, or strategies, and it often involves a period of adjustment and adaptation. Secretary begins to resolve their uncertainty and look for new ways to do things.

**Refreezing stage:** Refreeze is the final stage of change management where the changes are reinforced and integrated by secretaries into the public polytechnic's culture. It's about stabilizing the new state, making it the new norm, and ensuring that the changes are sustained over time.

**Secretaries:** Secretaries are often responsible for maintaining and organizing office work, implementing procedures, and performing various administrative activities, in Public Polytechnics, Ogun State. A professional who supports office operations by performing various behind-the-scenes tasks. Their responsibilities include organizing files, preparing documents, managing inventory of office supplies, and scheduling appointments.

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## **Chapter Two**

### **Literature Review**

This chapter reviews the literature relevant to the study. The chapter dwells on the concept and empirical studies that discuss the connection between Digital transformation, Change management and commitment of secretary in public polytechnics in Ogun state. The chapter is organized as follows:

#### **2.1 Conceptual Review**

2.1.1 Commitment

2.1.2 Digital transformation

2.1.3 Change management

#### **2.2 Theoretical Framework**

2.2.1 Meyers and Allen theory

2.2.2 The Digital Maturity Model

2.2.3 Kurt Lewin Theory

#### **2.3 Review of Empirical Studies**

2.3.1 Digital transformation and commitment

2.3.2 Change management and commitment

2.3.3 Digital transformation, change management and commitment

#### **2.4 Conceptual Model**

#### **2.5 Summary of Literature Reviewed**

## **2.1 Conceptual Review**

### **2.1.1 Concept of Commitment**

Commitment refers to the level of dedication, enthusiasm, and emotional attachment that secretaries have toward their respective polytechnics<sup>1</sup>. It encompasses their sense of responsibility, loyalty, and willingness to support the goals, mission, and vision of the institution. At its core, organisational commitment is about more than just fulfilling job responsibilities; it represents a deep-seated sense of responsibility. Secretaries with high levels of commitment feel a genuine sense of duty towards their polytechnics. They take ownership of their roles, viewing themselves as essential contributors to the institution's success<sup>2</sup>.

Loyalty is another integral component of organizational commitment. Secretaries who are committed to their polytechnics demonstrate unwavering loyalty to the institution. This loyalty extends beyond the boundaries of employment, as they align their personal values and professional aspirations with those of the polytechnic. They view the institution as more than just a place of employment; it becomes an essential part of their identity, and they are dedicated to upholding its reputation and values<sup>1</sup>. Furthermore, organisational commitment encompasses a willingness to support the goals, mission, and vision of the polytechnic. Committed secretaries understand that their efforts contribute to the broader objectives of the institution. They actively seek opportunities to contribute to the achievement of these goals and align their daily tasks with the overarching mission and vision. This alignment creates a sense of purpose in their work, reinforcing their commitment<sup>2</sup>. Three dimensions of

organizational commitment have been identified in the literature<sup>5</sup>. These are affective commitment, continuance commitment and normative commitment<sup>2</sup>.

Affective commitment, often regarded as the bedrock of organisational commitment, penetrates deeply into the realms of emotional attachment and connection that an employee forms with their organisation. It is a dimension that encapsulates a fundamental bond, transcending beyond mere obligation or necessity, to touch the essence of an employee's emotional experience within the intricate fabric of the organizational context<sup>2</sup>. At its core, affective commitment signifies more than just a contractual tie to a job. It represents a profound emotional connection, a sense of belonging, and an alignment with the organisational culture and values. Employees with high levels of affective commitment find genuine joy and fulfilment in being part of their organization. Their commitment isn't driven by external pressures or obligations, but rather by a heartfelt desire to contribute to the collective goals and vision of the organisation.

This emotional connection often manifests in various positive outcomes for both the employee and the organisation. Affective commitment is associated with heightened job satisfaction, increased organisational citizenship behaviors, and a decreased propensity to engage in counterproductive work behaviors. Furthermore, it acts as a motivational force, propelling employees to invest extra effort, go the extra mile, and contribute their discretionary energy to accomplish organizational objectives. The roots of affective commitment can be traced back to the positive experiences and interactions employees have within the organizational milieu. Supportive leaders, a cohesive and collaborative work environment, and opportunities for personal and professional growth play pivotal roles in nurturing and strengthening affective commitment. When employees feel valued, respected, and supported, their emotional commitment to the organisation deepens.

Employees who exhibit elevated levels of affective commitment experience a profound emotional resonance with their workplace. This emotional connection surpasses the confines of their designated tasks and roles; it extends to a deep-seated commitment to the ethos, values, and overarching vision of the organization. Their attachment isn't solely based on fulfilling professional duties; it encapsulates a sense of pride, enthusiasm, and an authentic desire to actively contribute to the organisation's triumphs and advancements.

This heightened emotional connection frequently translates into a markedly heightened degree of engagement and dedication to their work<sup>3</sup>. Affective commitment nurtures a work environment where employees are not merely fulfilling a job description; they are active participants in the organisation's journey and success story. Their emotional investment propels them to go beyond the ordinary, pouring in discretionary effort, and displaying a genuine passion for their work and the organisation's mission. Consequently, the effects of this heightened commitment reverberate across various dimensions of the organisation. Improved job performance is a natural outcome, as employees are motivated to excel and achieve in a workplace they deeply care about. They are not just aiming for personal success; they are striving to contribute to the collective success of the organisation. Also, this emotional investment often translates into positive interactions with colleagues and clients. Employees with high affective commitment tend to be more empathetic, understanding, and cooperative, fostering a positive and harmonious work environment. Their enthusiasm is infectious and inspires others, creating a ripple effect of commitment and engagement within the organisation<sup>2</sup>.

Affective commitment plays a pivotal role in employee retention. Employees with a high level of affective commitment are less likely to seek employment opportunities elsewhere. Their emotional investment in the organisation fosters a sense of belonging and loyalty, making them more inclined to stay with the organization through ups and downs. Affective

commitment is not static; it can be nurtured and developed over time. Organisations can bolster affective commitment by fostering an inclusive and supportive workplace environment, providing opportunities for employee growth and development, acknowledging and rewarding outstanding contributions, and facilitating a sense of purpose and meaning in employees' work<sup>2</sup>. Secretaries who possess affective commitment genuinely and passionately desire to be integral parts of their polytechnic institutions. Their emotional bond with the organization goes beyond mere duty or obligation; it reflects a heartfelt connection with the institution's mission, values, and people<sup>3</sup>. This emotional attachment is a driving force behind their commitment, motivating them to actively contribute to the polytechnic's growth and success.

One of the key characteristics of affective commitment is the belief that changes within the polytechnics are not just necessary but also highly beneficial. Secretaries with this form of commitment see change as an opportunity for growth and improvement, both for themselves and for the institution as a whole. They are more inclined to embrace change initiatives and adapt to new circumstances with enthusiasm and optimism, driven by the conviction that these changes will lead to a better future for their polytechnic<sup>3</sup>. Furthermore, secretaries with affective commitment are more likely to engage in positive behaviors that contribute to a harmonious and productive work environment. Their emotional investment in the polytechnic fosters a sense of camaraderie and cooperation, as they genuinely care about the well-being of their colleagues and the overall success of the institution<sup>3</sup>.

Continuance commitment, a fundamental dimension of organisational commitment, plays a significant role in understanding employee attachment and engagement within an organization<sup>2</sup>. It is a dimension characterized by the perception of costs associated with leaving the organization. Unlike affective commitment, which is rooted in emotional attachment, or normative commitment, which is based on a sense of duty and values

alignment, continuance commitment is tied to the notion that leaving the organization would result in considerable loss or sacrifice<sup>1</sup>.

Continuance commitment is the awareness of the investments made in the form of time, effort, and personal sacrifices during the tenure within the organisation <sup>1</sup>. Employees with high continuance commitment are likely to stay with the organization because they believe that the costs of leaving, whether financial, social, or professional, outweigh the benefits of seeking employment elsewhere. This commitment is more about necessity than desire, where employees perceive their options outside the organisation as limited or less appealing in comparison to the current situation<sup>1</sup>.

Continuance commitment is influenced by various factors, including financial investments like pension plans or benefits, as well as non-financial investments like social relationships or the effort put into learning and adapting to the organization's culture and processes<sup>6</sup>. Employees tend to stay in the organization because they recognize that leaving would mean giving up these accumulated benefits. Organizations can influence continuance commitment by ensuring that employees do not feel trapped or bound to the organization solely due to the costs associated with leaving. Providing a positive work environment, opportunities for growth and development, and competitive compensation can help balance the equation between the costs of leaving and the attractiveness of staying. In the context of secretaries working within polytechnic institutions, this form of commitment is a pivotal aspect to understand and manage effectively<sup>1</sup>.

This dimension of commitment reflects the extent to which secretaries are willing to remain with the same polytechnic due to various factors such as job security, financial stability, or the belief that their skills may not be as valued elsewhere. Essentially, it represents a sense of obligation to continue working for the organization, often stemming from a perceived lack of

feasible job opportunities or fear of losing valuable benefits that come with their current position<sup>1</sup>. One key factor influencing continuance commitment among secretaries in polytechnics is job market conditions. When the external job market appears uncertain or uninviting, secretaries may feel compelled to remain loyal to their current organization, as the perceived risk of finding suitable alternatives becomes higher<sup>3</sup>. Additionally, continuance commitment can also be influenced by the financial rewards and benefits offered by the organization, as secretaries may weigh the economic advantages of their current position against the potential disadvantages of seeking employment elsewhere<sup>5</sup>.

The concept of continuance commitment is an important aspect for organizational leaders to consider when managing and retaining secretarial staff in polytechnics. It highlights the necessity of creating a work environment that fosters a sense of attachment and loyalty while also recognizing that this commitment might not necessarily indicate a genuine desire to stay but rather a perceived necessity to do so<sup>1</sup>. Understanding continuance commitment is essential for organizational leaders and HR managers to design strategies that promote a healthier form of commitment, such as affective commitment, where employees stay because they want to, not just because they have to. When employees feel valued, engaged, and aligned with the organization's vision and values, their commitment shifts from being a mere continuum of costs to a genuine dedication towards achieving organisational objectives<sup>5</sup>.

Normative commitment is a fundamental dimension within the broader scope of organisational commitment, represents a profound exploration of the ethical and moral underpinnings that tightly bind employees to their respective organisations<sup>2</sup>. Employees exhibiting a heightened normative commitment experience a strong sense of obligation and duty toward actively supporting the organization and its overarching goals and missions<sup>1</sup>. At its core, this dimension of commitment is deeply entrenched in an individual's value system, encompassing their perception of what is morally right, just, and principled.

Employees driven by normative commitment find themselves motivated not solely by external factors such as job security or perceived benefits, but by a personal moral compass that points towards commitment and loyalty to the organisation. Their dedication stems from an inherent belief that standing by the organization is not just an employment contract, but a moral pact. They consider it their duty to contribute positively to the organisational fabric, aligning their actions with the values and ethics upheld by the organisation <sup>64</sup>. This form of commitment often manifests in employees going above and beyond their defined roles to act in the best interest of the organisation. They willingly participate in activities that support the organization's reputation and well-being, acting as brand ambassadors both within and outside the organisational sphere. Furthermore, individuals with high normative commitment often step up to guide their peers and colleagues, embodying and promoting the organization's ethical standards.

Normative commitment, thus, contributes significantly to organizational culture. Employees entrenched in this commitment dimension often become the guardians of the organisational ethos, reinforcing and propagating the values that define the workplace. Their actions create a ripple effect, encouraging others to also embrace and embody these values, fostering an organisational culture deeply rooted in ethics and a shared sense of duty. Furthermore, normative commitment significantly influences how employees respond to organizational transformations. Their commitment is not contingent on personal gain or loss but is firmly rooted in their sense of what is ethically right<sup>63</sup>. Consequently, they often play a crucial role in championing change within the organization. They act as advocates and influencers, encouraging their peers and colleagues to embrace the change by emphasizing its alignment with the organisation's values and ethical framework.

Moreover, normative commitment fosters a culture of integrity and ethical behaviour within the organization. Employees, driven by their moral duty, exemplify the desired conduct and

inspire others to adhere to the established ethical guidelines. This, in turn, contributes to the overall reputation and image of the organization, reinforcing its commitment to ethical practices. Normative commitment is a force that not only drives individuals to align with organizational values but also perpetuates a culture of conscientiousness and ethical conduct, playing an essential role in organisational effectiveness and resilience<sup>77</sup>.

In organizations with a robust ethical culture, normative commitment becomes a cornerstone of employee dedication. Employees align themselves with the organization's principles, recognizing that their actions and decisions are reflections of not just their personal values but the larger organizational ethos. This alignment cultivates a sense of responsibility to act in the best interest of the organization, reinforcing the ethical fabric of the workplace. Normative commitment is often tied to the perception of fairness and equity within the organization<sup>3</sup>. When employees perceive fairness in the treatment they receive, it strengthens their belief that the organization deserves their commitment. Fairness, respect, and ethical conduct by the organization become key drivers for normative commitment, emphasizing the interplay of organizational values and employee dedication.

In essence, normative commitment encapsulates a deep-seated belief in the ethical foundation of the organization, driven by the perception of being valued and the desire to contribute meaningfully to the organization's journey and triumphs.

### **2.1.2 Concept of Digital Transformation**

The first independent variable under investigation is digital transformation. Digital transformation refers to the process of utilizing digital technologies to modify or create new business processes, organizational culture, and customer experiences in response to evolving business needs and future requirements<sup>7</sup>. It represents a fundamental reimagining of institutions in the digital age and encompasses various aspects such as technology adoption,

automation, and innovation<sup>6</sup>. Digital transformation is a comprehensive and intricate process that has significantly impacted organizations across various industries in recent years. It involves leveraging advanced digital technologies to fundamentally change how an organisation operates and delivers value to its stakeholders<sup>7</sup>. This transformation is not merely about adopting new tools; it's a profound shift in the organisational mindset, culture, processes, and strategies to thrive in the digital age<sup>8</sup>.

At its core, digital transformation entails harnessing the power of cutting-edge digital technologies to optimize operations, enhance customer experiences, and drive innovation<sup>9</sup>. These technologies encompass a broad spectrum, including cyber security, artificial intelligence (AI), machine learning, cloud computing, Internet of Things (IoT), computer system and virtual interaction resources, among others. Integrating these technologies strategically can reshape traditional business models, create new revenue streams, and foster a culture of continuous innovation<sup>10</sup>. Digital transformation is propelled by the need to stay competitive and relevant in a fast-evolving business landscape<sup>11</sup>. It's about reimagining how organizations interact with their customers, optimize operations, and empower employees. This journey requires a holistic approach that encompasses people, processes, technology, and data<sup>12</sup>. The Dimensions of Digital Transformation are digital technology, digital operation and digital culture<sup>10</sup>.

Digital technology in the dynamic and swiftly evolving landscape of the digital age, the proactive and seamless integration of cutting-edge digital technologies into organisational operations is paramount for staying competitive and relevant<sup>8</sup>. Technology adoption, as the foundational dimension of digital transformation, serves as the cornerstone that shapes the entire process of digitalization. It involves a strategic and forward-thinking approach, where organisations not only embrace existing technologies but also anticipate and prepare for emerging ones.

At its core, technology adoption encompasses the strategic assessment and understanding of various digital technologies and their potential impact on the organization's goals and objectives. It requires a careful evaluation of the organisation's current technological landscape, identifying gaps, and discerning how new technologies can bridge these gaps to enhance efficiency, productivity, and overall performance<sup>13</sup>. The integration of these technologies should not be an isolated process but a cohesive and holistic one that aligns with the organization's overarching strategy. It necessitates a thorough understanding of the organisation's unique needs, industry dynamics, and customer demands to make informed decisions about the technologies that would best serve the organisation's purpose<sup>8</sup>.

Moreover, digital technology entails fostering a culture of innovation and continuous learning within the organisation. It calls for encouraging employees to embrace and adapt to these technological advancements through training programs and initiatives. Building digital capabilities among the workforce ensures that the potential benefits of technology adoption are fully realized and integrated into the organisational fabric<sup>13</sup>. The use of digital technology is a pivotal aspect of digital transformation, involves a strategic approach that encompasses several facets, each contributing to the organization's journey into the digital realm.

Furthermore, digital technology entails the proficient utilization of big data analytics, representing a paradigm shift in how organisations leverage their data resources. In today's digital landscape, organizations are inundated with an overwhelming volume, variety, and velocity of data. Big data analytics provides the means to process and derive invaluable insights from this vast and diverse data, unlocking a goldmine of potential knowledge and understanding<sup>13</sup>. The real power of big data analytics lies in its ability to transform this overwhelming volume of data into actionable insights. Traditional data processing methods fall short when it comes to handling the sheer scale and complexity of modern data sets. Big data analytics, however, employs advanced algorithms and analytical techniques that can

process this data at incredible speeds. Through this systematic analysis, organizations can uncover patterns, trends, and correlations that may otherwise remain concealed in the vast sea of data.

These insights derived from big data analytics play a pivotal role in decision-making within organizations. Decision-makers are empowered with a data-driven approach, where choices and strategies are backed by concrete evidence and thorough analysis. This fundamentally transforms decision-making from a subjective process to an objective one, underpinned by data and analytics. Consequently, this data-driven decision-making provides a significant competitive advantage in the market. Moreover, big data analytics is not limited to retrospective analysis. Advanced analytics techniques, such as predictive and prescriptive analytics, enable organizations to anticipate future trends and events, allowing for proactive strategies and actions. By foreseeing potential opportunities and challenges, organizations can position themselves strategically, making informed decisions that give them a competitive edge<sup>13</sup>.

Also, digital technology encapsulates the strategic leveraging of artificial intelligence (AI) and machine learning (ML), representing a transformative shift in how organizations operate and innovate<sup>8</sup>. AI and ML technologies have advanced significantly, demonstrating the ability to replicate and simulate human cognitive functions effectively. They possess the capacity to learn and improve their performance iteratively by identifying and understanding patterns within data<sup>8</sup>. The integration of AI and ML into organisational operations signifies a leap towards intelligent automation. Repetitive and mundane tasks that consume significant time and resources can be automated, freeing up human capital to focus on more strategic and creative endeavors. AI-powered systems can analyze massive volumes of data at incredible speeds, extract meaningful insights, and make informed decisions. Over time, these

technologies become more refined and accurate through learning from new data, leading to continuous improvement and optimization of processes.

One of the remarkable features of AI and ML is their predictive capabilities. These technologies can analyze historical data to anticipate future trends, customer behaviors, and market dynamics. This predictive aspect is invaluable for organisations, allowing them to proactively plan strategies and allocate resources effectively. For instance, in marketing, AI algorithms can predict consumer preferences, enabling tailored marketing strategies that resonate with target audiences. By harnessing AI and ML technologies, organizations can optimize their decision-making processes. AI algorithms can analyze vast amounts of data, identify patterns, and derive insights that may not be immediately apparent to human decision-makers. This augments the decision-making process by providing a data-driven perspective and significantly reducing the margin of error<sup>13</sup>. Additionally, by automating decisions within predefined parameters, AI and ML ensure consistency and efficiency in the decision-making process.

The Internet of Things (IoT) ecosystem represents a paradigm shift in the digital transformation landscape, epitomizing the seamless interconnectedness of devices and sensors to enhance operational processes<sup>14</sup>. It unfolds a realm of possibilities wherein physical objects are infused with sensors, software, and network connectivity, allowing them to collect and exchange data. In essence, the IoT transforms everyday devices into intelligent entities, capable of real-time communication and data exchange<sup>15</sup>. This interconnected network encompasses a vast array of objects, ranging from household appliances and wearable devices to industrial machinery and vehicles. Through these interconnected devices, organizations can access a wealth of real-time information, creating a valuable foundation for data-driven decision-making.

One of the paramount domains where IoT is creating a revolutionary impact is in the field of manufacturing<sup>14</sup>. Manufacturers can embed sensors in their machinery and equipment, enabling real-time monitoring of operational parameters. This real-time monitoring facilitates predictive maintenance, where potential faults or malfunctions can be predicted before they occur. Predictive maintenance minimizes downtime and enhances the lifespan of equipment, ultimately resulting in substantial cost savings<sup>16</sup>.

Organizations embracing RPA witness a tangible improvement in process speed and overall productivity<sup>19</sup>. Tasks that once took considerable time to complete are now executed swiftly and seamlessly by RPA bots, contributing to shorter processing times and faster delivery of services. This increased velocity directly impacts an organization's ability to serve customers promptly and meet market demands with agility. Additionally, RPA promotes a non-disruptive integration within existing systems and processes<sup>22</sup>. The implementation of RPA solutions is often flexible and can be tailored to align with an organization's specific requirements. This adaptability allows organizations to incorporate automation without the need for extensive overhauls or disruptions to their current operational frameworks.

The digital operations dimension of digital maturity pertains to how well an organisation has embraced digital technologies to optimize its core processes. It encompasses the transformation of traditional, manual processes into efficient, automated workflows. Measuring digital maturity in operations involves examining the level of process automation, digital workflow management, and the use of data-driven insights to enhance operational efficiency. Organizations with a high degree of digital maturity tend to exhibit streamlined operations, quicker response times, and reduced operational costs<sup>7</sup>. Assessment in this dimension can involve the quantification of time and cost savings achieved through digital transformation and the extent to which data analytics are driving operational decisions.

Digital operation is a fundamental pillar of digital transformation, has emerged as a pivotal force reshaping on how organizations operate and innovate in the contemporary business landscape<sup>23</sup>. At its core, automation involves leveraging technology to mechanize repetitive tasks and streamline processes, liberating human potential for higher-value, strategic initiatives. One of the fundamental objectives of Digital operation is to optimize the allocation of resources within an organization, a crucial aspect emphasized by Raghunath<sup>24</sup>. When routine and repetitive tasks are automated, the human workforce is liberated from mundane activities. This liberation allows them to focus on higher-value, intellectually demanding endeavors that necessitate creativity, critical thinking, and problem-solving skills. The strategic redistribution of human resources towards these endeavors acts as a catalyst for innovation and accelerates organizational growth.

The automation of routine tasks has a profound impact on the efficiency and effectiveness of the workforce<sup>25</sup>. When employees are relieved from monotonous activities, they can channel their efforts and intellect towards tasks that require human intuition and understanding. Consequently, this shift enhances the quality of output and accelerates the pace at which strategic objectives are achieved, contributing to overall organizational efficiency.

Moreover, a Digital operation contributes significantly to employee satisfaction and engagement. Employees often find repetitive tasks tedious and demotivating. The introduction of Digital operation not only reduces the burden of such tasks but also leads to a more engaged workforce. Employees feel more valued and empowered when engaged in challenging and meaningful work, fostering a positive work environment and boosting productivity<sup>23</sup>. Additionally, the strategic application of Digital operation can lead to cost savings for the organization. Digital operation processes reduce reliance on extensive human intervention, minimizing labor costs and associated expenses. While the initial investment in

automation may be significant, the long-term cost benefits, coupled with enhanced productivity, often outweigh the initial capital outlay<sup>25</sup>.

Digital operation emerges as a powerful tool for error reduction within various organisational processes, a critical aspect emphasized by Spremić<sup>26</sup>. Human error. It plays a pivotal role in minimizing these risks by executing tasks with a remarkable degree of precision and consistency, thus significantly enhancing operational accuracy. This accuracy translates into a higher level of quality in the products and services delivered by the organisation. In complex operational landscapes, such as manufacturing or logistics, where a minor error can have substantial repercussions, automation becomes indispensable<sup>27</sup>. Services operation systems are capable of executing intricate operations with an accuracy that surpasses human capabilities. This precision is especially valuable in scenarios where even a slight deviation from the intended process can result in inefficiencies, delays, or compromised product quality. Moreover, the consistent accuracy achieved through a Digital operation directly translates into enhanced organisation satisfaction and loyalty. By minimizing errors and maintaining a high standard of accuracy, organisations can meet and even surpass these expectations, fostering stronger customer relationships and a positive brand image<sup>23</sup>. The error reduction through service operation has far-reaching implications for risk management. Many industries, including finance and healthcare, are highly regulated and prone to severe legal and financial consequences in case of errors. Digital operation significantly mitigates these risks by ensuring adherence to regulatory requirements and reducing the likelihood of costly errors, hence bolstering compliance and minimizing legal liabilities<sup>26</sup>.

This technology has garnered considerable attention and adoption within diverse industries due to its immense potential to automate a wide array of tasks. The versatility of RPA is particularly notable. It can automate routine and monotonous tasks that demand a high degree

of manual effort, such as data entry, data extraction, and report generation. This translates into significant time and cost savings for organisations. Employees, relieved from mundane and repetitive tasks, can redirect their efforts towards more strategic and value-added activities, thus optimizing human resource utilization<sup>28</sup>. Moreover, RPA plays a transformative role in enhancing operational agility. Businesses are often confronted with the need to adapt swiftly to changing market dynamics. RPA facilitates this agility by automating changes in processes with minimal human intervention. Tasks can be reconfigured, added, or removed swiftly through software bots, enabling businesses to respond rapidly to market demands<sup>29</sup>.

Digital operation significantly contributes to enabling and enhancing data-driven decision-making within organizations, a critical aspect often emphasized in contemporary business strategies. In the current data-centric landscape, businesses accumulate vast volumes of data from various sources and channels, including customer interactions, transactions, and operational activities. This influx of data, often referred to as big data, presents both an opportunity and a challenge. The opportunity lies in the potential insights and knowledge that can be extracted from this data to drive strategic decision-making. However, the challenge lies in effectively managing, processing, and deriving meaningful insights from such massive and diverse datasets.

Digital culture transformation serves as a catalyst for cultivating a culture of innovation within organizations, propelling them into an era of creativity and novel problem-solving. As businesses embrace digital technologies and integrate them seamlessly into their operations, they unlock an array of opportunities that fuel the spirit of innovation among employees<sup>33</sup>. Digital technologies have revolutionized the way organizations innovate by providing platforms that facilitate rapid prototyping and experimentation. In the traditional innovation landscape, moving from concept to prototype involved significant time and resource

investments. However, with digital tools and technologies, this process has been expedited, enabling organizations to swiftly test their ideas and concepts<sup>34</sup>.

The agility of digital culture allows organisations to transition from the conceptualization phase to a working prototype rapidly. This quick transition is fundamental in today's fast-paced business environment, where being the first to market with a viable product or service can make a substantial difference<sup>35</sup>. It encourages organizations to take their innovative ideas and rapidly translate them into tangible prototypes. Moreover, digital platforms also enable a more iterative approach to innovation. Organisations can create a basic version of their concept and then iterate based on feedback and insights gained from testing. This iterative process ensures that the final product is well-refined and aligned with user needs and preferences<sup>34</sup>. The ability to iterate based on real-world testing minimizes the risks associated with launching a product that might not meet market demands. The reduced time and cost investments associated with prototyping in the digital realm also promote a culture of experimentation and risk-taking. Teams are more willing to experiment with new and innovative ideas, knowing that they can quickly develop prototypes and test them in real-world scenarios. This culture of experimentation often leads to breakthroughs and transformative innovations<sup>36</sup>.

Digital culture has fundamentally altered the landscape of innovation within organisations by fostering collaboration and idea sharing. The advent of advanced communication tools, collaborative platforms, and cloud-based systems has revolutionized the way employees interact and contribute to the ideation process<sup>37</sup>. In the modern digital workplace, barriers to communication and idea sharing have been dismantled. Employees, regardless of their physical location or department, can seamlessly share their ideas and insights with their colleagues and superiors. Digital platforms enable real-time discussions, video conferences,

and virtual brainstorming sessions<sup>36</sup>. This free and instantaneous flow of ideas cultivates a culture of openness and creativity.

This digital culture facilitates asynchronous communication, allowing individuals to contribute their ideas at their convenience. This is particularly valuable in organizations with geographically dispersed teams or teams working across different time zones. It ensures that innovative thoughts and contributions are not constrained by time or place, enabling a continuous ideation process<sup>36</sup>. It is integrated into the digital ecosystem encourage cross-functional collaboration, where employees from diverse departments can come together to work on a common project or objective. This interdepartmental collaboration enriches the ideation process by bringing in varied perspectives and skill sets, ultimately enhancing the quality and creativity of the proposed solutions<sup>38</sup>. Moreover, cloud-based systems allow for the centralization and organization of ideas, making it easier for employees to access, review, and build upon existing concepts. This digital repository of ideas becomes a valuable resource for future innovation initiatives<sup>37</sup>. Ideas that might have been overlooked in the past now have a platform for visibility and consideration.

Digital transformation acts as a catalyst for the cultivation of agility within organisational processes and structures. The principles and practices of agility, commonly integrated into digital transformation initiatives, focus on fostering a dynamic and responsive organizational culture<sup>39</sup>. Agile methodologies are at the forefront of this paradigm shift. They advocate for iterative development and collaboration, allowing teams to adapt and evolve as they progress through a project. This iterative approach not only enhances project efficiency but also facilitates quicker decision-making and the rapid integration of feedback from stakeholders<sup>40</sup>.

The integration of agility into the fabric of an organization cultivates a nimble and adaptable workforce. Teams can quickly respond to changes in the market, shifts in consumer

preferences, or advancements in technology. This adaptability ensures that the organization remains relevant and competitive in a rapidly evolving business landscape<sup>43</sup>. The era of digital transformation ushers in an abundance of data, and with it, the capacity to analyze this data effectively. This data-driven approach is fundamental in empowering organizations to unlock valuable insights, trends, and patterns, thus fostering an environment ripe for innovative thinking<sup>45</sup>. In the digital age, data is often described as the new oil. Its value lies not just in its volume but in the actionable insights that can be extracted from it. Data analytics tools and technologies have evolved significantly, enabling organizations to process and analyze vast amounts of data in real-time. From customer behavior to market trends, this data provides a rich source of information that can steer decision-making and innovation<sup>46</sup>.

The ability to harness these data-driven insights is a significant factor in fueling innovation. When innovation is based on factual data and concrete evidence rather than assumptions or intuition, the resulting ideas and strategies are more likely to be effective and successful<sup>47</sup>. Data-driven innovation is a dynamic and iterative process. It begins with the collection and analysis of data, identifying patterns or areas that require attention or improvement. These insights then inform the ideation phase, where innovative solutions are conceptualized to address the identified areas. Prototypes or pilot projects are often developed to test and validate these ideas, and the results are continuously analyzed, feeding back into the data pool for further insights and refinements<sup>48</sup>. Importantly, data-driven innovation enhances risk management. By analyzing past data and understanding patterns, organizations can make informed decisions, minimizing risks associated with innovation efforts. This mitigates the fear of failure that often hampers innovative thinking, fostering a culture where taking calculated risks is encouraged<sup>49</sup>.

In the landscape of digital transformation, a significant paradigm shift is the encouragement of experimentation and the acceptance of calculated risks. This transformation is driven by

the leveraging power of digital technologies, which allow organizations to test new concepts, products, or services in a controlled and relatively low-risk environment before a full-scale rollout<sup>33</sup>. In the traditional business landscape, the prospect of experimenting with a new product or service was often accompanied by substantial financial and operational risks. Any unsuccessful attempt could result in significant financial losses, tarnished reputations, and, in some cases, the downfall of the organisation. This risk-averse approach stifled innovation and experimentation, inhibiting the growth and evolution of the organization<sup>49</sup>. Digital transformation disrupts this paradigm by providing a platform for controlled experimentation. New ideas can be prototyped and tested with a smaller audience or in a limited geographic area, significantly reducing the risk associated with innovation<sup>50</sup>. Through rapid prototyping and continuous iteration, organizations can refine their concepts, learn from failures, and optimize their offerings before a widespread launch<sup>51</sup>.

The "fail fast, fail cheap" ideology, popularized by the agile methodology, is now a hallmark of digital transformation<sup>52</sup>. It emphasizes the importance of quickly testing ideas in real-world scenarios, accepting failures as learning experiences, and iterating based on feedback. This iterative process allows organizations to adapt and pivot swiftly, optimizing their products or services to meet the evolving needs of their customers<sup>53</sup>. Digital technologies provide the analytical tools to measure the success of these experiments accurately. Key performance indicators (KPIs) can be tracked in real-time, providing invaluable insights into the reception and impact of the experimental offerings<sup>54</sup>. Data-driven decision-making ensures that subsequent iterations are guided by empirical evidence, enhancing the likelihood of success.

In the digital age, data has evolved into a vital strategic asset, fundamentally transforming how organisations operate and compete in the global landscape. The emergence of sophisticated technologies has led to an exponential increase in the volume, velocity, and variety of data generated and collected by businesses. This surge in data, often referred to as

'big data,' presents immense potential for organizations across industries<sup>35</sup>. The practice of leveraging data analytics has become a cornerstone for organisations seeking to gain profound insights into various aspects of their operations. Data analytics involves the systematic analysis of data sets to discern meaningful patterns, trends, and correlations. These patterns, in turn, provide valuable insights into customer behaviors, market dynamics, and operational efficiencies. Understanding these facets empowers organisations to make data-driven decisions, enhancing their competitiveness and agility in the market<sup>55</sup>.

Data-driven decision-making represents a fundamental shift from the traditional methods of decision-making, which relied heavily on intuition and experience. In today's digital era, virtually every interaction, transaction, or engagement within the online realm leaves behind a digital footprint. This massive influx of data, if effectively harnessed and analyzed, can reveal invaluable insights and revolutionize how organisations operate and strategize <sup>32</sup>. By delving into this wealth of data, organisations can gain a deep understanding of their customers. For example, analyzing customer purchase histories, online behaviors, and preferences provides a comprehensive view of their tastes and tendencies<sup>56</sup>. Armed with these insights, businesses can tailor their products and services to cater to specific customer needs and desires. This level of personalization enhances customer satisfaction, fosters brand loyalty, and ultimately drives growth and profitability. Data-driven decision-making is not confined to customer-related insights alone. It extends to various facets of operations within an organisation. For instance, analyzing operational data can reveal patterns of inefficiency or identify areas where processes can be streamlined. This leads to operational improvements, cost savings, and overall optimization of resources<sup>57</sup>.

The real power of data-driven decision-making lies in its ability to convert raw data into actionable intelligence. Through advanced analytical techniques, data is transformed into meaningful patterns and trends. These patterns, when understood and applied correctly, guide

strategic decisions. Whether it is predicting market trends, optimizing supply chain processes, or identifying new business opportunities, data-driven insights provide a solid foundation for making informed choice <sup>33</sup>. It is essential to note that the effectiveness of data-driven decision-making hinges on the quality and accuracy of the data being used. Data integrity and relevance are paramount. Organisations need to invest in robust data collection processes, efficient storage mechanisms, and sophisticated analytical tools to ensure that the insights extracted are reliable and actionable.

Data analytics has emerged as a vital tool for organisations seeking to comprehend market trends and consumer sentiments in real time. The digital age has brought with it a vast array of platforms where consumers openly express their opinions, preferences, and experiences. Social media, news articles, blogs, and product reviews are just a few examples of the treasure trove of data waiting to be analyzed. By actively monitoring and deeply analyzing these digital platforms, organizations gain unparalleled access to the collective consciousness of the public<sup>45</sup>. Sentiment analysis, a crucial component of data analytics, allows businesses to gauge the general mood and perception surrounding their brand, products, or services. Understanding consumer sentiments helps in identifying areas of improvement, addressing concerns, and even leveraging positive feedback for brand advocacy <sup>26</sup>. Moreover, market trends can be swiftly identified through advanced data analytics. By recognizing patterns and shifts in consumer behavior, organisations can adapt their strategies and offerings to align with market demands. For instance, if data analysis indicates a growing preference for eco-friendly products, businesses can pivot their product lines to meet this demand, gaining a competitive edge.

Real-time insights derived from data analytics empower agile decision-making. In today's fast-paced business environment, the ability to make timely and informed decisions is a game-changer. Rapid response to emerging opportunities or threats can often be the

difference between success and failure. Data analytics acts as a beacon, guiding organisations through the complex landscape of consumer behavior and market dynamics<sup>45</sup>. Effective data analytics relies on not just the collection of vast amounts of data but also the ability to process and interpret it accurately. This necessitates the use of advanced analytical tools and methodologies. Machine learning algorithms and artificial intelligence play a significant role in this process, automating the analysis and uncovering intricate patterns that might elude traditional methods. Operational efficiency is another realm where data analytics can drive substantial improvements. Through the analysis of internal processes and systems, organisations can identify bottlenecks, redundancies, or areas ripe for automation<sup>57</sup>. Streamlining operations based on these insights can lead to enhanced productivity, cost savings, and improved resource allocation.

The era of digital transformation, providing exceptional customer experiences with a strategic imperative for organizations. The advancements in technology have empowered businesses to go beyond traditional approaches and proactively align their products and services with the dynamic and evolving needs of their customers<sup>58</sup>. The ultimate goal is to not just meet customer expectations but to exceed them, fostering a sense of delight and satisfaction. One of the fundamental ways digital transformations achieves this is by allowing organisations to gather and analyze vast amounts of data regarding customer behaviors, preferences, and interactions. With the advent of technologies such as big data analytics and AI, businesses can derive actionable insights from this data. Understanding the intricate details of customer preferences enables organizations to personalize their offerings and experiences<sup>58</sup>. Personalization, a key facet of enhanced customer experiences, involves tailoring products or services to suit the unique needs of each customer. Through data analytics and AI algorithms, businesses can predict what customers might be interested in based on their past behaviors

and interactions. This proactive approach allows for targeted marketing, providing customers with suggestions and offers that resonate with their preferences.

Moreover, digital transformation facilitates seamless and convenient interactions across various touchpoints. The users of today expect a consistent experience whether they engage with a brand through a website, mobile app, social media, or in-store. Integrating these touchpoints and ensuring a cohesive and smooth experience enhances customer satisfaction. In the digital landscape, feedback loops are instantaneous. Users can express their opinions and experiences in real time through social media and review platforms. Organisations can actively monitor and engage with this feedback, showcasing responsiveness and a commitment to improvement. This engagement not only resolves issues promptly but also strengthens the relationship with customers.

Enhanced user experiences also encompass the post-purchase phase, including customer support and follow-ups. Automation and AI-driven chatbots are increasingly being used to provide immediate assistance, enhancing customer satisfaction and reducing response times<sup>58</sup>. By prioritizing and investing in enhancing customer experiences, organizations can achieve several outcomes. First, they can build a loyal base that trusts and advocates for the brand. Satisfied users are more likely to refer others and become loyal patrons. Second, customer-centricity often leads to improved sales and revenue.

In the digital age, one of the paramount advantages of digital transformation is the significant improvement in operational efficiency, which has a direct and profound impact on an organization's bottom line<sup>59</sup>. This is essentially about doing more with less, optimizing resources, and streamlining processes to ensure the smoothest operations. Automation, a key driver of improved efficiency, allows organisations to execute repetitive and rule-based tasks with minimal human intervention<sup>59</sup>. By harnessing the power of technologies businesses can

ensure that routine activities are handled swiftly and accurately. This automation not only accelerates the pace of operations but also reduces errors that can occur due to manual handling.

In the realm of supply chain management, automation plays a critical role in optimizing inventory levels and distribution processes. Real-time tracking and analytics, made possible by digital technologies, enable organisations to monitor the movement of goods and make data-driven decisions to enhance supply chain efficiency<sup>59</sup>. Marketing efforts are also significantly enhanced through digital transformation. Automation in marketing allows for targeted advertising, personalized communication, and better customer segmentation. These improvements lead to higher engagement rates and more effective campaigns<sup>60</sup>.

Moreover, digital transformation provides a wealth of data and analytics capabilities that assist in understanding operational inefficiencies. With tools to analyze performance metrics, organizations can identify bottlenecks in processes and take corrective actions promptly<sup>19</sup>. The efficiency gains, often in the form of reduced lead times, quicker decision-making, and streamlined workflows, can translate into cost savings<sup>19</sup>. By optimizing processes, organizations can allocate resources more effectively and reduce wastage, ultimately leading to improved profitability. Furthermore, enhanced efficiency contributes to increased customer satisfaction. Processes that run seamlessly and swiftly ensure that customers receive services or products in a timely manner, leading to a positive customer experience. This positive experience is vital for customer retention and advocacy.

In the fast-paced and ever-evolving landscape of the digital age, organisational agility is paramount for survival, growth, and maintaining a competitive edge<sup>61</sup>. Digital transformation is a catalyst that propels organisations toward achieving this vital attribute of adaptability and responsiveness. Organisational agility can be likened to a company's ability to swiftly change

direction, much like a gymnast maneuvering through a routine with seamless transitions and precision. In the digital era, where markets can shift dramatically and unpredictably, this agility is indispensable. Digital transformation equips organisations with the tools and strategies to make these shifts seamlessly. One aspect of organisational agility lies in the ability to rapidly respond to changing customer preferences and market trends. In a digitally transformed setup, organizations have real-time data and analytics at their fingertips<sup>36</sup>. This wealth of information allows them to foresee shifts in market demands and pivot their strategies accordingly, be it modifying existing products or services or developing new ones.

Moreover, agility is about the flexibility to adapt processes and operations swiftly. With automation deeply integrated into the fabric of the organisation, adjustments can be made to workflows and processes on the fly, ensuring that the organisation operates at peak efficiency even amidst change<sup>13</sup>. The ability to quickly alter strategies based on insights and changing circumstances also significantly enhances risk management. In a digitally transformed environment, organisations can identify risks early and adjust their strategies to mitigate them effectively<sup>25</sup>. This proactive approach to risk is a key characteristic of an agile organisation. Another vital dimension of agility is the nimbleness in organisational structure and culture. A digitally mature organization often fosters a culture that encourages innovation, experimentation, and collaboration<sup>36</sup>. Teams are empowered to make decisions swiftly, fostering a sense of ownership and accountability that fuels agility. Ultimately, organisational agility translates into a strategic advantage. It enables organisations to stay ahead in a dynamic market, respond rapidly to change, seize opportunities swiftly, and ensure long-term sustainability and growth<sup>36</sup>.

In the digital age, the concept of geographical boundaries has undergone a significant transformation, primarily due to the advent of digital technologies. The profound impact of these technologies can be encapsulated within the dimension of "Global Reach." This

dimension delineates how digital transformation has revolutionized the traditional business model, allowing organizations to transcend borders and operate on a global scale. One of the primary enablers of this global reach is the advent of the internet and the subsequent digitalization of information and communication. The internet serves as a colossal platform that connects people and businesses across the globe, eliminating the constraints of physical distance<sup>35</sup>. Through digital channels, organizations can effortlessly engage with audiences in different countries, establishing a presence without the need for physical offices.

Digital technologies have further birthed a myriad of communication tools and platforms that facilitate real-time interactions and collaborations, regardless of where individuals are located<sup>36</sup>. Video conferencing, instant messaging, and collaboration apps have become essential tools in the global workplace, ensuring seamless communication and coordination amongst teams spread across various time zones. E-commerce stands as a testament to how digitalization has opened up new markets and customer segments. Organisations can now showcase and sell their products or services to a global audience through online platforms. This not only expands the customer base but also provides an opportunity for niche businesses to reach their target audiences, no matter how dispersed they might be<sup>58</sup>.

Furthermore, the power of social media cannot be underestimated in this context. Platforms like Facebook, Instagram, LinkedIn, and Twitter serve as potent tools for businesses to connect with a worldwide audience, engage with them, and tailor their offerings based on global trends and preferences<sup>36</sup>. Leveraging these platforms effectively allows organisations to establish a global brand presence and enhance their reach. However, achieving global reach is not only about establishing a digital presence. It also requires an understanding and respect for diverse cultures, regulations, and consumer behaviours in different regions<sup>58</sup>. Successful global reach through digital transformation necessitates a strategic approach that aligns with the specific needs and expectations of the target market.

The journey of digital transformation, while promising and advantageous, is life with challenges that demand careful consideration and adept handling. These challenges, inherent to the transformative nature of the process, must be effectively addressed to reap the full benefits of digitalization. Legacy systems pose a significant hurdle in the path of digital transformation<sup>19</sup>. Many organisations operate on outdated, legacy systems that are deeply ingrained in their processes and infrastructure. These systems are often incompatible with modern digital technologies and hinder seamless integration. The challenge lies in modernizing these systems to align with the current digital landscape without disrupting existing operations.

Cybersecurity concerns loom large in the realm of digital transformation. With the increased reliance on digital technologies comes the heightened risk of cyber threats and data breaches. Protecting sensitive data and ensuring a secure digital environment is paramount. Organisations must invest in robust cybersecurity measures and protocols to mitigate risks and build trust among stakeholders. The need for significant investments is an inevitable challenge in digital transformation. Implementing advanced digital technologies, upgrading infrastructure, and training employees require substantial financial resources. Organisations need to carefully allocate budgets, justify investments, and strategize the return on investment to ensure that the transformation aligns with the overall business objectives and proves economically viable<sup>19</sup>. Furthermore, digital transformation necessitates a paradigm shift in organizational culture and mindset<sup>36</sup>. This cultural change, though imperative, is often met with resistance and requires strong leadership commitment and involvement<sup>19</sup>. Leaders need to champion the transformation, set an example, and create a conducive environment that encourages innovation, collaboration, and adaptability.

### **2.1.3 Concept Change Management**

Change management is a multifaceted and pivotal process that organisations engage in to traverse from their existing state to a desired future state. The scope of this transformation encompasses alterations in strategies, processes, technologies, structures, and cultures within an organization<sup>62</sup>. The fundamental aim of change management is to facilitate a smooth and effective transition, ensuring that employees not only accept but also embrace the changes being implemented<sup>63</sup>. Its significance lies in the fact that it enables the organisation to achieve successful outcomes and sustain the changes in the long run. At its essence, change management involves a structured approach to guide individuals, teams, and the entire organization through the change process. It encompasses a range of activities, methodologies, and practices that help in managing the people side of change<sup>62</sup>. It recognizes that people are at the heart of any change and their commitment and buy-in are crucial for successful implementation. The change management process typically involves several stages. Initially, there is a preparation phase where the need for change is identified, and the organization commits to the change process. This is followed by the design phase, where a detailed plan and strategy for the change are created. The implementation phase involves executing the plan, and finally, the sustainment phase ensures that the changes are embedded and become the new norm<sup>62</sup>.

Resistance to change is a common challenge in change management. People often resist change due to fear, uncertainty, or a lack of understanding about the benefits of the change. Addressing this resistance requires clear communication, involvement of employees in the change process, and providing them with the necessary support and training<sup>62</sup>. To ensure successful change implementation, organizations employ various strategies. These may include fostering a culture that embraces change, providing continuous communication and feedback, offering training and development programs, and recognizing and rewarding the efforts of employees during the change process<sup>63</sup>.

Change management enhanced a structured approach used to transition individuals, teams, and organizations from their present state to a desired future state. It involves planning, coordinating, and implementing changes in a systematic manner to achieve organisational goals and objectives<sup>64</sup>. Change is an inevitable facet of organizational life, driven by a multitude of factors such as technological advancements, market dynamics, shifts in consumer preferences, or even internal strategies for growth and development. In today's fast-paced business environment, organisations must continually evolve and adapt to stay relevant and competitive. This necessitates embracing change in various forms, whether it's a new technology implementation, a restructuring of processes, or a shift in organisational culture. However, the process of change can be complex and challenging, requiring a structured approach to guide the organization and its employees through the transition.

The first stage of Lewin's Model, "unfreezing," which involves preparing the organisation for change by creating awareness of the need for change and reducing resistance. In this stage, it is crucial to convey the reasons behind the change, addressing concerns, and providing the necessary information to gain buy-in from stakeholders<sup>14</sup>. The concept of unfreezing implies the need to destabilize the existing equilibrium or status quo. This can be achieved through various means, such as communication, training, and highlighting the shortcomings of the current state. The goal is to create a sense of urgency and a readiness for change within the organization. First there is need to determine what needs to change. Before any change initiative can begin, it is essential to identify and define the specific aspects of the organisation that need to change. This measure involves conducting thorough assessments, gathering data, and analyzing the current state of the organisation<sup>14</sup>. Effective leadership is crucial in the Unfreeze stage to guide the organisation through the change process. Strong leaders must be identified or appointed to lead the change initiative and set the tone for the rest of the organisation<sup>15</sup>. Next, it is important to create the need for change. To successfully

unfreeze the existing equilibrium or status quo, organizations must create a sense of urgency and necessity for change. This measure involves clearly communicating the reasons behind the change and highlighting the potential consequences of maintaining the current state<sup>16</sup>. Manage and understand the doubt and concern: Addressing doubts and concerns among employees and stakeholders is crucial during the Unfreeze stage. It is essential to create mechanisms for open and honest communication to understand and manage the doubts and concerns that may arise<sup>17</sup>.

The second stage, "changing," is the actual phase where the organisation implements the desired changes. During this stage, new processes, systems, or structures are introduced, and employees are encouraged to adapt to the new ways of working<sup>15</sup>. Change management strategies, such as training, coaching, and clear communication, play a vital role in this phase. It is essential to monitor progress, gather feedback, and make necessary adjustments as the change unfolds. The changing stage is characterized by a period of uncertainty and potential resistance as employees adapt to the new environment, highlighting the need for effective leadership and support.

Effective communication plays a pivotal role in the success of organizational change initiatives, particularly during the Change stage. This stage, as delineated in Kurt Lewin's change management model, is the phase where the actual changes are implemented within the organization. To navigate this transition smoothly, organizations must prioritize clear and consistent communication. One of the central aspects of effective communication during the Change stage is the need to provide clear, specific, and comprehensive information about the impending changes. Employees need to understand precisely what is changing, whether it pertains to processes, technologies, structures, or other aspects of the organization. This clarity helps reduce ambiguity and minimizes resistance to the changes.

Effective communication during the Changing stage should address three key questions: when, what, and how. Employees should be informed about the timing of the changes, so they can prepare and adapt accordingly. They need to know the precise nature of the changes and how they will impact their roles and the organization as a whole. This information empowers employees to make necessary adjustments and align their efforts with the organisational goals<sup>40</sup>. Not all stakeholders within an organisation are the same, and their needs and concerns may differ. Effective communication strategies should take this into account by tailoring messages to various stakeholder groups. What is important and relevant to one group may not be the same for another. Tailored communication ensures that each group receives information that is pertinent to their roles and responsibilities, fostering better understanding and engagement. The frequency of communication is another crucial aspect. Change is an ongoing process, and employees may have questions or concerns that arise as they navigate the changes. Thus, communication should be frequent and consistent, providing updates and addressing issues as they emerge. Regular communication not only keeps everyone informed but also signals the organization's commitment to transparency and employee well-being<sup>16</sup>.

There is need to dispel rumors and mitigate anxiety during times of significant change within an organization. The presence of rumors and misinformation can be highly detrimental. These unfounded speculations and misconceptions can propagate swiftly, leading to confusion, anxiety, and a general atmosphere of uncertainty among employees<sup>5</sup>. To maintain a sense of stability and confidence during such times, organizations must take proactive steps to address and dispel rumors effectively. Rumors have a remarkable ability to take root and proliferate, particularly when employees are grappling with the uncertainties brought about by change<sup>39</sup>. These rumors may range from speculations about layoffs, restructuring, or shifts in leadership

to conjectures regarding the organisation's future direction. Left unchecked, they can erode trust, morale, and employee commitment.

Organisations must combat this phenomenon by ensuring that accurate information is readily available. This information should address the concerns and queries of employees, providing them with a clear and truthful picture of the ongoing changes. Accurate information is a potent tool in dispelling rumors because it replaces uncertainty with clarity and empowers employees to make informed decisions<sup>18</sup>. Actively addressing and dispelling rumors necessitates a strategic and multichannel communication approach. This means that organisations should not rely on a single communication channel but rather use a combination of methods to reach employees. These may include town hall meetings, internal emails, company intranet, and, if applicable, social media channels. By employing a multichannel approach, organisations can ensure that the message reaches a broad and diverse audience<sup>28</sup>.

Transparency is a fundamental element in the effort to dispel rumors. Organisations should openly acknowledge that rumors exist and commit to addressing them. Encouraging an open dialogue where employees can ask questions and voice their concerns is a powerful means to alleviate anxiety. This approach reassures employees that their opinions and uncertainties are valued and that the organisation is committed to addressing them. In situations where rumors are particularly damaging or urgent, organizations may need to employ crisis communication strategies. This involves swift and clear responses to counteract misinformation and prevent its further spread. Crisis communication teams can be tasked with monitoring and addressing rumors as they emerge to ensure that accurate information prevails.<sup>15</sup>.

Empowering employees to actively participate in the change process is a pivotal strategy for ensuring the success and sustainability of organisational transformations. This approach

revolves around providing employees with the autonomy, resources, and support necessary to become active agents of change, making substantial contributions to the change initiative. Empowerment begins with granting employees a degree of autonomy over their roles and contributions to the change effort. When employees are given the freedom to make decisions and influence their work, they become more invested in the change process. Autonomy also acknowledges the unique expertise and insights employees possess, which can be invaluable during change.

Empowering employee's means providing them with the resources and tools they require to actively engage in the change initiative. This includes not only financial and technological resources but also training and development opportunities that equip employees with the skills and knowledge necessary for effective participation. By arming employees with these resources, organisations can leverage their collective capabilities. Creating a supportive environment is integral to empowering action. Employees should feel that their ideas and efforts are valued and that they have the support of their colleagues and leadership. Leadership plays a vital role in this aspect by demonstrating a commitment to the change initiative and encouraging employees to take ownership of the process.

Empowerment goes beyond mere involvement; it emphasizes meaningful contributions. Employees should be given the opportunity to shape the direction of the change initiative, offer innovative solutions, and actively participate in decision-making. This approach taps into the diversity of perspectives within the organisation, fostering a sense of ownership and responsibility among employees. Empowering employees to take an active role in change initiatives has several advantages. It not only increases the likelihood of successful change implementation but also boosts employee morale and commitment. When employees feel that they have a stake in the process and can influence the outcomes, they are more likely to embrace the changes and remain committed to the organisation's goals. Empowerment can

manifest in various ways, such as involving employees in change task forces, giving them decision-making authority in specific areas, or encouraging them to share their ideas for process improvements. In technology-driven changes, employees might be encouraged to suggest digital solutions or participate in training programs to enhance their digital literacy<sup>14</sup>. Involve people in the process includes employees and stakeholders in the change process is essential for generating commitment and buy-in. Engaging individuals in the planning, decision-making, and problem-solving aspects of change can lead to a more successful transition<sup>17</sup>.

The final stage, "refreezing," is about solidifying the change by making it a part of the organisation's culture and daily operations. This stage aims to stabilize the organisation in its new state of equilibrium, where the change is fully integrated and accepted<sup>14</sup>. It involves establishing new norms, procedures, and behaviors that support the desired changes. In essence, the refreezing stage is about creating a sense of stability, reinforcing the change, and ensuring that it becomes the new normal within the organisation. Employees should see the change as a permanent part of their work environment.

It is important to anchor the changes into the culture. Anchoring the changes into the organisational culture involves establishing new norms, procedures, and behaviors that support the desired changes. This measure is essential for making the change a permanent part of the organisation<sup>14</sup>. There is also a need to sustain the change. Sustainable change requires ongoing efforts to maintain and reinforce the desired behaviors and practices. Organisations must develop strategies and processes to ensure that the change remains ingrained in the organisation over the long term<sup>16</sup>. Support and training should also be provided. Ongoing support and training are crucial measures in the Refreeze stage. Organisations must continue to provide resources, training, and guidance to help employees adjust to the new way of working and ensure that they can perform their roles effectively<sup>15</sup>.

Recognizing and celebrating the successes and milestones achieved during the change process is an important measure. Celebrations can boost morale, motivation, and a positive organisational culture that supports the changes<sup>17</sup>.

Kurt Lewin's Model of Change Management has far-reaching implications for organisations seeking to navigate change successfully. This influential model, provides a structured framework for guiding organisations through the complex process of adapting to new circumstances, strategies, and technologies. The implications of this model extend to several critical areas, including its impact on leadership, organisational culture, employee engagement, and overall change management effectiveness. Kurt Lewin's Model underscores the pivotal role of leadership in change management. Effective leadership is essential in all three stages of the model: Unfreeze, Change, and Refreeze. Leaders are responsible for setting the direction, creating a sense of urgency, and demonstrating a commitment to the change initiative<sup>74</sup>.

Leadership Commitment is one of the primary implications is the need for leadership commitment to the change. Leaders must visibly support and champion the change initiative, as their commitment serves as a model for the rest of the organisation<sup>15</sup>. The implication is that organizations must invest in developing strong leaders who understand the change process and are capable of leading effectively in times of transformation. Change Champions is another implication is the importance of identifying and nurturing change champions within the organisation. These individuals can play a crucial role in helping drive the change process and engage their peers. Leadership must actively identify and empower change champions to act as advocates for the change<sup>14</sup>. Adaptive Leadership is the model implies that leadership in the context of change requires a specific set of skills. Leaders must be adaptable, empathetic, and capable of managing uncertainty and complexity. They must be able to communicate the vision for change, provide clarity, and support employees during the

transition<sup>17</sup>. Kurt Lewin's Model has significant implications for organisational culture. The Change and Refreeze stages, in particular, focus on culture as a critical factor in the success of change initiatives. The implications for organisational culture include cultural alignment, change-ready culture, innovation and risk taking, among others. The model emphasizes the need to align the organizational culture with the desired changes. This implies that organisations must actively shape their culture to support the change goals. Culture should promote innovation, agility, and adaptability, and it should be communicated and reinforced as part of the change process<sup>16</sup>. The model also implies that organisations should foster a culture that is inherently change-ready. This involves creating an environment where employees are open to change, empowered to take action, and encouraged to contribute to the change process. Change-ready cultures are characterized by flexibility, resilience, and a willingness to learn<sup>14</sup>. Organisational culture should promote innovation and risk-taking. The model suggests that organisations that encourage experimentation, creativity, and calculated risk-taking are more likely to succeed in change initiatives. This has implications for hiring, training, and performance management practices<sup>15</sup>.

Effective change management is paramount in navigating the complexities associated with change. It acts as a guiding compass, helping organisations in managing the transition smoothly, reducing resistance, and ensuring that the change is successfully integrated into the fabric of the organization<sup>62</sup>. Change often instills fear and uncertainty among employees. They may resist the change due to concerns about job security, a perceived threat to established routines, or unfamiliarity with the new processes or technologies. Change management strategies, such as effective communication and involving employees in the decision-making process, can minimize this resistance. When employees feel informed and involved, they are more likely to embrace the change positively.

Change, if not managed effectively, can disrupt regular operations and workflows. This can lead to a decrease in productivity and a potential loss of revenue. Change management focuses on carefully planning the change process to minimize disruptions. A professional who supports office operations by performing various behind-the-scenes tasks. Their responsibilities include organizing files, preparing documents, managing inventory of office supplies, and scheduling appointments. Their insights and feedback can provide valuable perspectives that help refine the change strategy. Change can sometimes create a sense of instability and insecurity among employees. Change management aims to alleviate these concerns by creating a supportive environment. It emphasizes providing the necessary training and resources, acknowledging employees' efforts, and celebrating milestones, all of which boost morale and confidence during the transitional phase. Ultimately, the success of any change initiative is crucial for organizational growth and competitiveness. Effective change management significantly increases the likelihood of a successful transition. By systematically addressing the various aspects of change, from planning and implementation to monitoring and feedback, it ensures that the desired outcomes are achieved<sup>62</sup>.

The first phase of effective change management, known as "Preparation and Assessment," serves as the foundation upon which the entire change process is built. This initial stage involves a series of critical steps that are integral to understanding the need for change, evaluating the organization's readiness for change, and setting the stage for a successful transition. The journey towards change begins with a thorough understanding of why change is necessary. Organisations must identify the driving forces behind the proposed changes. These forces can range from external factors such as evolving market trends and technological advancements to internal factors like performance gaps or the pursuit of strategic objectives<sup>65</sup>.

Assessing readiness for change is a critical aspect of this phase. It involves gauging the organization's capacity and willingness to embrace change. This assessment includes evaluating the organization's culture, leadership support, available resources, and the level of employee engagement. Understanding these factors helps in identifying potential challenges and opportunities. Organisations must have a clear understanding of their current state before embarking on any change initiative. This involves conducting a comprehensive analysis of existing processes, systems, and structures. It helps in identifying areas that require modification or improvement to align with the desired future state.

Alongside understanding the current state, organisations must envision the desired future state. This involves setting specific goals, objectives, and outcomes that the change initiative aims to achieve. A well-defined desired state provides clarity and direction to the change effort, ensuring that all stakeholders are aligned with the intended outcomes. The Preparation and Assessment phase also entails defining clear and measurable objectives for the change initiative. These objectives serve as benchmarks for evaluating the success of the change. They should be specific, achievable, relevant, and time-bound (SMART). Establishing these objectives helps in keeping the change effort focused and accountable<sup>65</sup>. Change initiatives involve various stakeholders, including employees, managers, executives, and external partners. Identifying and understanding the needs and concerns of these stakeholders is crucial. Effective communication and engagement strategies can then be developed to gain their support and involvement throughout the change process. Building a dedicated change management team is often essential during this phase. This team is responsible for guiding the change process, developing strategies, and coordinating efforts across the organization. Having a dedicated team ensures that the change process is well-managed and executed. Identifying potential risks and challenges is another important aspect of this phase. Organisations should conduct a risk assessment to anticipate obstacles and develop

contingency plans. Being proactive in addressing potential challenges can prevent costly setbacks during the implementation of the change initiative<sup>65</sup>.

The "Planning" phase is a pivotal stage in the change management process where the blueprint for the change initiative is meticulously designed. It involves a comprehensive and detailed planning process that outlines the actions, resources, responsibilities, and timelines required for a successful transition from the current state to the desired future state. Additionally, this phase is crucial for developing strategies to mitigate potential risks and resistance that may arise during the course of the change effort<sup>66</sup>. At the heart of this phase is the creation of a comprehensive change management plan. This plan serves as a roadmap, outlining the various activities and tasks that need to be executed. It specifies the sequence of actions, dependencies between tasks, and how different elements of the change will be orchestrated. A well-structured plan aids in maintaining focus and ensuring that the change remains aligned with the organization's objectives<sup>66</sup>. Planning involves identifying the necessary resources, both human and material, for the change initiative. This includes determining the required skill sets, manpower, technology, and financial investments. Allocating resources effectively and efficiently is vital to ensure that the change process runs smoothly and is completed within the defined time and budget constraints.

Each individual involved in the change process should have a clear understanding of their roles and responsibilities. This phase necessitates clearly defining who is accountable for what aspect of the change initiative. Assigning roles ensures accountability, minimizes confusion, and promotes a sense of ownership among the team members, driving a more organized implementation<sup>66</sup>. Anticipating and addressing risks is a crucial aspect of change planning. Risk identification and analysis help in understanding potential obstacles and their potential impact on the change initiative. Once risks are identified, strategies and contingency

plans are developed to mitigate these risks effectively. Having a well-structured risk mitigation plan helps in navigating uncertainties during the change process.

Planning for resistance is an integral part of this phase. Resistance to change is a common phenomenon, and being proactive in addressing it is vital for success. Strategies to manage resistance are developed, which might include communication plans, change champions, training programs, and other engagement activities. These strategies aim to bring employees on board and reduce resistance to the proposed changes. The Planning phase sets a clear timeline and identifies key milestones for the change initiative. This ensures that the change is implemented in a timely and organized manner. Milestones act as progress markers, allowing the change management team to track the advancement of the change effort and make necessary adjustments if needed.

Effective communication is central to successful change management. During the Planning phase, a comprehensive communication plan is formulated. This plan outlines the key messages, channels of communication, audience, and frequency of communication. Clarity in communication ensures that all stakeholders are well-informed and engaged throughout the change journey<sup>66</sup>. Change often necessitates new skills and knowledge. In this phase, strategies for training and development are devised. These strategies focus on equipping employees with the necessary skills and competencies to adapt to the changes effectively. Training programs are designed to support a smooth transition and enhance employee capabilities in the new work environment.

The "Implementation" stage marks the execution of the meticulously crafted plans from the previous phases of change management. This stage is where the rubber meets the road, and the envisioned changes are put into action. The successful execution of planned changes demands effective communication, comprehensive training, and robust support mechanisms

to facilitate a seamless transition<sup>67</sup>. Effective communication is paramount during the implementation phase. It's essential to keep all stakeholders informed about the progress, changes being made, and the reasons behind them. Transparent communication helps in alleviating uncertainties, addressing concerns, and maintaining trust and morale among employees. Regular updates through various channels ensure that everyone is on the same page and understands their role in the change process<sup>67</sup>.

As changes are rolled out, employees need to acquire new skills or enhance existing ones to adapt to the new processes, systems, or procedures. Well-planned training programs and skill development initiatives are crucial during this phase. These programs equip employees with the necessary knowledge and capabilities to effectively perform their roles in the altered work environment. Training ensures a smoother transition and boosts confidence in handling new responsibilities<sup>67</sup>. Providing adequate support to employees throughout the transition is vital for successful implementation. Change can be unsettling, and individuals may experience apprehension or resistance. Establishing support mechanisms, such as mentorship programs, support groups, or dedicated change champions, can address concerns and help in managing the emotional and psychological aspects of change. Involving employees in decision-making and valuing their feedback fosters a sense of ownership and encourages active participation in the change process<sup>67</sup>.

Continuous monitoring of the implementation progress is essential to identify deviations, obstacles, or unexpected challenges. Regular checkpoints and evaluations help in assessing if the changes are being executed according to the plan and achieving the intended objectives. Based on these assessments, adjustments and refinements can be made to the implementation strategy, ensuring alignment with the organization's goals and addressing any emerging issues<sup>67</sup>. Acknowledging and celebrating milestones achieved during the implementation phase is crucial. Recognizing the efforts and successes not only motivates employees but also

reinforces the desired behavior and encourages further progress. Celebrations can range from small team recognitions to larger organisational events, creating a positive atmosphere around the change and fostering a sense of accomplishment<sup>67</sup>. Collecting feedback from employees and stakeholders involved in the change process is essential. Feedback provides insights into the effectiveness of the implemented changes and helps in identifying areas for improvement. Utilizing this feedback, the organisation can iterate and refine its strategies to enhance the change process continuously<sup>67</sup>.

Following the implementation of changes, the "Monitoring and Evaluation" phase comes into play, serving as a critical checkpoint to evaluate the impact and effectiveness of the alterations made within the organization. This stage involves a careful and structured assessment of how well the changes align with the initially set objectives and if they have produced the anticipated outcomes. Post-implementation evaluations are essential for ensuring that the organization remains on the intended transformation trajectory<sup>68</sup>. The foremost task during this phase is to comprehensively assess the impact of the changes on various aspects of the organisation. This entails analyzing if the changes have brought about the desired improvements, efficiencies, or enhancements that were initially envisioned. Comparing performance metrics, productivity levels, customer satisfaction, and other relevant indicators pre and post-change offers valuable insights into the transformation's effectiveness.

Employee feedback is a vital component of this phase. Gathering insights from the workforce about their experiences during and after the change helps in understanding the real-time impact on their roles, responsibilities, and work environment. Employees' perspectives provide critical qualitative data that supplements the quantitative analysis and adds depth to the evaluation process. Analyzing this feedback enables the identification of areas that require further attention or modifications<sup>68</sup>. The monitoring and evaluation process aim to recognize

the successes and achievements resulting from the implemented changes. Acknowledging and celebrating the successes not only boosts morale but also emphasizes the positive outcomes of the change effort. Additionally, it helps in identifying the strategies and aspects of the change that were particularly effective and can be replicated in future initiatives. Concurrently, any challenges or issues encountered post-implementation need to be identified and analyzed to formulate corrective actions.

Based on the evaluation outcomes and feedback received, necessary adjustments and refinements are made to the implemented changes. This step ensures that the organisation remains adaptive and responsive to the evolving needs and circumstances. Changes in the business environment or unexpected issues may require alterations to the initially implemented strategies. Flexibility and the willingness to adapt are crucial traits in this phase. The Monitoring and Evaluation phase concludes with an emphasis on continuous improvement. Lessons learned from the change process are documented, and best practices are identified. This knowledge is then utilized to enhance future change initiatives. It's an opportunity for the organization to learn and grow from the change experience, optimizing their change management processes for subsequent transformations<sup>68</sup>.

The role of leadership in any change management initiative, setting a compelling vision and ensuring effective communication are foundational steps toward success. This pivotal phase involves creating a clear and inspiring vision of the desired future state resulting from the change, and subsequently, communicating this vision effectively throughout the organisation<sup>62</sup>. The process begins with Vision Setting, where leaders define a compelling and achievable vision that answers the question: "What does success look like after the change?" The vision serves as a beacon, guiding employees through the transitional journey. It should be motivational, feasible, and closely linked to the organisation's mission and values. A well-

crafted vision inspires enthusiasm and commitment among employees, propelling them towards the common goal.

Concurrent with setting the vision is the articulation of the Benefits associated with the change. Leaders need to clearly communicate how the change aligns with the organisation's objectives and how it will positively impact employees, teams, and the entire organisation. Discussing tangible and intangible benefits helps in garnering support and buy-in from stakeholders. It's essential to address the "what's in it for me" aspect, emphasizing the advantages individuals will experience due to the change<sup>62</sup>. A comprehensive Communication Strategy is vital to ensure the vision and benefits reach every corner of the organization. This entails identifying target audiences, determining the appropriate channels for communication, and devising a timeline for dissemination. Communication should be clear, consistent, and tailored to suit the audience, considering their concerns, motivations, and level of understanding. Open channels of communication, like town halls, feedback mechanisms, and regular updates, encourage a dialogue and allow employees to seek clarifications and express their apprehensions.

Importantly, leaders must foster two-way Communication, creating an environment where employees feel safe to provide feedback, ask questions, and voice concerns. This not only enhances understanding but also helps in identifying potential roadblocks and resistance early in the change process. Acknowledging and addressing concerns demonstrate leadership's commitment to transparent communication and employee well-being. Leaders need to embody the change they envision, acting as role models for the desired behaviors and attitudes. Their actions, decisions, and commitment to the change validate the authenticity of the vision. Leaders should consistently align their behavior with the communicated vision, reinforcing the organisation's commitment to the change<sup>62</sup>.

Employee Engagement and involvement in the realm of change management, the active engagement and meaningful involvement of employees are fundamental to the success and sustainability of the proposed changes. This phase, often considered the heart of the change process, revolves around valuing employee perspectives and integrating their contributions into the transformation journey<sup>73</sup>. The process commences with Early Involvement and Input from employees across various levels and functions within the organisation. Encouraging them to participate in discussions and share their ideas generates a sense of inclusivity and signals that their opinions matter. Early involvement empowers employees by granting them a stake in the change process, nurturing a collaborative atmosphere. Furthermore, involving employees in the Co-Creation of Solutions amplifies their sense of ownership. When individuals are given the opportunity to actively participate in shaping the changes that will affect them, they are more likely to embrace and champion those changes. Co-creation promotes innovation, as diverse perspectives and experiences amalgamate to generate holistic and effective solutions.

Leaders must tailor their communication and engagement plans to suit the unique needs, concerns, and preferences of different employee groups. Recognizing that a one-size-fits-all approach is ineffective, these plans should encompass targeted communication strategies that resonate with each group, ensuring the message is relevant and relatable. Transparency forms a cornerstone in Employee Engagement and Involvement. Leaders should be open and transparent about the changes, providing a clear understanding of the reasons behind them, potential impacts, and expected outcomes. Building trust through transparency cultivates a positive environment where employees feel informed and can make informed decisions. Expressing appreciation and recognition for employees' efforts during the change process is vital. Recognizing and celebrating milestones, achievements, and the efforts of individuals and teams create a culture of acknowledgement. Appreciation reinforces the idea that the

organization values and acknowledges the dedication and hard work of its employees during the transformative journey<sup>73</sup>.

Change, as inevitable as it is in organisational life, often encounters resistance from employees. Effective change management necessitates not only recognizing this resistance but also proactively addressing it to ensure a smoother transition and successful adoption of the intended changes. Leaders, in particular, hold a critical role in managing and mitigating resistance, embodying a key facet of change leadership<sup>74</sup>. A crucial first step in Managing Resistance involves Understanding the Sources of Resistance. Resistance can stem from various factors, including fear of the unknown, perceived loss of control or job security, lack of understanding about the change, or even a simple reluctance to leave one's comfort zone. Leaders must delve into the underlying causes to tailor their strategies effectively<sup>74</sup>. Clear Communication and Education form the bedrock of combating resistance. Leaders need to communicate the rationale, goals, and benefits of the change comprehensively. When employees understand the 'why' behind the change and how it aligns with organisational objectives, they are more likely to overcome resistance and actively support the transition.

Resistance to change is an expected and natural reaction that occurs within individuals or groups when they perceive impending change as a threat or disruption to their established state or ways of working<sup>75</sup>. The complexity of resistance lies in its diverse manifestations and the underlying psychological, social, and organisational factors that contribute to it. Understanding and effectively managing resistance is pivotal for successful change implementation within any organization. Fear of the unknown is a prevalent driver of resistance. When faced with change, employees often grapple with uncertainty regarding their roles, job security, and how the changes will affect their daily routines. This uncertainty can generate anxiety and resistance, especially when a clear communication channel addressing these concerns is lacking<sup>75</sup>.

Another significant factor contributing to resistance is the perception of Loss of Control. Humans inherently seek control over their environment and work processes. When changes are introduced, especially if employees feel they have no say or control in the decision-making process, resistance can intensify as it challenges their sense of autonomy and authority. Perceived Unfairness in the change process can fuel resistance. If employees believe that the change is being imposed without considering their interests or concerns, they might resist it based on a sense of injustice. Fairness and transparency in the change process are crucial to mitigate this form of resistance.

Human beings are creatures of habit, and a Disruption of Routine can provoke resistance. Changes often necessitate alterations to established routines and patterns of behavior. This disruption can cause discomfort and resistance, as individuals struggle to adapt to the new order of things. A perceived Threat to Competence can trigger resistance, particularly when employees feel that the change might question or diminish their skills or competence. Change initiatives that imply a significant shift in roles or technologies can evoke concerns about their adequacy and provoke resistance. A lack of trust in the leadership or in the change process itself can be a substantial barrier to change acceptance. If employees don't trust the motives or capabilities of the individuals driving the change, they are likely to resist it<sup>75</sup>.

Education and communication play critical roles in the change management process, providing essential pillars for facilitating successful organizational change<sup>76</sup>. Transparent and timely information dissemination is paramount during times of change, ensuring employees are well-informed about the change's purpose, scope, and expected outcomes. Regular updates and progress reports help to reduce ambiguity and create a sense of involvement and ownership among the workforce. Sharing the rationale behind the change is equally crucial, as employees are more likely to accept and support a change when they understand the reasoning behind it. This could encompass market dynamics, technological advancements, or

organisational strategies. A clear rationale aligns employees with organisational goals and fosters a sense of purpose. Education and communication provide a platform for employees to voice their concerns and seek clarifications. Encouraging an open dialogue where employees can ask questions and receive thoughtful, well-informed responses helps in dispelling myths and reducing uncertainty. Addressing concerns directly fosters trust in the change process.

In addition, effective communication outlines the benefits of the change for both the organization and the individual employees. Demonstrating how the change positively impacts the employees' work experience, career growth, or the overall work environment is motivating. When employees perceive the change as beneficial, they are more likely to support and actively participate in the transition. Lastly, establishing two-way communication channels is vital, whether through regular team meetings, focus groups, or digital platforms. Actively engaging with employees, seeking their input, and valuing their perspectives send a message that their voices matter, nurturing a positive attitude towards the change. This fosters an environment of trust and understanding, enabling organisations to navigate through change with minimal disruption and achieve the desired

Involvement and participation are pivotal elements in change management, empowering employees and fostering a sense of ownership and commitment to the transformation process<sup>77</sup>. When employees are actively engaged and included in decision-making, it signals that their perspectives are valued and their contributions are integral to the organization's success. Engagement begins with involving employees from the outset, ideally in the planning phase of the change process. Seeking their input on various aspects of the change, such as goals, strategies, or potential challenges, not only provides valuable insights but also generates a sense of ownership in the change journey. Employees who are part of the

decision-making process are more likely to understand and align with the objectives of the change, enhancing their commitment and dedication.

Moreover, involving employees in crafting solutions and action plans can lead to more practical and effective strategies. Employees possess firsthand knowledge of their roles and the intricacies of their departments, making their contributions invaluable in devising realistic and actionable plans. This involvement also creates a shared responsibility for the success of the change. Participation extends to implementation as well, with employees being actively engaged in executing the change initiatives. Assigning them roles and responsibilities within the change process allows for a decentralized approach, encouraging innovation and adaptability at various levels of the organisation. Employees become change advocates and influencers within their teams, propagating a culture of change readiness and acceptance. Leadership plays a vital role in fostering this culture of involvement and participation. Leaders should encourage open communication channels, actively solicit employee feedback, and create platforms for dialogue and collaboration. Additionally, recognizing and appreciating employee contributions during the change process reinforces their sense of ownership and commitment<sup>77</sup>. Support and training are linchpins in change management, serving as crucial facilitators for a smooth transition during organisational transformations<sup>65</sup>. When employees face change, especially substantial ones like digital transformation or shifts in processes, providing adequate support and training becomes a fundamental necessity.

Firstly, support during change involves creating a conducive environment where employees feel safe to voice their concerns, ask questions, and seek guidance. This can encompass various forms such as mentorship programs, counseling sessions, or designated change support teams. Knowing that there is a support system in place helps employees navigate uncertainties and challenges associated with the change. Training is equally vital as it equips employees with the necessary skills and knowledge required for the new processes, systems,

or technologies. Comprehensive training programs should be designed and conducted, addressing the specific needs arising from the change. This can include technical training for new digital tools or broader training on updated organizational policies and procedures. Training should be ongoing and adaptive, ensuring that employees are continuously updated and proficient in utilizing the changes introduced. Continuous learning opportunities, workshops, and access to learning resources contribute to employees' confidence and competence in adapting to the change.

Leaders play a pivotal role in providing this support and training. They need to actively communicate the availability of support channels and emphasize the importance of training. Leaders should encourage participation in training programs and foster a culture where seeking assistance is viewed as a positive step towards personal and organisational growth. Feedback mechanisms should be established to gauge the effectiveness of support and training initiatives. Employee feedback can pinpoint areas for improvement and help in tailoring support and training to better meet the evolving needs of the workforce<sup>65</sup>.

Acknowledging and celebrating milestones during the change journey play a vital role in boosting morale and sustaining momentum<sup>62</sup>. Change initiatives often involve a series of smaller steps leading to a larger transformation. These steps, when acknowledged and celebrated, not only recognize individual or team efforts but also serve as markers of progress. Celebrations can take various forms, ranging from team lunches, recognition ceremonies, to awards or certificates. The key is to make these celebrations meaningful and aligned with the goals of the change. For instance, if the change involves the adoption of a new technology, celebrating successful integration or achieving proficiency in its use can be particularly relevant. These celebrations create a positive atmosphere, instilling a sense of achievement and reinforcing the purpose behind the change. They demonstrate that the organisation values and appreciates the collective efforts exerted by employees. Moreover, celebrations can

strengthen the sense of unity and camaraderie among employees, fostering a collaborative and supportive work environment.

Leaders play a critical role in orchestrating these celebrations. Their active involvement and enthusiasm in acknowledging milestones set the tone for the entire organisation. A sincere and heartfelt acknowledgement from leadership underscores the significance of the accomplishments and motivates employees to stay committed to the change journey. It is essential to integrate this practice of celebrating milestones into the organisational culture. When employees see that their hard work and dedication are not only recognized but also celebrated, it reinforces a positive outlook toward change and encourages continued engagement and perseverance<sup>62</sup>.

## **2.2 Theoretical Framework**

### **2.2.1 Meyer and Allen's theory of commitment**

The foundation for comprehending commitment is established in Meyer and Allen's seminal Theory of Organisational Commitment. This theory offers a comprehensive framework that delves into the diverse dimensions of commitment, shedding light on how each dimension affects employee behavior, attitudes, and their overall relationship with the organisation. Meyer's and Allen Theory of Commitment, developed in 1990, serves as a foundational framework for comprehending the multifaceted nature of organisational commitment<sup>2</sup>. This theory offers valuable insights into the intricate dynamics that underlie an employee's commitment to an organisation, and it delineates commitment into three distinct components: normative commitment, affective commitment, and continuance commitment.

Normative commitment, one of the key dimensions examined in this study, occupies a central position in the theory. It focuses on the ethical and moral aspects of commitment, emphasizing an individual's sense of obligation and responsibility towards the organisation.

This dimension is particularly relevant in the context of secretaries' dedication to their respective polytechnics, as it aligns with their values-driven approach to their roles<sup>2</sup>. Within the framework of Meyer's and Allen theory, normative commitment signifies an employee's belief that supporting the organization and its initiatives is not just a matter of duty but a reflection of their personal or professional values. Individuals with high normative commitment feel a profound sense of responsibility to contribute to the institution's success, not merely because it's expected of them, but because they genuinely believe it's the right thing to do<sup>2</sup>.

This theory postulates that each dimension of commitment is influenced by a unique set of determinants, and it recognizes the importance of understanding and measuring these dimensions separately to gain a comprehensive view of an employee's commitment profile<sup>2</sup>. In the case of normative commitment, these determinants often include the alignment of personal values with the organisation's mission, a strong sense of ethical duty, and a desire to actively participate in achieving the institution's objectives.

Expanding upon Meyer and Allen's foundational work on organisational commitment theory provides a comprehensive theoretical framework to elucidate the intricate dynamics of commitment within the workplace. This theory delves into the fundamental aspect that the relationships between individuals and their organisations are essentially social exchanges characterized by reciprocal give-and-take<sup>78</sup>. In essence, Meyer and Allen's Theory proposes that employees engage in a continuous evaluation of the outcomes they receive from the organisation in response to their contributions. These contributions encompass a spectrum of elements, including time, effort, dedication, skills, and personal sacrifices. On the other side of this evaluation are the benefits or outcomes provided by the organization, which can encompass various dimensions such as job satisfaction, monetary rewards, career growth opportunities, and a conducive work environment.

Employees engage in this evaluative process to gauge the balance between what they invest in terms of their efforts and what they gain in return from the organisation. If the perceived benefits outweigh the perceived investments, employees are more likely to develop a stronger sense of commitment towards the organisation. This commitment manifests in various forms, such as affective, continuance, and normative commitment, as outlined by Meyer and Allen<sup>2</sup>. Affective commitment is closely related to the positive feelings an employee has towards the organization. It aligns with the gratification an employee experiences when the outcomes received surpass their investments. Continuance commitment, on the other hand, is more pragmatic and relates to the perceived cost of leaving the organisation. Lastly, normative commitment is based on a sense of duty and moral obligation to remain committed to the organization due to the benefits received and investments made.

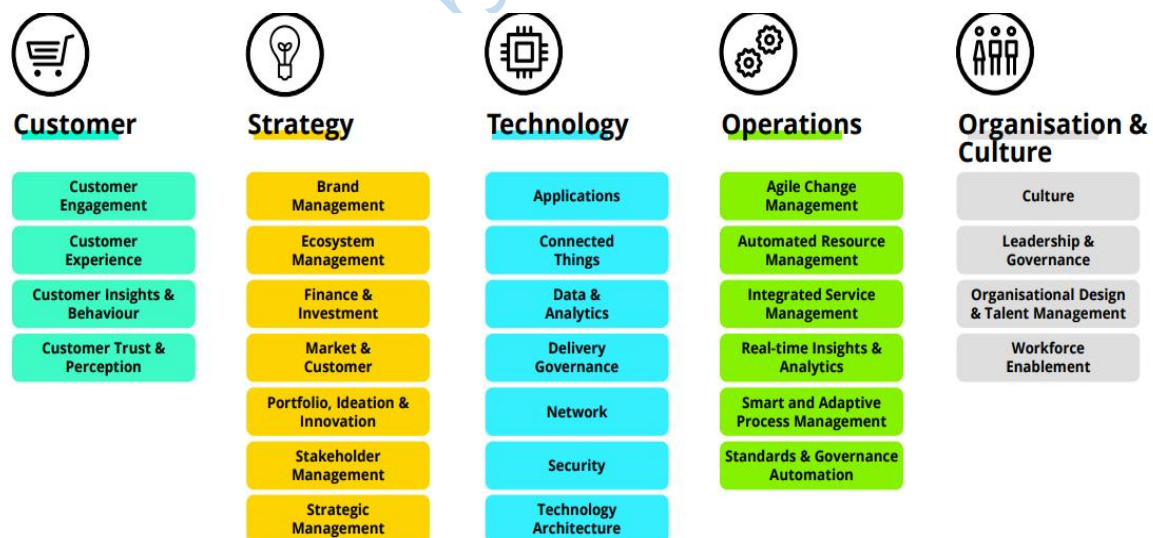
Meyer and Allen's Theory thus provides a theoretical lens to understand how individuals assess and determine their commitment to an organisation based on this ongoing exchange of contributions and benefits. It emphasizes that fostering a positive and balanced exchange is essential for enhancing organizational commitment among employees. The valuable perspective to Meyer and Allen's theory by emphasizing the importance of reciprocity and the perceived fairness of the exchange in determining an individual's commitment to the organization<sup>78</sup>.

### **2.2.2 Digital maturity model**

The Digital Maturity Model (DMM) is a theoretical framework that evaluates and guides an organization's digital transformation activities. The Digital Maturity Model provides a structured approach for organizations to assess and enhance their digital culture, technology, and operations progressively<sup>115</sup>. Using the models enables organizations to assess their current situation, form an objective of where they want to go, and create a roadmap for reaching their transformation goals<sup>113</sup>. Digital maturity model measures the level of

digitalization activities within an organisation. Maturity models are frequently used to assess the influence digital transformation and level of progress or new techniques on the business in light of emerging developments such as digitalization or the Fourth Industrial Revolution. By understanding and applying the principles of the model, organizations can effectively navigate their digital transformation journey, ensuring sustainable growth and competitive advantage<sup>35</sup>. The approach assists organizations in determining their present digital state and gives a road map for improvement. This paradigm brings together ideas from adopting technology, organizational change, and innovation administration theories.

The Digital Maturity Model offers a solid theoretical foundation for driving digital transformation efforts<sup>108</sup>. It offers the dimensions along which digital transformation efforts, activities and outcomes of organization could be measured. According to the model, digital technology, digital operation, digital culture, digital strategy and customer experience are the key indicators on which digital transformation efforts and initiate of an organization could be measured.



Sources: <sup>119</sup>

Digital technology encompasses tools and platforms enabling digital transformation in organization. This includes software, hardware, and digital infrastructure that support business processes, enhance productivity, and facilitate innovation. Technology contributes to the success of organisation with digital strategy by helping to create, process, store, secure and exchange data to meet the needs of organization at a low cost <sup>116</sup>. The Key aspects involve the adoption and integration of these technologies into business operations to leverage strategic advantages.

Digital operation is the integration and optimization of digital technologies within business processes. This involves leveraging digital tools to improve efficiency, streamline workflows, and enhance overall operational performance. The focus is on using technology to transform traditional operations into more agile, data-driven, and customer-centric processes. Developing and implementing digitally enabled processes and activities to improve business efficiency and strategic management. Digital culture is defined as an organization's common perspective, attitudes, and behaviors that support and promote digital change<sup>44</sup>. This includes creating a culture that values innovation, continual learning, and the use of digital tools to improve business operations. A strong digital culture is vital for ensuring that all personnel of the organization are aligned and dedicated to effectively using digital technologies<sup>35</sup>.

Digital strategy depicts the extensive plan that links digital endeavors with broader corporate objectives. This strategy include setting defined objectives, recognizing digital possibilities, and allocating resources to effectively implement digital technology. It acts as a blueprint for leading digital transformation activities and ensuring that digital projects contribute to the organization's long-term success<sup>51</sup>. Customer experience as a measure of digital transformation covers customer's interactions with businesses via digital channels with the expectation of smooth, personalized, and efficient experiences. This entails employing digital tools to better understand client demands, increase engagement, and provide value across

multiple digital touchpoints. It reveals the extent to which an organization focuses on the use of data and digital technologies to fulfill the changing demands of digital customers<sup>59</sup>.

This study explores digital technology, digital operation and digital culture as measures of digital transformation of polytechnics in relation to the commitment of secretaries<sup>117</sup>. The secretaries in polytechnics utilize digital technology tools for a number of functions and processes communication, document preparation and records management, instant messaging, and video conferencing, inter-departmental work flow, etc. Most office and secretarial operations are now being digitalized, with evolving platforms, digital processes and operations replacing traditional methods to achieve efficiency and effectiveness in office administration and secretarial practices. Keeping up with the latest technology abilities is critical for professional advancement<sup>111</sup>. Making use of digital tools and digitalizing office and secretarial operations is possible in an environment of digital leadership and culture across organs and departments in the polytechnics.

Similarly, digital operations help to improve efficiency by automating repetitive operations like scheduling, document management, and communication. This automation minimizes manual labor while increasing production. Digital operations can increase accuracy and organization by allowing for simple storage and retrieval of critical papers and information. In the performance of their roles, secretaries in polytechnics should embrace digital culture to foster an environment of continual learning and adaptability, which are critical for managing modern administrative chores. Embracing digital culture encourages effective use of digital tools and technologies, resulting in increased efficiency and productivity<sup>117</sup>. It also promotes creativity and collaboration, which are essential for keeping up with changing educational and administrative practices. Furthermore, a strong digital culture enables secretaries to better support teachers and students by leveraging cutting-edge digital resources and solutions.

In the context of this study, digital strategy and customer experience are exempted from the measure of digital transformation employed as digital strategic activities fall under the purview of management staff and departmental heads while customers' engagement and experience on digital platforms and channels do not fall within the ambit of secretarial functions<sup>59, 118</sup>.

Digital maturity model increases integration of organizational procedures and resources with digital operations. The digital maturity paradigm enables firms to buy and integrate digital technologies methodically rather than arbitrarily. It outlines a strategy to apply technologies compatible with the company's aims and capabilities<sup>111</sup>. The approach utilizes digital technologies and techniques to streamline and enhance organizational operations. As firms mature, they improve operational efficiency and effectiveness<sup>86</sup>. The digital maturity model promotes a culture shift toward embracing digital innovation and continual development. Organisations with higher digital maturity frequently have a culture that encourages innovation, adaptability, and a willingness to accept new technology<sup>89</sup>. It was claimed that an organization at the vanguard of digital transformation has a culture open to change, a higher tolerance for risk, and invests in talent development. It evaluated cross-collaboration, communication, creativity, and external cooperation in organizational cultures.

The assessment of digital transformation of public polytechnics in Ogun State, involves assessing the appraisal of current digital technology usage, extent of digitalized office functions and secretarial administration as well as the institutional culture which emphasises digital leadership, initiative and work processes.

### **2.2.3 Kurt Lewin's Theory of Change Management**

It was initially introduced in 1951, stands as a seminal and enduring framework for comprehending the principles and strategies that underlie the effective management of organizational change. Within the intricate landscape of higher education and polytechnics,

where digital transformation is becoming increasingly prevalent, Lewin's theory assumes a pivotal role in guiding our understanding of how change is initiated, executed, and ultimately integrated into the fabric of these institutions<sup>81</sup>. Lewin's theory introduces the fundamental concept of the three stages of change: unfreezing, changing, and refreezing. Each of these stages serves as a critical component of the change process, emphasizing the dynamic and evolving nature of organisational transformation.

Moreover, Lewin's theory highlights the significance of involving key stakeholders in the change process. It recognizes that individuals affected by the change must actively participate in decision-making and implementation to foster a sense of ownership and commitment. This aspect is particularly relevant in the context of polytechnics, where faculty, staff, students, and administrators play pivotal roles in shaping the success of digital transformation efforts. Engaging these stakeholders through collaborative planning, feedback mechanisms, and shared goals is essential to navigate the complexities of change in the educational domain effectively.

In addition to its emphasis on the three stages of change, Lewin's theory also introduces the force-field analysis concept. This tool aids in identifying the driving forces that promote change and the restraining forces that impede it. By carefully assessing these forces, institutions can develop strategies to reinforce facilitating factors while mitigating or overcoming barriers to change. In the context of digital transformation in polytechnics, this analysis can help identify the incentives, motivations, and obstacles that influence the adoption and integration of digital technologies and practices. Furthermore, Lewin's Theory of Change Management acknowledges that change is a dynamic and ongoing process. It underscores the need for institutions to remain adaptable and responsive to evolving circumstances and challenges. This aspect resonates strongly in the context of polytechnics, where the educational landscape is constantly evolving, driven by technological

advancements, shifts in student demographics, and changing industry demands. Institutions must embrace a culture of continuous improvement and change readiness to thrive in this dynamic environment.

In conclusion, Kurt Lewin's Theory of Change Management serves as an invaluable theoretical framework for comprehending the intricacies of managing organizational change within polytechnic institutions undergoing digital transformation. It guides our understanding of the preparatory steps required to unfreeze established norms, the challenges and strategies associated with the moving stage, and the critical importance of refreezing to ensure lasting transformation. Lewin's emphasis on stakeholder involvement, force-field analysis, and the dynamic nature of change reinforces its relevance and applicability in navigating the complex terrain of digital transformation in higher education<sup>81</sup>.

Building a coalition of influential and committed individuals within the organisation is essential. This coalition acts as a driving force for change, mobilizing support, and advocating for the change initiative. The coalition should encompass individuals with diverse skills, perspectives, and positions to ensure a comprehensive understanding and implementation of the change process. Developing a clear and compelling vision for change is paramount. The vision should be an inspiring depiction of the desired future state post-change. It should convey a sense of direction, purpose, and benefits, fostering enthusiasm and commitment among stakeholders. A well-crafted vision aligns everyone towards a common goal and guides decision-making throughout the change journey.

Once the vision is established, effective communication is crucial to ensure all stakeholders understand and embrace the proposed changes. Communication should be consistent, transparent, and tailored to various audiences within the organisation. It is about articulating the vision's relevance, benefits, and how it aligns with the organization's values and

objectives<sup>71</sup>. To achieve the vision, empowering employees to act on the proposed changes is imperative. This involves removing obstacles, enabling individuals to make decisions, and encouraging innovative thinking. By fostering a sense of ownership and autonomy, organizations create an environment where employees feel empowered to contribute to the change process.

Generating early, visible successes in alignment with the vision is a pivotal step. Short-term wins build momentum, boost morale, and validate the effectiveness of the changes. These early victories serve as evidence that the change efforts are progressing in the right direction, motivating individuals and gaining their support for the subsequent phases<sup>71</sup>. Once the organisation experiences initial successes, it's essential to build on them and consolidate the changes. This involves reinforcing the new behaviors, systems, and processes. Additionally, it may entail reassessing the initial vision and making necessary adjustments based on the lessons learned during the initial implementation.

The final step revolves around embedding the changes into the organisation's culture and operations. This entails incorporating the new behaviors and practices into everyday routines and ensuring they are sustained over the long term. It's about making the change a part of the organisational DNA, so it endures even after the change initiative concludes<sup>71</sup>. Lewin's Change Management Model, with its stages of unfreezing, changing, and refreezing, complements Kotter's model. The stages in Lewin's model align with Kotter's steps, starting from creating a sense of urgency (unfreezing), through implementation and empowerment (changing), to consolidation and institutionalization (refreezing). The integration of these models provides a comprehensive guide for successful organizational change.

Lewin's Theory of Change Management, with its foundational stages of unfreezing, changing, and refreezing, finds profound relevance in the dynamic landscape of digital transformation.

Digital transformation, as a strategic organizational endeavor, necessitates substantial shifts in processes, tools, and perhaps most critically, the organisational culture. The integration of digital technologies and the realignment of operations require a structured and systematic approach to managing change. This is where Lewin's theory steps in, providing a well-established framework for change management<sup>69</sup>.

The first stage, unfreezing, aligns seamlessly with the initial phase of creating awareness and understanding the imperative for digital transformation. It involves breaking down existing mindsets, acknowledging the need for change, and preparing employees for the journey ahead. In the context of digital transformation, this stage demands effective communication and education about the benefits, rationale, and expected outcomes of embracing digital technologies and processes. The second stage, changing, encapsulates the implementation and adaptation of new digital processes and tools. As organizations transition towards a more digitalized operational model, this stage mirrors the active adoption and integration of digital technologies. It calls for a robust change management strategy that encompasses training, support mechanisms, and consistent communication to ensure a smooth transition and employee buy-in.

Finally, the refreezing stage in Lewin's model aligns with stabilizing and institutionalizing the changes achieved through digital transformation within the organisation. It involves reinforcing the new behaviors and practices, embedding them in the organisational culture, and ensuring their sustained application. In the digital transformation context, this stage focuses on solidifying the new digital norms, encouraging continuous learning, and celebrating successful digital initiatives. Lewin's Theory of Change Management, with its practical and logical progression of stages, serves as an invaluable guide for change managers navigating the complexities of digital transformation. By aligning these stages with the

intricacies of digital change, organizations can effectively steer their transformation efforts towards successful integration and lasting impact<sup>69</sup>.

## **2.3 Review of Empirical Studies**

This section critically examines a series of empirical studies that delve into the relationships between the dependent variable, organisational commitment, and the two independent variables, digital transformation and change management. By analyzing the findings and methodologies of these studies, we can gain valuable insights into the intricate dynamics at play when exploring the impact of digital transformation and change management on organizational commitment.

### **2.3.1 Digital Transformation and Commitment**

The intersection of organizational commitment and digital transformation has garnered significant attention in recent years. To understand this relationship, scholars have conducted numerous empirical studies that shed light on how embracing digital technologies affects the commitment levels of employees within various organizational settings. One such study conducted to explore the influence of digital transformation initiatives on the organisational commitment of employees within the banking sector. Through a mixed-method approach combining surveys and in-depth interviews, the researchers investigated how the implementation of digital solutions and the reconfiguration of banking processes impacted employees' commitment. The findings revealed a complex interplay of factors. While some employees viewed digital transformation as an opportunity for skill enhancement and career advancement, others perceived it as a threat to job security. Consequently, the study highlighted the importance of effective communication and change management strategies in shaping employees' attitudes and commitment during digital transformation initiatives<sup>30</sup>.

Moreover, a longitudinal study was conducted in the context of educational institutions, focusing on the impact of digital transformation on the commitment of academic staff. Over a three-year period, they observed the introduction of digital learning platforms, online teaching methods, and administrative process automation. The results demonstrated a positive correlation between the extent of digital transformation and the affective commitment of academic staff. Those who actively engaged with digital tools and perceived them as supportive of their teaching and research activities reported higher levels of commitment to the institution. This underscores the potential of digital transformation to enhance employees' emotional attachment to their organisations<sup>31</sup>. One notable study embarked on an in-depth investigation to discern the repercussions of cloud-based digital transformation specifically within the realm of IT service providers. The findings of this study shed a brilliant spotlight on how the advent of digital transformation, particularly in the form of cloud technology, influences and interlaces with organizational commitment, providing empirical evidence on this vital relationship<sup>85</sup>.

Furthermore, the research landscape was enriched by another pivotal study, where they meticulously explored the intricate connection between digital transformation and sustainability, especially in the complex milieu of multinational enterprises. This comprehensive study offered invaluable insights into the multifaceted impact of digital transformation on organizations, unraveling not only its potential to enhance operational efficiency but also its role in fostering sustainability and ethical practices within the organizational fabric<sup>86</sup>. On the other hand, research highlighted the role of continuance commitment concerning digital transformation. In their study within the healthcare sector, they investigated how the implementation of electronic health records (EHR) influenced the commitment of medical professionals. The findings revealed that while some clinicians exhibited a sense of obligation to adapt to the new EHR system due to regulatory

requirements, others felt frustration and perceived the change as burdensome. Continuance commitment, in this case, was driven by external pressures rather than intrinsic motivation. This study underscores the need for a nuanced understanding of different dimensions of commitment concerning digital transformation<sup>87</sup>.

Numerous studies have delved into the intricate relationship between digital transformation and organizational commitment, shedding light on the multifaceted nature of this connection. An insightful study conducted to explore the influence of cloud-based digital transformation on IT service providers. Through a series of focus groups and interviews, they examined how the adoption of cloud technologies transformed the roles and responsibilities of IT professionals. Their findings indicated that digital transformation initiatives, such as the migration to cloud services, could impact the commitment levels of IT service providers. This suggests that the nature and extent of digital transformation can influence how employees perceive their roles and responsibilities, potentially affecting their commitment to the organisation<sup>88</sup>.

Moreover, research focused on the broader implications of digital transformation, particularly in the context of sustainability within multinational enterprises. Their study explored how digital transformation initiatives aligned with sustainability goals could impact employees' commitment to the organisation. By examining the interplay between digital transformation, sustainability efforts, and organisational commitment, the researchers uncovered important insights. They found that employees in organisations actively engaged in sustainable digital transformation initiatives exhibited higher levels of affective commitment. This suggests that a shared commitment to sustainability, facilitated by digital transformation, can foster employees' emotional attachment to the organisation<sup>89</sup>.

Furthermore, a study conducted specifically to examining the management of organisational change in the context of digital administration. Their research delved into the strategies and approaches employed during digital transformation initiatives. By analyzing the effectiveness of change management practices, the study aimed to understand their impact on employees' commitment. The findings highlighted the pivotal role of change management in shaping employees' attitudes and commitment during digital transformation. Effective change management practices that addressed employee concerns and provided support were associated with higher levels of commitment<sup>90</sup>.

In a different vein, research explored digital transformation in the banking sector and its managerial perspective on barriers to change. Their study delved into the challenges faced by organisations in the process of digital transformation. While not directly measuring organizational commitment, their findings shed light on the potential hurdles and barriers that employees may encounter during digital transformation initiatives. These challenges could have implications for employees' commitment, as resistance and difficulties adapting to change may influence their attitudes toward the organisation<sup>91</sup>. Additionally, a study offered insights into the role of transformational leadership in the context of digital transformation. While primarily focusing on leadership, the study indirectly touched upon organisational commitment. Transformational leaders, by inspiring and motivating employees, play a crucial role in shaping commitment levels. Thus, understanding the leadership dynamics during digital transformation is essential for comprehending its impact on commitment<sup>92</sup>.

In sum, empirical studies focusing on the relationship between digital transformation and organisational commitment have produced nuanced findings. The impact of digital transformation initiatives on commitment appears to be multifaceted, influenced by individual perceptions, job roles, and the extent of alignment between employees' values and the changes introduced. Effective change management, communication, and support

mechanisms emerge as critical factors in shaping commitment during digital transformation processes.

### **2.3.2 Change Management and Commitment**

Change management practices within organisations have long been recognized as significant determinants of employees' commitment levels. Empirical studies have delved into the strategies, leadership styles, and communication approaches associated with effective change management and their impact on organisational commitment. A cross-industry study conducted to examining the relationship between change management practices and the commitment of employees. Using survey data from a diverse range of organizations, they identified several key factors that consistently correlated with higher levels of commitment. These factors included transparent communication of the reasons behind change, active involvement of employees in the change process, and visible support from top leadership. The study underscored the role of participative change management in fostering affective commitment, where employees felt valued and engaged in the change effort<sup>93</sup>.

Furthermore, a longitudinal study explored the impact of change leadership styles on organizational commitment over time. The researchers identified three distinct leadership styles: transformational, transactional, and laissez-faire. Transformational leaders were found to have a significantly positive influence on affective commitment, with their inspirational vision and individualized support resonating with employees. Transactional leadership, characterized by a more contingent reward system, also positively influenced continuance commitment. However, laissez-faire leadership, marked by a lack of active involvement in the change process, led to lower levels of all commitment dimensions. This study highlights the pivotal role of change leadership in shaping employees' commitment trajectories during periods of change<sup>94</sup>.

In addition to leadership, the timing and nature of change communication have been the focus of several studies. Research conducted within the technology sector, examining the influence of communication channels and timing on employees' normative commitment. Their findings indicated that early and consistent communication regarding the need for change and its alignment with organizational values enhanced normative commitment. The study suggested that clear, value-driven communication could reinforce employees' sense of duty and obligation towards the organisation during change initiatives<sup>95</sup>. Conversely, another study emphasized the importance of addressing resistance to change as a critical aspect of change management. They explored the impact of change management interventions designed to mitigate resistance on continuance commitment. The findings demonstrated that targeted interventions, such as training, support, and addressing employees' concerns, were associated with higher continuance commitment levels. This research underscores the link between change management strategies that address resistance and employees' willingness to remain with the organisation<sup>96</sup>.

The substantial body of research investigating the intricate connection between organisational commitment and change management offers valuable insights into the dynamics of this relationship. A comprehensive study that was conducted which delved into change management and its repercussions on organisational performance. The research primarily centered on the Nigerian telecoms industry, a sector characterized by rapid technological advancements and frequent changes. The study findings illuminated the profound impact of effective change management strategies on organisational commitment and performance. The study underscored the importance of aligning change initiatives with employees' needs and expectations to enhance their commitment to the organisation<sup>97</sup>.

Furthermore, a study contributed to the understanding of organisational commitment by investigating resistance to change and strategies for mitigating it, particularly in educational

organizations. Their research addressed a critical aspect of change management how employees respond to and cope with organisational changes. By exploring the factors contributing to resistance and proposing methods to reduce it, the study indirectly shed light on the potential influence of change management practices on employees' commitment. Effective change management, as identified in their research, can facilitate a smoother transition, potentially fostering a more positive commitment among employees<sup>98</sup>.

In addition to these studies, conducted research that delved into the psychosemantics of employees' images when identifying typology, responsibility, and communication within organizations. While not directly measuring organisational commitment, their exploration of employees' perceptions and images within organisations provides valuable context. Employees' perceptions of their roles, responsibilities, and communication dynamics can significantly affect their commitment to the organization. Understanding the psychosemantics of these aspects can offer valuable insights into the underlying factors that influence commitment<sup>99</sup>. Furthermore, research approached the topic of resistance to organisational change from a social work social justice perspective. Their research highlighted the importance of legitimizing resistance to change as a means of addressing organizational justice concerns. Although not focused solely on commitment, this perspective acknowledges the role of justice and fairness in shaping employees' attitudes toward change and the organization. Recognizing and addressing justice-related concerns during change management can be pivotal in maintaining or enhancing organisational commitment<sup>100</sup>.

In a parallel vein, a study made significant strides in exploring resistance to change and delineating strategies to mitigate this resistance, particularly in educational organisations. The study shed crucial light on strategies that not only reduce resistance but also enhance organisational commitment amidst change initiatives<sup>101</sup>. By doing so, it underscored the pivotal role of change management in not only facilitating the implementation of necessary

changes but also in fostering a sense of commitment and adaptability among employees during these transformative processes. Researchers developed the Organisational Change Recipients' Beliefs Scale, an instrument aimed at measuring employees' beliefs and attitudes toward organizational change. While not directly measuring commitment, this scale assesses critical dimensions related to how employees perceive and react to change initiatives. Understanding employees' beliefs and attitudes toward change is integral to comprehending their overall commitment to the organisation during times of change<sup>102</sup>.

In summary, empirical studies examining the relationship between change management and organizational commitment reveal that effective change leadership, participative approaches, and transparent communication can enhance employees' commitment. Conversely, laissez-faire leadership and inadequate responses to resistance can diminish commitment levels. These findings emphasize the importance of robust change management practices in promoting commitment during periods of organizational change.

### **2.3.3 Digital Transformation, Change Management and Commitment**

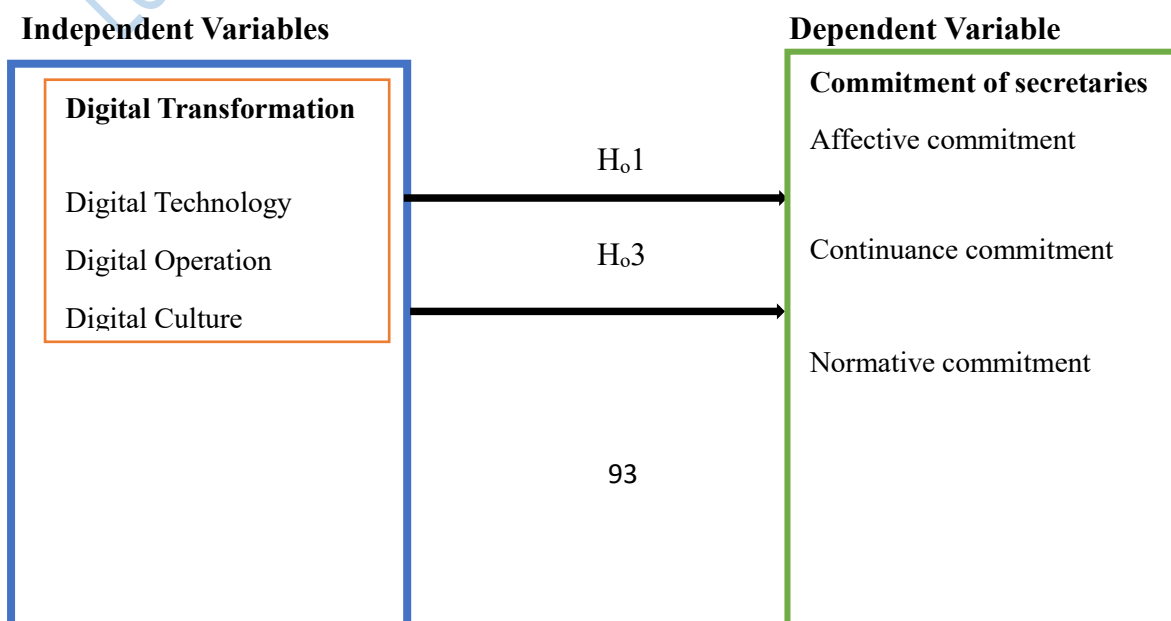
This study looks at the combined impact of digital transformation, change management, and secretaries' engagement in Public Polytechnics in Ogun State, Nigeria. Successful change management strategies can improve secretaries' attitudes toward digital tools by collaborating advantages dealing with issues, and involving secretaries in the transformation process, and supplying the essential infrastructure, such as reliable internet and modern hardware, as well as instructional materials and ongoing support, can reduce anxiety about technology use<sup>108</sup>. Unambiguous and recurring information from leadership about the significance and unavoidable of digital transformation can foster a positive attitude and proactive approach to adopting new technologies; aligning digital tools with one's objectives and job requirements may enhance commitment; and recognizing and rewarding innovators can motivate others<sup>109</sup>.

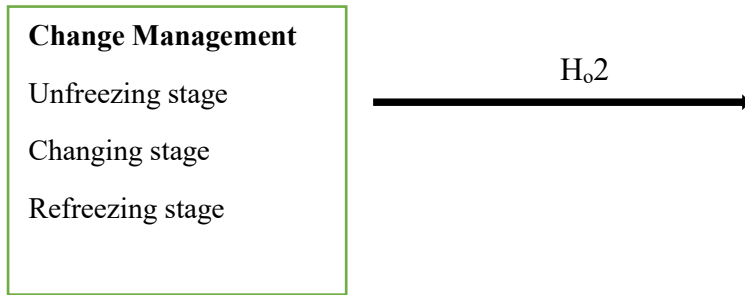
It is critical to create a supportive environment in which secretaries feel encouraged to use digital technologies by their peers and superiors.

It is critical to create a supportive environment in which secretaries feel encouraged by their colleagues and superiors to use digital technologies, and peer training and mentorship programs can help to increase commitment to digital projects. Implementation methods should include extensive instruction programs, rewards to feed efficient application and gain of digital tools, a strong managerial commitment to digital transformation, dedication to the necessary technological capabilities, and regular feedback mechanisms to understand issues and requirements and make incremental upgrades to digital systems and support structures. By applying digital maturity model to digital transformation efforts in public polytechnics in Ogun State, Nigeria, we can better understand the factors that influence secretaries' willingness to adapt to new technologies, highlighting the importance of perceived benefit, simplicity of use, credibility, social influence, and facilitating conditions in driving success.

## 2.4 Conceptual Model

The conceptual model employed in this study serves as a valuable framework for understanding the intricate interplay between the independent variables (digital transformation and change management) and the dependent variable (commitment). This model elucidates how various sub-variables under each independent variable influence the dimensions of organisational commitment.





**Source: Researcher's conceptual model (2024).**

The model proposed links on the interactions between the independent and dependent variables of the study. Digital transformation and change management are the independent variables while commitment is the dependent variables. Furthermore, affective, continuance and normative are adopted for commitment as proposed by Meyers and Allen theory<sup>3</sup>. While technology, operation, organisation and culture are adapted for Digital maturity model<sup>105</sup>. The measurers adapted for change management are unfreezing stage, changing stage and refreezing stage from the theory of Kurt Lewin's theory. The conceptual model proposes relationships and interactions between the parameters of the independent variables and commitment of secretaries in public polytechnics in Ogun state, Nigeria.

## **2.5 Summary of Literature Reviewed**

This chapter provided an extensive review of the key concepts and theories related to the research topic. It explored the dimensions of organisational commitment, the nature of digital transformation, and the principles of change management. Additionally, empirical studies highlighting the relationships between these variables were examined, laying the groundwork for the subsequent research<sup>16, 26</sup>. The conceptual model illustrates the expected connections between the variables under investigation, setting the stage for data collection and analysis in the following chapters. Qualitative findings emphasize the need of clear communication, ongoing training, and participation in decision-making, with perceived organizational support emerging as a significant element in promoting digital transformation. Recognizing and

aligning digital transformation goals with one's own development is critical for increasing commitment, and a supportive and open work environment helps to foster favorable attitudes toward change<sup>33,107</sup>.

The findings show that perceived utility, simplicity of use, credibility, and social impact are strong determinants of secretaries' acceptance and commitment to digital transformation in Ogun State's public polytechnics<sup>27</sup>. This dedication is strengthened even more by effective change management strategies and a supportive corporate environment. This study emphasizes the need of combining digital maturity model with change management and commitment elements when determining the adoption of digital transformation initiatives. Public polytechnics should focus on these areas in order to successfully implement and sustain digital transformations<sup>109</sup>. The study highlighted the value of successful change management techniques, support from the organization, and a supportive work environment in improving secretaries' views regarding digital technologies and their dedication to digital transformation<sup>30,107</sup>. Digital transformation and change management have a big impact on secretaries' engagement inside an organization. Digital technologies and automation improve efficiency and productivity by streamlining administrative work, allowing secretaries to focus on higher-value activities, enhancing job satisfaction and dedication. Exposure to new technology needs learning and skill development, while also providing opportunity for personal development and career promotion, which strengthens dedication<sup>44</sup>.

Digital tools also offer more independence, such as remote work choices, resulting in a better work-life balance and job satisfaction. Improved interaction and cooperation via digital platforms generate a more connected work environment, which increases secretaries' sense of belonging and dedication<sup>50</sup>. Effective change management ensures that secretaries understand the reasons for digital transformation by communicating clearly, eliminating ambiguity and creating trust, hence increasing commitment. Involving secretaries in the design and

execution of change initiatives offers them a feeling of ownership, which increases their engagement and dedication. Providing training and tools assists secretaries in adapting to new technology and processes, reducing fear and resistance while enabling smoother transitions and increased commitment. Strong leadership at times of change provides direction and reassurance, as well as acknowledging the contributions of secretaries<sup>54, 88, 90</sup>.

The overall effect of digital transformation and change management minimizes resistance to change, since secretaries are more likely to accept changes that are properly articulated and supported by the organization. This leads to increased worker satisfaction as more efficient workflows and chances for skill development emerge, resulting in greater organizational commitment<sup>9</sup>. Secretaries who participate in change processes and are supported during transitions have better levels of engagement, which correlates with greater organizational commitment. Continuous exposure to change and digital tools improves secretaries' adaptability and resilience, resulting in long-term commitment as they feel secure in handling future changes.

In conclusion, digital transformation and change management are critical in molding secretaries' commitment inside an organization<sup>48</sup>. By improving productivity, promoting skill development, engaging people in change processes, and giving.

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## **Chapter Three**

### **Methodology**

This chapter explores the research methodology used in the study, detailing the procedures, techniques, and tools employed to examine the relationship between digital transformation, change management, and organizational commitment among secretaries in polytechnics. It offers a thorough overview of the research design, study population, sampling methods, data collection instruments, and assessments of validity and reliability, along with the approaches used for data collection and analysis.

#### **3.1 Research Design**

The research design is the blueprint that outlines the structure and approach of the study. In this research, a cross-sectional design was adopted to gather data at a single point in time<sup>1</sup>. A cross-sectional design allows for the examination of the relationships between digital transformation, change management, and organizational commitment among secretaries in polytechnics within a specific timeframe. This design was found suitable for capturing a snapshot of the current state of these variables and exploring potential associations.

#### **3.2 Population of the Study**

The population of this study consists of 350 secretaries working in public polytechnics in Ogun state. Polytechnics serve as institutions of higher education and provide a diverse environment in which to explore the impact of digital transformation and change management on organizational commitment. The study population encompasses secretaries

from various polytechnics, ensuring a broad population. The Federal Polytechnic, Ilaro, Gateway Polytechnic Saapade, Ogun State Institute of Technology, Igbesa, Moshood Abiola Polytechnic, Abeokuta, D.S. Adegbenro ICT Polytechnic, Itori Ewekoro and Abraham Adesanya Polytechnic, Ijebu Igbo.

**Table 3:1 Population of secretaries in public polytechnic in Ogun state, Nigeria**

S/N	Polytechnics	No of Secretaries
1	Federal polytechnic, Ilaro	120
2	Gateway Polytechnic Saapade	40
3.	Ogun State Institute of Technology	45
4.	Moshood Abiola Polytechnic	80
5.	D.S. Adegbenro ICT Polytechnic Itori	30
6.	Abraham Adesanya Polytechnic, Ijebu Igbo	35
	<b>TOTAL</b>	<b>350</b>

Source: <sup>3</sup>

### 3.3 Sample size and Sampling Techniques

The sample size of this study is (187). A stratified random sampling technique was employed to select 187 participants. The population is divided into subgroups or strata based on geographical locations, polytechnic sizes, and polytechnic types (e.g., federal or state). Subsequently, a random sample was drawn from each stratum<sup>2</sup>. This technique ensures that the sample is representative of the entire population and provides insights into the variations across different strata. The sample size was determined with the use of Taro Yamane's method of sample size determination in a known population of study. The Taro Yamane formula is given as:

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

Where:

n = Sample size

N = The Population under study

e = margin of error (it could be 0.10, 0.05 or 0.01)

Therefore:

$$n = \frac{350}{1 + 350(0.05)^2}$$

$$n = \frac{350}{1 + 350(0.0025)}$$

$$n = \frac{350}{1.875}$$

$$n = 187$$

**Table 3.2: Sample-size table**

S/NO	Name of Polytechnics	Population	Calculated No of each sample
1.	Federal polytechnic Ilaro	120	$\frac{187 \times 120}{350} = 64$
2.	Gateway Polytechnic Sapade	40	$\frac{187 \times 40}{350} = 21$
3.	Ogun State Institution of Technology	45	$\frac{187 \times 45}{350} = 24$
4.	Moshood Abiola Polytechnic	80	$\frac{187 \times 80}{350} = 43$
5.	D. S. Adegbenro ICT	30	$\frac{187 \times 30}{350} = 16$
6.	Abraham Adesanya Polytechnic	35	$\frac{187 \times 35}{350} = 19$
<b>TOTAL</b>		<b>350</b>	<b>187</b>

**Source:** <sup>3</sup>

### **3.4 Description of the Research Instrument**

The main data collection tool for this study was a self-structured questionnaire. This questionnaire was designed to gather information on digital transformation, change management, and organizational commitment. It included both closed-ended and Likert-scale questions to capture quantitative and qualitative data effectively. Careful attention was given to ensure that the questionnaire is clear and comprehensive. The instrument consists of four sections:

Section A focuses on the demographic information of the respondents, which has been self-developed. This section measured respondents' bio-data through metrics such as educational background, years of experience, gender, and age.

Section B. This section on commitment consists of 15 items divided into three dimensions – normative, continuance and affective commitment which were adapted<sup>2</sup>. The options provided in the study questionnaire followed the 4-point Likert types of scale of 4= Very High (VH), 3= High (H), 2= Low (L), and 1= Very Low (VL). Examples of questionnaire items on commitment are *“I feel a sense of obligation to stay with my organisation, I would feel guilty if I left my organisation, my organisation has a great deal of personal meaning for me, it would be very hard for me to leave my organisation right now, even if I wanted to, Too much of my life would be disrupted if I decided I wanted to leave my organization now, If I had not already put so much of myself into this organization, I might consider working elsewhere, I feel emotionally attached to my organization, I feel like part of the family are at my organization etc”*.

Section C contains digital transformation scale. This section measures the digital transformation of the respondent. The metrics are digital technology, digital operation and digital culture. It is adapted from previous related studies<sup>33,37</sup>. Each statement is rated Likert types of scale of Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1. Examples of

the statement include: *Cyber security architectural, Internet of things (IOT), Computer systems, Cloud computing, Virtual interaction resources, Digitalized work process, Digital data generation, Digital data management, Digitalized collaboration, Staff disposition to digital change, Communication and implementation of the change, Commitment to digital change, Commitment to digital change innovation practices.*

Section D contains Change management scale. The items in this section were adapted from previous related studies<sup>2,62</sup>. The section is organized under unfreezing, changing and freezing. Each items is measured on the Likert types of scale of Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) =1. Examples of the statement include: *Knowledge of reason to change, Level of change awareness, Clarity of communication of change, Level of management and staff support, Understanding of specific changes in work, Preparing and training for change, Leadership commitment to sustain change, Monitoring the effectiveness of change, Mechanisms for continuous improvement of change initiative.*

### **3.5 Validity of the Research Instrument**

The validity of the research instrument is essential to ensure that it measures what it intends to measure<sup>1</sup>. The questionnaire design under vent validation process in order to establish its validity. Expert reviews were conducted to identify and rectify any ambiguities or issues in the questionnaire. This process ensured that the instrument effectively captures the constructs of interest. The study adopted content and face validity test.

### **3.6 Reliability of the Research Instrument**

Reliability pertains to the consistency and stability of the research instrument<sup>2</sup>. To assess the reliability of the questionnaire, a pilot study using (20) secretaries from the polytechnic Ibadan which is not part of the study population will be conducted. These respondents share similar characteristics with secretaries from public polytechnics in Ogun State. Data obtained was subjected to Cronbach's alpha reliability test to establish internal consistency.

### **3.7 Method of Data Collection**

A letter of introduction and project attestation was obtained from the Department of Information Management at Lead City University. This letter was used to secure permission to conduct the survey and administer the questionnaire to the respondents. Data collection is a crucial phase of the research process. The questionnaire was administered electronically to the selected secretaries. The electronic distribution allows for efficient data collection and reduces the chances of data entry errors. The respondents are provided with clear instructions on how to complete the questionnaire. Data collection was completed within a specific timeframe and in this case a week will be enough.

### **3.8 Method of Data Analysis**

The data collected from the questionnaires was thorough statistical analysis using software like SPSS (Statistical Package for the Social Sciences). Descriptive statistics, such as means, standard deviations, and frequency distributions, summarize the data and help answer the research questions. Additionally, multiple regression analysis is utilized to explore the relationships between digital transformation, change management, and organizational commitment, allowing for the testing of the hypotheses.

## Endnotes

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## Chapter Four

### Results and Discussion of Findings

The study's findings are discussed and the results are presented in this chapter. There are three primary sections to it. Section II presents the frequencies, percentages, and mean response scores of the research questions posed for the study. Section III offers inferential statistics using the Ordinary Least Squares (OLS) regression approach to test the significance of the stated hypotheses. Section I presents a descriptive analysis, including frequencies and percentages of the respondents' sociodemographic information. The chapter concludes with a discussion of the results. The study's guiding hypotheses and research questions are supported by the findings. Based on the sample size selected for this study, a total of 187 questionnaires were given; 179 of them were correctly filled out and returned, yielding a 95.7% response rate. The replies from these 179 participants served as the foundation for the study's research and results.

#### 4.1 Analysis of Respondents Socio-Demographic Information

Variables	Category	Frequency	Percentage
Gender	Male	75	41.9%
	Female	104	58.1%
Age	Below 25yrs	22	12.3%
	26-30 years	31	17.3%
	31-35 years	42	23.5%
	41-45 years	29	16.2%
	46- above	14	7.8%
Educational	OND	7	3.9%
Qualification	HND	50	27.9%
	BS.c	58	32.4%
	MS.c	47	26.3%

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Table 4.1 depicts the gender distribution of respondents. It can be seen that majority of the respondents are female, representing 58.1% of the total, while males constitute 41.9%. This suggests that there may be more female secretaries in Public Polytechnics in Ogun State, or that females were more likely to participate in the survey.

On the result of Table 4.1 showing the age distribution of the respondents, it can be seen that the largest age group among the respondents is 31-35 years (23.5%), followed closely by the 36-40 years group (22.9%). This suggests that a significant portion of the secretaries are in their early to mid-career stages. The least represented age group is 46 years and above (7.8%), indicating fewer older secretaries in the sample.

Table 4.1 depicts the distribution of the respondents based on their respective educational level . The respondents have a varied educational background, with the majority holding a BSc (32.4%), followed by HND (27.9%) and MSc (26.3%). Only a small percentage have a Ph.D. (9.5%) or OND (3.9%). This indicates that the secretaries in Public Polytechnics in Ogun State are relatively well-educated, with most holding at least a bachelor's degree or higher.

The socio-demographic profile of the respondents suggests that the secretarial workforce in Public Polytechnics in Ogun State is predominantly female, relatively young, and well-educated, with most holding at least a bachelor's degree. This demographic information could have implications for how digital transformation and change management strategies are tailored to meet the needs and expectations of this workforce.

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## 4.2 Research Questions

RQ1: What is the level of commitment of secretaries in public polytechnics in Ogun State?

**Table 4.2: Descriptive Statistics of Respondents opinion on the Level of Commitment of Secretaries in Public Polytechnics in Ogun State**

S/N	Commitment Type	VL	L	H	VH	Total	Mean
<i>Normative commitment</i>							
1	I feel a strong obligation to remain with my organization.	16	44	60	59	179	2.9050
		8.9%	24.6%	33.5%	33.0%	100.0%	
2	Leaving my organization would make me feel guilty.	0	15	43	121	179	3.5922
		0.0%	8.4%	24.0%	67.6%	100.0%	
3	My organization holds significant personal meaning for me.	0	22	51	106	179	3.4693
		0.0%	12.3%	28.5%	59.2%	100.0%	
4	I have a strong sense of duty and loyalty toward my organization.	0	29	45	105	179	3.6246
		0.0%	16.2%	25.1%	58.7%	100.0%	
5	Despite the advantages, I don't believe it would be right to leave my organization.	8	35	68	68	179	3.950
		4.5%	19.6%	38.0%	38.0%	100.0%	
<i>Continuance Commitment</i>							
6	It would be very hard for me to leave my organization right now, even if I wanted to.	15	15	60	89	179	3.2458
		8.4%	8.4%	33.5%	49.7%	100.0%	
7	If I decided to leave my organization now, it would disrupt too much of my life.	14	29	68	68	179	3.0615
		7.8%	16.2%	38.0%	38.0%	100.0%	

8	If I had not invested so much of myself into this organization, I might consider seeking for another employment.	8	7	36	128	179	3.5866
		4.5%	3.9%	20.1%	71.5%	100.0%	
		0	23	75	81	179	3.3240
9	One of the few downsides to leaving this organization would be the lack of available alternatives.	0.0%	12.8%	41.9%	45.3%	100.0%	
10	I choose to stay here because leaving would require substantial personal sacrifice.	7	36	76	60	179	3.0559
		3.9%	20.1%	42.5%	33.5%	100.0%	
<b><i>Affective Commitment</i></b>							
11	I feel a strong emotional attachment to my organization.	0	7	103	69	179	3.3464
		0.0%	3.9%	57.5%	38.5%	100.0%	
		0	0	105	74	179	3.4134
12	I identify deeply with my organization.	0.0%	0.0%	58.7%	41.3%	100.0%	
13	I have a profound sense of belonging to my organization.	0	0	66	113	179	3.6313
		0.0%	0.0%	36.9%	63.1%	100.0%	
14	I enjoy talking about my organization with people outside of it.	14	8	65	92	179	3.3128
		7.8%	4.5%	36.3%	51.4%	100.0%	
15	I feel as if I am part of the family within my organization.	0	14	82	83	179	3.3855
		0.0%	7.8%	45.8%	46.4%	100.0%	
<b>Overall Mean</b>							<b>3.3233</b>

Decision rule: 1.00-1.49 = Very Low, 1.50-2.49 = Low; 2.50-3.49 = High, 3.50-4.00 = Very High

Source: Field Survey 2024

Table 4.2 depicts the descriptive statistics of respondents opinion on the level of commitment of secretaries in public polytechnics in Ogun State. On the normative commitment, result indicated from item 1 that majority of the respondents representing 33.5% were of the opinion that they feel a sense of obligation to stay with their organisation on a high extent, 33% feel it on a very high, while 24.6% and 8.9% felt it on low extent and very low extent respectively. the mean response score of 2.905 indicated a moderate sense of obligation to stay with the organization, with about one-third of respondents feeling this on a high extent.

On the analysis of item 2, result indicated that majority of the respondents representing 67.6% opined that on a very high, they would feel guilty if they leave their organization. 24% and 15% of them opined on high and low extent respectively. The mean response score of 3.5922 shows a high level of normative commitment by feeling guilty if they were to leave.

Item 3 indicated that majority of the respondents representing 59.2% were of the opinion that on a very high, their organization have a great deal of personal meaning for them, with 28.5% of them saying that it is on a high extent while 12.3% opined it to be on a low extent. The mean response score of 3.6246 implies a high extent of commitment, agreeing that the organization holds personal meaning. Result also shows from item 4 that majority of the respondents representing 58.7% and 25.1% opined on a very high and a high low that that they feel a sense of duty and loyalty as a mean response score of 3.6246 depicted a strong sense of duty and loyalty.

More so, 38% of the respondents each opined on a very high extent and a high extent that they do not feel it would be right to leave their organization despite all the advantages. 19.6% of them felt it on a low extent while 4.5% of them felt it on a very low extent. The mean response score of 3.950 implies the highest level of normative commitment, with majority of the respondents feeling it would not be right to leave their organization.

Hence the secretaries generally exhibit a strong normative commitment to their organizations, particularly in terms of loyalty, personal meaning, and feeling it would be wrong to leave.

Continuance commitment is the extent to which employees feel they need to stay with the organization due to perceived costs of leaving. On the result of item 6, there is a moderate level of continuance commitment, with nearly half of the respondents representing 49.7% feeling it would be hard to leave. The mean response score of 3.2458 implies a moderate level of commitment. From item 7, result shows that 38% each of the respondents opined on a very large extent and high extent that too much of their life would be disrupted if they decided they wanted to leave their organization, 16.2% of them opined on a low extent while 7.8% of them said that they felt it on a very low extent. The mean response score of 3.0615 indicated a similar moderate commitment, with 76% feeling significant disruption if they left.

On the result of item 8, it can be deduced that majority of the respondents representing 71.5% were of the opinion on a large extent that if they had not already put so much of themselves into the organization, they might consider working elsewhere. 20.1% opined it to be very high, while 3.9% opined it to be highly low. The mean response score of 3.5866 is high, implying that their high level of continuance commitment, with 71.5% strongly agreeing that their investment in the organization makes leaving less desirable.

On the scarcity of alternatives as evidenced in item 4, results indicated that majority of the respondents (87.4%) were of the opinion that one of the few negative consequences of leaving their organization would be scarcity of available alternative. The mean response score of 3.324 implies a moderately high commitment. On whether the respondents will continue to work in the organization because leaving would require considerable personal sacrifice, 33.3% opined it to be of very high extent, 42.5% opined it to be of high extent, 20.1% opined it to be of low extent while 3.9% of them said that it will be of very low extent. The mean

response score of 3.0559 implies a moderate level, with many feeling that leaving would require personal sacrifice. Secretaries in public polytechnics exhibit a moderate to high level of continuance commitment, driven by the perceived difficulty and disruption of leaving their current organization and the investment they have made.

Since affective commitment reflects an employee's emotional attachment to, identification with, and involvement in the organization, responses from item 11 of the table shows a high level of affective commitment (mean response score 3.3464), with 57.5% feeling emotionally attached to their organization. On the identification with the organization in item 12, result shows that virtually all the respondents opined (agreeing to a high or very high extent) that they feel a strong sense of identification with their organization on a mean response score of 3.4134.

Taking item 13 into consideration, it can be seen from the mean response score of 3.6313, a very strong sense of belonging, with 63.1% feeling this to a very high extent. On whether the respondents enjoy discussing the organization in item 14, a mean response score of 3.3128 indicated a high level of affective commitment, with 51.4% enjoying discussing their organization. It cannot be overemphasized from item 15 of the Table that the respondents show a strong sense of family (mean 3.3128), with nearly half (46.4%) feeling this strongly.

Hence, the secretaries exhibit a high level of affective commitment, characterized by strong emotional attachment, identification, and a sense of belonging to their organization. In generalizing the three commitment mechanisms, result indicated that secretaries in public polytechnics in Ogun State demonstrate a high level of commitment across all three types: normative, continuance, and affective. This suggests that they are not only loyal and obligated to stay with their organizations but also emotionally attached and perceive significant personal and professional costs to leaving. The strong sense of duty, belonging,

and investment in their organization highlights a workforce that is deeply engaged and committed to their roles.

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**RQ2:** What is the level of digital transformation in public polytechnics in Ogun State?

**Table 4.3: Descriptive Statistics of Respondents Opinion on Digital Transformation in Public Polytechnics in Ogun State**

Digital Transformation	VL	L	H	VH	Total	Mean
<i>Digital Technology</i>						
1. Cyber security architectural	0	29	66	84	179	3.3073
	0.0%	16.2%	36.9%	46.9%	100.0%	
2. Internet of things (IOT)	14	8	66	91	179	3.3073
	7.8%	4.5%	36.9%	50.8%	100.0%	
3. Computer systems	0	0	66	113	179	3.6313
	0.0%	0.0%	36.9%	63.1%	100.0%	
4. Cloud computing	0	22	89	68	179	3.2570
	0.0%	12.3%	49.7%	38.0%	100.0%	
5. Virtual interaction resources	21	37	75	46	179	2.8156
	11.7%	20.7%	41.9%	25.7%	100.0%	
<i>Digital Operation</i>						
6. Digitalized work processes.	0	36	68	75	179	3.2179
	0.0%	20.1%	38.0%	41.9%	100.0%	
7. Digital data generation.	0	29	82	68	179	3.2179
	0.0%	16.2%	45.8%	38.0%	100.0%	
8. Digital data management.	0	43	69	67	179	3.1341
	0.0%	24.0%	38.5%	37.4%	100.0%	
9. Digital collaboration.	15	22	61	81	179	3.1620
	8.4%	12.3%	34.1%	45.3%	100.0%	
10. Digital applications	7	29	92	51	179	3.0447
	3.9%	16.2%	51.4%	28.5%	100.0%	

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**Digital Culture**

11. Digital leadership across sections and department.	0	29	91	59	179	3.1676
	0.0%	16.2%	50.8%	33.0%	100.0%	
12. Staff readiness for digital change.	14	22	75	68	179	3.1006
	7.8%	12.3%	41.9%	38.0%	100.0%	
13. Communication and implementation of change.	0	30	68	81	179	3.2849
	0.0%	16.8%	38.0%	45.3%	100.0%	
14. Commitment to digital change.	21	76	30	52	179	2.6313
	11.7%	42.5%	16.8%	29.1%	100.0%	
15. Innovation practices.	0	30	75	74	179	3.2458
	0.0%	16.8%	41.9%	41.3%	100.0%	
<b>Overall Mean</b>						<b>3.1684</b>

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Decision Rule: 1.00-1.49 is Very Low; 1.50-2.49 is Low; 2.50-3.49 is High; 3.50-4.00 is Very High

Source: Field Survey, 2024

Table 4.3 depicts the respondents' perception on the level of digital transformation in public polytechnics in Ogun State. This table was sectionalized into responses emanating from digital technology, digital operation and digital culture.

Result from item 1 indicated that the respondents rated the implementation of cybersecurity architecture at a high level (mean 3.3073), with 46.9% of respondents perceiving it to be at a very high extent. From item 2, result shows that IoT is also perceived to be implemented at a high level (mean 3.3073), with 50.8% rating it very highly. Item 3 shows that computer systems aspect of digital technology is very well developed, as 63.1% rated it at a very high extent, indicating strong implementation of computer systems across public polytechnics. From item 4 that shows cloud computing is rated highly, with 49.7% perceiving it to be implemented to a high extent on mean response score of 3.257. However, responses emanating from item 5, showing virtual interaction resources shows that this area has the lowest score within digital technology, with a mean of 2.8156, indicating that virtual interaction resources are present but not as fully developed compared to other technologies. Hence, digital technology in public polytechnics is generally advanced, especially in areas such as computer systems and cybersecurity, although virtual interaction resources could be improved.

Results emanating from digital operation can be seen from item 6-10. Item 6 of the shows that respondents were of the opinion that the work processes have been digitalized to a high extent, with 41.9% of respondents perceiving this as very high. The mean response score 3.2179 attest to this result. Similar to digital work processes in item 6, digital data generation is highly implemented as respondents it was found to be highly perceived on a mean response score of 3.162. On the responses emanating from data management, result shows that digital data management is implemented at a high level, with a slight drop compared to data generation as the mean response score of 3.134 was recorded. On digitalized collaboration,

result of item 9 shows that collaboration tools are used to a high extent (mean 3.1620), with 45.3% perceiving this to be very high. The use of digital applications is also high (51.4%), but with slightly lower score of 3.0447, suggesting there may be room for improvement. Hence, the operational aspects of digital transformation, such as digitalized processes and data management, are well established, supporting efficient work practices in polytechnics.

Results emanating from digital culture can be evidenced from item 11-16. It can be evidenced from 11 that mean response score of 3.1676 that leadership in driving digital transformation is perceived to be high, with more than 50% rating it highly. More so, from item 12, the staff's willingness to adapt to digital changes is at a high level (mean 3.1006), as 79.9% indicated positive attitudes toward digital transformation. **Communication and implementation of change** aspect is rated high in item 13 (Mean = 3.2849), suggesting that the communication and execution of digital transformation strategies are effectively managed as 83.3% of the respondents opined to the item.

**From item 14, commitment to digital change** has a lower mean score (Mean = 2.6313), indicating some challenges in staff's full commitment to digital transformation, with 42.5% expressing only a low level of commitment. **Additively, result of item 15 shows that innovation is encouraged**, with a high level of digital practices being observed (Mean = 3.2458) Hence, the digital culture in public polytechnics is developing well, but there is a noticeable gap in the commitment to digital change, which may hinder the full realization of digital transformation goals.

The overall mean score for the commitment of secretaries in public polytechnics in Ogun State is **3.3233**. This indicates that, on average, the secretaries exhibit a moderate to high level of commitment to their organizations. However, the level of digital transformation in public polytechnics in Ogun State is high across the dimensions of **digital technology**,

**operations, and culture.** Strong implementation is observed in areas such as computer systems, cybersecurity, digitalized work processes, and leadership in digital initiatives. However, there are some areas that could be enhanced, such as the availability of virtual interaction resources and the commitment of staff to fully embrace digital change. Addressing these gaps would further strengthen the digital transformation process in these institutions.

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RQ3: What is the prevalent stage of change management in public polytechnics in Ogun State?

**Table 4.4: Descriptive Statistics of Respondents Opinion on Change Management in Public Polytechnics in Ogun State**

	VL	L	H	VH	Total	Mean
<b>Unfreezing</b>						
1. Awareness of the reasons for change.	0 0.0%	21 11.7%	7 3.9%	151 84.4%	179 100.0%	3.7263
2. Level of change awareness.	0 0.0%	23 12.8%	21 11.7%	135 75.4%	179 100.0%	3.6257
3. Clarity in communication regarding change.	23 12.8%	15 8.4%	66 36.9%	75 41.9%	179 100.0%	3.0782
4. Management's readiness for change	8 4.5%	45 25.1%	49 27.4%	77 43.0%	179 100.0%	3.0894
5. Staff orientation toward change.	22 12.3%	15 8.4%	90 50.3%	52 29.1%	179 100.0%	2.9609
<b>Changing</b>						
6. Level of support from management and staff	14 7.8%	31 17.3%	88 49.2%	46 25.7%	179 100.0%	2.9274
7. Understanding specific changes in the workplace	14 7.8%	7 3.9%	121 67.6%	37 20.7%	179 100.0%	3.0112
8. Preparation and training for change	21 11.7%	76 42.5%	30 16.8%	52 29.1%	179 100.0%	2.6313
9. Effectiveness of team and support staff						

	15	30	59	75	179	3.0838
	8.4%	16.8%	33.0%	41.9%	100.0%	
10. Channels for feedback about change	15	45	59	60	179	2.9162
	8.4%	25.1%	33.0%	33.5%	100.0%	
<b>Freezing</b>						
11. Level of integration of change.	46	31	43	59	179	2.6425
	25.7%	17.3%	24.0%	33.0%	100.0%	
12. Availability of support and resources.	22	43	54	60	179	2.8492
	12.3%	24.0%	30.2%	33.5%	100.0%	
13. Leadership commitment to sustaining change.	31	51	59	38	179	2.5810
	17.3%	28.5%	33.0%	21.2%	100.0%	
14. Monitoring the effectiveness of change.	15	29	83	52	179	2.9609
	8.4%	16.2%	46.4%	29.1%	100.0%	
15. Mechanisms for the continuous improvement of change initiative.	22	60	59	38	179	2.6313
	12.3%	33.5%	33.0%	21.2%	100.0%	
<b>Overall Mean</b>						<b>2.9810</b>
Decision rule: 1.00-1.49 is Very Low; 1.50-2.49 is Low; 2.50-3.49 is High; 3.50-4.00 is Very High						

*Source: Field Survey, 2024*

Responses on the perception of change management in public polytechnics can be depicted in Table 4.4. This table was sectionalized into unfreezing, changing and freezing stages. The unfreezing stage refers to preparing an organization for change, breaking down resistance, and creating awareness of the need for change. Responses emanating from this proxy can be evidenced in item 1-5. On the analysis of item 1, it can be seen that the knowledge of reason to change has the highest mean score of 3.7263 in the unfreezing stage, with 84.4% of respondents rating it very highly. This indicates that the majority of staff are well-informed about the reasons behind the change, making this aspect very successful. On the level of change awareness in item 2, the mean response score of 3.6257, with 75.4% of respondents reporting a very high level of change awareness, confirming that awareness initiatives are effective. From item 3, the mean response score on clarity of communication of change was recorded as 3.0782. This aspect, although high, shows room for improvement, with 41.9% rating communication as very high, while a significant portion (12.8%) rated it very low, indicating gaps in how change is communicated. Result from item 4, the attitude of management toward change is rated high by 43.0% of respondents, showing support, although there is a moderate degree of resistance or uncertainty as the mean response score of 3.0894 was recorded. On the responses emanating from Staff orientation for change in item 5, the mean response score of 2.9609 was recorded. This is relatively low compared to other aspects, with 29.1% perceiving a very high orientation, while 12.3% believe it to be very low, suggesting the need for better orientation programs.

The unfreezing stage is well-developed, with strong knowledge and awareness of the need for change. However, communication clarity and staff orientation can be improved to enhance readiness for change.

The changing stage involves the actual transition, where new behaviours, processes, and technologies are implemented. Responses emanating from this proxy can be evidenced from

items 6-11. From item 6, depicting the level of management and staff support, the mean response score of 2.9274 was recorded. This is high but not fully optimal, with 25.7% rating it very high and 17.3% rating it low, indicating mixed levels of support. Item 7 of the table recorded the mean response score of 3.0112 taking understanding of specific changes in work into consideration, as 67.6% of respondents have a high understanding of specific work changes, implying that the details of change are largely understood. On the result of item 8, preparing and training for change is rated lower (mean = 2.6313), with 42.5% perceiving it as low, suggesting inadequate training and preparation. Result from item 9 shows responses emanating from the effectiveness of team and staff support. It can be evidenced that support from teams and staff is generally high (Mean = 3.0838), with 41.9% perceiving it as very high, indicating that there is a collaborative environment. Responses on channels for complaints about change can be evidenced on item 10, as the availability of channels for raising complaints is rated at a moderate level (mean = 2.9162), with about one-third (33.5%) of respondents seeing it as very high.

Hence, it can be infer that the changing stage is in progress, with a moderate level of support from management and staff. Understanding of specific changes is high, but there are significant gaps in training and preparation, which could hinder the smooth implementation of changes. The freezing stage involves consolidating and institutionalizing the changes to ensure they are sustained over time. Responses emanating from this proxy can be evidenced from items 11-15. Responses emanating from the level of integration of change can be seen in item 11. Result shows that only 33.0% of respondents perceive the integration of change as very high, while 25.7% rate it very low, indicating that changes have not been fully embedded into the system as the mean response score of 3.6425 was recorded. From item 12, the availability of support and resources (Mean = 2.8492): This is at a moderate level, with 33.5% rating it very high, implying that some resources are available but not fully sufficient to support the changes. On

item 13, showing leadership commitment to sustain change, Leadership commitment is seen as relatively weak (mean = 2.5810), with 17.3% rating it very low and only 21.2% rating it very high, indicating that leadership efforts to maintain changes are insufficient. Result from item 14 on the monitoring the effectiveness of change shows a mean response score of 2.9609. This indicated that Monitoring is moderately effective, with 29.1% rating it very high, although improvements in this area are necessary. On the result of item 15, Continuous improvement mechanisms are rated relatively low, with 33.5% seeing them as insufficient, highlighting the need for better long-term strategies to support ongoing change, as the mean response score of 2.6313 was recorded.

Hence, the freezing stage shows that while changes are in place, they have not been fully institutionalized. The availability of resources and leadership commitment is moderate, but more emphasis is needed on leadership engagement and monitoring systems to ensure that changes are sustained over time.

The overall mean score for change management in public polytechnics is 2.9810, which falls in the "High" category (mean score between 2.50 and 3.49). This indicates that the change management process is actively in progress, with some stages performing better than others. However, there are areas that need attention to fully institutionalize the changes. The prevalent stage of change management in public polytechnics in Ogun State is between the changing and unfreezing stages, with strong awareness and understanding of the need for change. However, challenges remain in the freezing stage, where changes are not fully integrated or sustained, and the changing stage shows gaps in training and support. To enhance the overall process, public polytechnics should focus on improving leadership commitment, communication clarity, and continuous support mechanisms to consolidate and maintain the changes effectively.

### **4.3 Hypothesis Testing**

The hypothesis stated in the course of this dissertation were tested using regression modelling approach.

### 4.3.1 Hypothesis One

H<sub>0</sub>1: There will be no significant influence of digital transformation on commitment of secretaries in public polytechnics in Ogun State.

**Table 4.5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.519	.29358

*a. Dependent Variable: Commitment*

*b. Predictors: (Constant), Digital Culture, Digital Technology, Digital Operation*

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.788	3	5.596	64.925	.000 <sup>b</sup>
	Residual	15.083	175	.086		
	Total	31.871	178			

*a. Dependent Variable: Commitment*

*b. Predictors: (Constant), Digital Culture, Digital Technology, Digital Operation*

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	1.900	.170		11.195	.00
Digital_Tech	.602	.046	.795	13.002	.00
Digital_Oper	.330	.067	.494	4.889	.00
Digital_Cul	-.512	.106	-.533	-4.834	.00

*a. Dependent Variable: Commitment*

*b. Predictors: (Constant), Digital\_Culture, Digital\_Technology, Digital\_Operation*

Results from Table 4.5 indicated from the F-statistic (64.925) and its p-value (0.000) that the regression model is statistically significant ( $p < 0.05$ ), implying digital transformation as a

whole has a significant influence on the commitment of secretaries. On the individual regression coefficients, the constant (1.900,  $t = 11.195$ ) represents the baseline level of commitment when digital transformation variables are absent. It is significant ( $p < 0.05$ ), showing that other factors may contribute to secretaries' commitment in addition to digital transformation. It can be evidenced from the results of digital technology ( $\beta = 0.602$ ,  $t = 13.002$ ,  $p = 0.000$ ) that for every one-unit increase in digital technology, commitment increases by 0.602 units, holding other variables constant. This is statistically significant ( $p < 0.05$ ). More so, the positive and significant influence of digital operation on commitment ( $\beta = 0.330$ ,  $t = 4.889$ ,  $p = 0.000$ ) implies that a unit increase in digital operation leads to a 0.330-unit increase in commitment, all else being equal. Although its effect is smaller than that of digital technology.

However, digital culture ( $\beta = -0.512$ ,  $t = -4.834$ ,  $p = 0.000$ ) posed a negative and significant influence on commitment of secretaries in public polytechnics in Ogun State as a unit increase in digital culture results in 0.512 decrease in commitment, holding other factors constant. This result suggests that the current digital culture may not be positively fostering secretaries' commitment, possibly due to resistance to change or issues with the implementation of digital culture practices.

Hence, the regression model shows that digital transformation has a significant influence on the commitment of secretaries, as indicated by the overall model's significance ( $F = 64.925$ ,  $p\text{-value} = 0.000 < 0.05$ ) and the contribution of each digital transformation variable. Given the findings, we reject the null hypothesis ( $H_{01}$ ) and conclude that digital transformation significantly influences the commitment of secretaries in public polytechnics in Ogun State.

#### **4.3.2 Hypothesis Two**

$H_{02}$ : There will be no significant influence of change management on commitment of secretaries in public polytechnics in Ogun State.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 <sup>a</sup>	.102	.087	.40441

a. Dependent Variable: Commitment

b. Predictors: (Constant), change management

**ANOVA<sup>a</sup>**

Model	Df	Mean Square	F	Sig.
1	3	1.083	6.623	.000 <sup>b</sup>
	28.621	.164		
	31.871			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Change Management

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.595	.350		10.258	.000
	Unfreezing	.169	.071	.179	2.368	.019
	Changing	-.280	.092	-.256	-3.047	.003
	Freezing	-.004	.071	-.005	-.062	.950

a. Dependent Variable: Commitment

b. Predictors: (Constant), Change Management

The R<sup>2</sup> of 0.319 indicates that approximately 31.97% of the variance in secretaries' commitment can be explained by change management transformation (freezing, change, unfreezing). This implies that **the remaining 68.1%** of the variation in secretaries' commitment is influenced by factors not included in this model. These could include other organizational, personal, or environmental factors not captured in the change management variables. However, a **moderate R<sup>2</sup> value like 0.319** suggests that while change management effort is a key driver of commitment, other factors also play a significant role in determining the overall level of commitment among the secretaries.

Results from Table 4.6 indicate F-statistic value of (6.623) and p-value (0.000) indicating that the regression model is statistically significant ( $p < 0.05$ ), implying that change management as a whole has a significant influence on the commitment of the secretaries.

On the individual coefficients of change management, the intercept (Coefficient = 3.595,  $t = 10.258$ ,  $p = 0.000$ ) suggests that when all other variables are held constant (change management stages), the baseline level of commitment is 3.595, which is significant at  $p = 0.000 < 0.05$  level. The positive coefficient (coefficient = 0.169,  $t = 2.368$ ,  $p = 0.019$ ) indicates that an increase in the "Freezing" stage of change management is associated with an increase in the commitment of secretaries. This is statistically significant ( $p < 0.05$ ) as it implies that stabilizing and embedding changes within the organization increases their commitment.

Results from Table 4.6 depicts the regression analysis of digital transformation and commitment of secretaries in Polytechnics in Ogun State. From the model fit, it can be evidenced that the F-statistic (6.623) and its p-value (0.000) that the regression model is statistically significant ( $p < 0.05$ ), indicating that change management variables (Freezing, Unfreezing, Changing) collectively influence commitment. The R value of 0.319 shows a moderate positive correlation between change management and commitment, as an  $R^2$  of 0.102 indicated that only 10.2% of the variation in the commitment of secretaries can be explained by the stages of change management. This is a relatively low proportion, implying that other factors outside of change management play a much larger role in influencing commitment.

However, the negative coefficient of freezing (-0.280) with  $t = -3.047$ ,  $p = 0.003 < 0.05$  level of significance indicates that an increase in the "Unfreezing" stage of change management is associated with a decrease in commitment, suggesting that raising awareness or disrupting the current status to prepare for change can lead to uncertainty or a decrease in commitment. While as "changing" is negatively inclined (coefficient -0.004) with a very high p-value  $0.950 > 0.05$  level of significance, it implies that the changing stage does not have a significant influence on the commitment of secretaries, a general indication that the active process of change is neutral in its impact on secretaries' commitment levels.

Hence, the null hypothesis (H<sub>02</sub>) that "there will be no significant influence of change management on commitment" is rejected due to the overall significance of the model. However, the impact of change management on commitment is relatively weak, and more factors need to be considered to fully explain the commitment levels of secretaries.

### 4.3.3 Hypothesis Three

H<sub>03</sub>: There will be no significant combined influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun State.

**Table 4.7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 <sup>a</sup>	.241	.232	.37074

a. Dependent Variable: Commitment

b. Predictors: (Constant) Change management, Digital transformation

**Table 4.7: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	2	3.840	27.938	.000 <sup>b</sup>
	Residual	24.191	176	.137		
	Total	31.871	178			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Change management, Digital transformation

**Table 4.7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.383	.470		2.944	.004
	Digital_transformation	.493	.069	.520	7.171	.000
	Change_management	.127	.112	.083	1.141	.255

a. Dependent Variable: Commitment

b. Predictors: (Constant), Change management, Digital transformation

Table 4.7 as shows the result of regression analysis of digital transformation, change management and commitment of secretaries in Polytechnics in Ogun State. Taking the individual coefficients into cognizance, result shows from the constant value of 1.383 with an associated t-value of 2.944 that the baseline level of commitment, when both digital transformation and change management cannot be accounted for is 1.383, and this is statistically significant at  $p = 0.004$  ( $p < 0.05$ ).

On Digital Transformation, the positive coefficient of 0.493 with t-statistics 7.171 suggests that an increase in digital transformation is significantly associated with an increase in the commitment of secretaries. The effect is highly significant with a p-value of 0.000 ( $p < 0.05$ ), indicating a strong and positive influence of digital transformation on commitment. It can be inferred that the more digital transformation practices are implemented, the higher the level of commitment among secretaries.

While taking change Management into consideration, result shows from the coefficient 0.127,  $t = 1.141$  that there exist positive but not statistically significant effect of change management on commitment of secretaries in public Polytechnics with a p-value of 0.255 ( $p > 0.05$ ). This suggests that, when combined with digital transformation, change management does not have a significant additional influence on the commitment of secretaries. This could as well indicate that while digital transformation has a direct impact, the process of managing change does not contribute much beyond that.

The  $R = 0.491$  suggests a moderate positive correlation between the combined variables and the commitment of secretaries; as an  $R^2 = 0.241$  shows that 24.1% of the variation in the commitment of secretaries can be explained by the combined influence of digital transformation and change management. This shows that the model accounts for a reasonable amount of variation in commitment, though other factors still contribute to a larger portion.

The model fit summary shows from the F-statistic of 27.938 with associated p-value  $0.000 < 0.05$  level of significance that the overall model is statistically significant, indicating that the combined effect of digital transformation and change management influences the commitment of secretaries.

Hence, the null hypothesis ( $H_{03}$ ) that "there will be no significant combined influence of digital transformation and change management on commitment" is rejected due to the overall significance of the model. However, the significant influence mainly comes from digital transformation, while change management does not add much explanatory power. Thus, digital transformation is the key driver of secretaries' commitment in this context.

#### **4.4 Discussion of Findings**

On the findings of research Question One which was raised to determine the commitment of secretaries in public Polytechnics in Ogun State, the three commitment mechanisms, viz normative, continuance and affective shows that secretaries in public polytechnics in Ogun State demonstrate a high level of commitment across all three types. This suggests that they are not only loyal and obligated to stay with their organisations but also emotionally attached and perceive significant personal and professional costs to leaving. The strong sense of duty, belonging, and investment in their organisation highlights a workforce that is deeply engaged and committed to their roles. Employees entrenched in this commitment dimension often become the guardians of the organizational ethos, reinforcing and propagating the values that define the workplace. Their actions create a ripple effect, encouraging others to also embrace and embody these values, fostering an organisational culture deeply rooted in ethics and a shared sense of duty <sup>1,2</sup>.

Research Question Two was raised to determine the level of digital transformation in public polytechnics in Ogun State. From the analysis in Table 4.2.2, the respondents' opinions

regarding digital transformation in public polytechnics in Ogun State show a mixed but generally positive views. The overall mean score for digital transformation indicated that the level of digital transformation is high, based on the predetermined range of mean response scores. Key aspects of digital transformation like cybersecurity architecture, Internet of Things (IoT), and cloud computing all received high mean values, showing that digital technologies are being integrated into polytechnics. The use of computer systems received a very high score, suggesting that this particular aspect of digital transformation is well advanced. However, some areas like virtual interaction resources scored lower, indicating room for improvement in facilitating virtual learning and collaboration. In terms of digital operations, digitalized work processes and digital data generation scored high, demonstrating that technology is aiding administrative and operational functions. On the other hand, digital culture, especially areas like staff commitment to digital change, was not as strong, suggesting potential resistance or slower adoption of a digitally-driven work culture. The approach utilizes digital technologies and techniques to streamline and enhance organisational operations. As firms mature, they improve operational efficiency and effectiveness<sup>4</sup>. The digital maturity model promotes a culture shift toward embracing digital innovation and continual development. Organisations with higher digital maturity frequently have a culture that encourages innovation, adaptability, and a willingness to accept new technology<sup>3</sup>.

Research Question Three was raised to determine the prevalent stage of change management in public Polytechnics in Ogun State. Findings from Table 4.2.3 highlight that the prevalence of change management in public polytechnics is still developing. However, certain stages of the change management process are more advanced than others. The unfreezing stage, which involves preparing the organization for change, is quite strong. For instance, knowledge of the reason to change has a very high score, and awareness of change is also significant. This indicates that public Polytechnics have adequately communicated the need for digital

transformation and change, ensuring that staff are well aware of the reasons and benefits. The changing stage, where new behaviors and processes are implemented, appears to be less developed. For example, level of management and staff support and channels for complaints about change shows only a moderate level of support and communication during the transition. This suggests that, although the change is in progress, the implementation is not entirely smooth, with possible friction in adopting new processes. In addition, the freezing stage, where changes are solidified and integrated into the organisation, is the weakest. Leadership commitment to sustain change and mechanisms for continuous improvement suggest that while changes are being implemented, there is insufficient follow-through to ensure they are maintained and optimized over time. The fundamental aim of change management is to facilitate a smooth and effective transition, ensuring that employees not only accept but also embrace the changes being implemented<sup>63</sup>. Its significance lies in the fact that it enables the organization to achieve successful outcomes and sustain the changes in the long run. At its essence, change management involves a structured approach to guide individuals, teams, and the entire organization through the change process. It encompasses a range of activities, methodologies, and practices that help in managing the people side of change<sup>8</sup>.

From the results of the test of hypothesis one, it was found from the regression analysis that there exists a strong influence of digital transformation on the commitment of secretaries in public Polytechnics. The overall model is statistically significant (F-statistic = 64.925,  $p = 0.000$ ), with an  $R^2$  value of 0.527, indicating that 52.7% of the variation in secretaries' commitment can be explained by digital transformation. Therefore, the null hypothesis ( $H_{01}$ ) that "there will be no significant influence of digital transformation on the commitment of secretaries" is rejected, as digital transformation significantly drives the commitment of secretaries, but attention must be paid to managing the cultural aspects of this transformation. Individual measures of digital transformation (digital technology, digital operation and digital

culture) were found to be statistically significant in predicting the commitment of secretaries in Ogun state Polytechnics ( $p$ -values  $< 0.05$ ), an implication that increase in these digital transformation variables posed positive influence on commitment of secretaries in Ogun state Polytechnics. The findings revealed a complex interplay of factors. While some employees viewed digital transformation as an opportunity for skill enhancement and career advancement, others perceived it as a threat to job security. Consequently, the study highlighted the importance of effective communication and change management strategies in shaping employees' attitudes and commitment during digital transformation initiatives<sup>7</sup>.

From the results of the test of hypothesis two, it was found from the regression analysis that there exists a strong influence of change management on the commitment of secretaries in public Polytechnics. While there is strong awareness and understanding of the need for change (unfreezing), the actual implementation (changing) and sustainability (freezing) require more attention and resources to ensure successful long-term transformation. From the results, change management and commitment of secretaries in public polytechnics in Ogun State is were found to have low positive and statistically significant joint relationship with job performance of the secretaries ( $R = 0.319$ ). The result suggests that change management mechanism, when measured together will predict about 10.2% commitment of secretaries in Ogun State Polytechnics. Thus, the null hypothesis ( $H_0$ ) two that "there will be no significant influence of change management on the commitment of secretaries" is partially rejected. While change management does influence commitment, its overall effect is relatively limited, and particular stages (especially freezing) play a more critical role. This research addressed a critical aspect of change management how employees respond to and cope with organizational changes. By exploring the factors contributing to resistance and proposing methods to reduce it, the study indirectly shed light on the potential influence of change management practices on employees'

commitment. Effective change management, as identified in their research, can facilitate a smoother transition, potentially fostering a more positive commitment among employees<sup>6</sup>.

From the results of the test of hypothesis three, it was found from the regression analysis that there exists a combined influence of digital transformation, change management on the commitment of secretaries in public Polytechnics. The combined influence of digital transformation and change management was statistically significant on commitment of secretaries in public polytechnics in Ogun State (F-statistic = 27.938,  $p = 0.000$ ). The model explains 24.1% of the variation in commitment ( $R^2 = 0.241$ ), showing that together, these factors moderately predict secretaries' commitment levels. Digital Transformation ( $\beta = 0.493$ ,  $p = 0.000$ ) remains a strong predictor of commitment, confirming the importance of technological advancements in shaping staff dedication. Change Management ( $\beta = 0.127$ ,  $p = 0.255$ ) had a positive coefficient but was not statistically significant, suggesting that while change management is necessary, its impact on commitment is less pronounced when considered alongside digital transformation. Thus, the null hypothesis ( $H_{03}$ ) is rejected, as digital transformation and change management together significantly influence secretaries' commitment, with digital transformation playing the dominant role. Unambiguous and recurring information from leadership about the significance and unavoidable of digital transformation can foster a positive attitude and proactive approach to adopting new technologies; aligning digital tools with one's objectives and job requirements may enhance commitment; and recognizing and rewarding innovators can motivate others<sup>5</sup>. It is critical to create a supportive environment in which secretaries feel encouraged to use digital technologies by their peers and superiors. It is critical to create a supportive environment in which secretaries feel encouraged by their colleagues and superiors to use digital technologies, and peer training and mentorship programs can help to increase commitment to digital projects.

Overall, the findings implies that digital transformation is a crucial driver of secretaries' commitment in public polytechnics, with technological advancements playing a larger role than change management in this context. While awareness and knowledge of change (unfreezing) are high, challenges in sustaining changes (freezing) and fully supporting the transformation process (changing) limit the overall effectiveness of change management. This calls for better integration of change processes and cultural adjustments to ensure that digital transformation efforts are fully realized and accepted by staff. The research suggests that public polytechnics in Ogun State are progressing in their digital transformation journey but must focus on improving digital culture and long-term change management practices to solidify these gains and ensure lasting commitment from staff.

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## **Chapter Five**

### **Conclusion**

This chapter presents the summary of the findings of the study, it presents the conclusion based on the result of data analyzed, outline the researcher's recommendations and suggested areas for further researches.

#### **5.1 Summary of findings**

This study focuses on digital transformation, Change Management and Commitment of Secretaries in Public Polytechnics in Ogun State, Nigeria. The study was based on seven postulations which served as guides in investigating the relative and combined influence of digital transformation and change management on commitment of secretaries in public polytechnic in Ogun state, Nigeria. Data collected were arranged, coded and analyzed to establish the statistical significance of the influence of digital transformation and change management on the commitment of secretaries in Public Polytechnics in Ogun State, Nigeria and the hypotheses were tested at 0.05 level of significant. From the interpretation of analyzed data and findings of the study, the following can be summed up as the main empirical findings of this study:

Commitment of secretaries in Public Polytechnics in Ogun State, Nigeria is high. Secretaries in this category possess a qualitative high level of knowledge and expertise in their areas of specialization. Also indicated the abilities to carry out task or administrative with no supervision, ability to work effectively and efficiently. The commitment of secretaries also

shows the feeling emotionally attached to the organization, having sense of identification to the organization, ability to adapt to new ideas and innovation, finding solutions for challenges, creating personal sacrifice for the growth and expansion of the organization. Secretaries with adequate support, continuous professional development, and a clear understanding of the benefits of digital transformation exhibit higher levels of job satisfaction and commitment.

The secretaries in Public Polytechnics in Ogun State, Nigeria are undergoing some significant digital transformation. The institutions have strong commitment to secretaries at all levels and integrating digital technology into their strategic plans. Secretaries' dedication is intimately tied to the digital improvements in their workplace. Those who are trained and supported in using new technology demonstrate greater dedication to their jobs. Secretaries who use digital tools find their work more efficient and engaging, which improves their job satisfaction and commitment to the organization. Secretaries who are supported and encouraged to advance in their positions report higher job satisfaction, loyalty, and long-term commitment to the institution. Secretaries' commitment is significantly impacted by the availability of professional development opportunities, their participation in change processes, and the institution's assistance in providing the essential tools and training for digital transformation. When employees are given the ability to adapt and succeed in a digitally developing workplace, their commitment increases.

Change management of the institutions of public polytechnic in Ogun, Nigeria was revealed as moderately high. To overcome resistance, institutions must take a more inclusive approach, involving employees at all levels in the reform process. More investment in infrastructure and digital tools is required to assist the transition. Regular and continual training is vital for equipping secretaries with the skills required for digital transformation. Leadership should prioritize building a supportive climate in which secretaries welcome change rather than fear it. Fear of the unknown, job insecurity, and familiarity with conventional practices all contribute

to this resistance. This resistance can hinder the adoption of digital transformation and have an influence on overall institutional efficiency.

Digital transformation (Digital technology, digital operation, digital culture) have positive and strong relationship with the commitment of secretaries in public polytechnic in Ogun state, Nigeria. The null hypothesis 1 was rejected, accepting that digital transformation significantly influences the commitment of secretaries in public polytechnic in Ogun state Nigeria. Digital technology (cyber security architectural, Internet of things (IOT), Computer Systems, cloud computing and virtual interaction resources) had the most significant impact on the commitment of secretaries, followed by digital operation (digitalized work process, digital data generation, digital data management, digitalized collaboration and digital applications), While digital culture exerts also is significantly related to commitments of secretaries. Hence, the regression model shows that digital transformation has a significant influence on the commitment of secretaries, as indicated by the overall model's significance ( $F = 64.925$ ,  $p\text{-value} = 0.000 < 0.05$ ) and the contribution of each digital transformation variable. Given the findings, we reject the null hypothesis ( $H_{01}$ ) and conclude that digital transformation significantly influences the commitment of secretaries in public polytechnics in Ogun State.

Change management (unfreezing, changing and refreezing) has a positive and statistically relationship with the commitment of secretaries in the public polytechnic in Ogun state, Nigeria. Null hypothesis 2 was rejected as change management was found to have significant influence on the commitment of secretaries in the public polytechnic in Ogun state, Nigeria. Unfreezing stage have a significant impact on the commitment of secretaries. Hence, the null hypothesis ( $H_{02}$ ) that "there will be no significant influence of change management on commitment" is rejected due to the overall significance of the model. However, the impact of change management on commitment is relatively weak, and more factors need to be considered to fully explain the commitment levels of secretaries.

There is a positive and combined influence of digital transformation and change management on commitment of secretaries in public polytechnics in Ogun State. The third null hypothesis (H<sub>03</sub>) state that "there will be no significant combined influence of digital transformation and change management on commitment" is rejected due to the overall significance of the model. However, the significant influence mainly comes from digital transformation, while change management does not add much explanatory power. Thus, digital transformation is the key driver of secretaries' commitment in this context.

## 5.2 Conclusion

The study's findings serve as the basis for its conclusions.

1. Employees that are devoted benefit organizations in a variety of ways because they go above and beyond to complete their tasks. Committed personnel give value to the organization by determination, proactive assistance, relatively high productivity, and a focus on quality. Employees that are committed to their jobs are less likely to call in ill or leave the organisation. Employee commitment helps firms perform better and achieve their goals because employees feel linked to the organisation, which leads to increased productivity and dedication to their work. The report advised that institutions continue to ensure staff commitment. Institutions must promote employee commitment by involving them in decision-making, which will increase their overall commitment to the organization. High levels of employee satisfaction in an organization are associated with work dedication.
2. Furthermore, it is suggested that organizations promote transparency. When an organization keeps its people informed, they feel appreciated and trusted. This boosts their sense of belonging, which leads to a greater commitment to their task. Furthermore, it is important that organizations promote open and unfettered communication. Open and transparent communication inside an organisation promotes a trusting environment.

Employees should be encouraged to be creative in providing ideas, tactics, and modes of communication. Organisations should cherish their people, encourage them to generate better ideas, and reward them for their efforts and innovation.

3. Change is a constant process that occurs in all organisations, and the types of changes vary by company. The company's organizational structure must be changed due to ongoing changes in the external environment. Professional staff must employ modern technology to assist us manage changes at all stages of the change process, particularly during the implementation phase. During the change implementation phase, it is critical to understand how to manage the human side and disseminate staff knowledge in order to build a strong workforce capable of responding to rapid changes to meet the needs of your market selecting the right sort of change.
4. Effective change management is a vital mission of organisational success for adapting to or quickly seizing opportunities in a dynamic and ever-changing corporate environment. Changes are complicated and affect many important parts of institutions, including both hard and soft components. For successful large-scale change, organizational individuals at all levels must pay appropriate attention to the need for change and properly conduct the change management process.
5. Transformation has contributed significantly to commitment of secretaries within the institution. The Digital Maturity Model provides a structured approach for organisations to assess and enhance their digital culture, technology, and operations progressively<sup>115</sup>. Using the models enables organisations to assess their current situation, form an objective of where they want to go, and create a roadmap for reaching their transformation goals <sup>113</sup>. Digital maturity model measures the level of digitalization activities within an organization. Maturity models are frequently used to assess the influence digital transformation and level of progress or new techniques on the business

in light of emerging developments such as digitalization or the Fourth Industrial Revolution.

### **5.3 Recommendations**

According to the results of this investigation, the following recommendations:

1. The study concludes that school administrations need to know more about how to implement successful change management strategies in digital transformation as they believe that they are better aware of the need of the change, have good desire to participate and have good abilities to perform the process.
2. Management of the institution in public polytechnic Ogun state should focus more attention on the productivity and establish a clear digital transformation strategy in order to collaborate with the stakeholder, improving administrative efficiency and fostering innovation.
3. Management of the public polytechnics in Ogun state, Nigeria should intensify efforts on digital transformation and ensure adequate training across the secretaries for effective and efficiency outcome. There should be training for administrative personnel and other secretaries in digital technology use and the provision of necessary physical facilities. Leaders and units head or department should encourage digital culture among staff.
4. Management of the public polytechnics in Ogun state, Nigeria should provide more office resources, gadgets, tools and equipment in the institutions.
5. Management should Continuous Professional Development should include frequent training for secretaries, administrative staff, and faculty in the use of new technology, data management, and digital platforms.
6. Management should maintain open communication. Ensure open, transparent, and ongoing communication throughout the transformation process to keep everyone

informed, engaged, and provide feedback. Mechanisms via which secretaries can voice issues or challenges encountered during the transition process.

7. Secretaries also should cultivate the habit of developing capacity building on technology and also
8. The federal Government of Nigeria should provide adequate funds to its tertiary institution in Nigeria and provide sufficient interventions for the procurement of state-of-the-art digital equipment.

#### **5.4 Contributions to knowledge**

This study examines the influences of digital transformation, change management and commitment of secretaries in Public Polytechnics in Ogun State, Nigeria.

1. The study offers significant contributions to existing body of knowledge conceptually, theoretically and empirical. Conceptually, the study takes an in-depth exploration of the variables examined – digital transformation, change management and commitment of secretaries, explores view points and operationalization of the concepts, identifies the gaps in existing literature and offers additional insights into the understanding of the variables especially in relation to secretaries of the institutions. The conceptual framework of the study also shows the interactions of the important variables and other constructs used for the description and measurement of each key variable. The framework provides a workable blueprint for examining the influence of the independent variables (digital transformation and change management) on the dependent variable (commitment of secretaries) as well as the metrics of each variable.
2. From the theoretical perspective, the study further strengthens the commitment of secretaries with the Theory of Meyer and Allen's and the application of the theory across different jobs and occupations and specifically to the secretaries in the public polytechnic. The theory was used to provide great insight into the components of the

core job elements of secretaries in the polytechnics and pinpoints. This theory offers valuable insights into the intricate dynamics that underlie an employee's commitment to an organisation, and it delineates commitment into three distinct components: normative commitment, affective commitment, and continuance commitment. The exploration of this theory emphasizes the level of dedication and enthusiasm secretaries as towards the growth and innovation of the public polytechnics.

3. The study builds on The Digital Maturity Model and lay emphases on its components factors to enhance robust understanding and measurement of digital transformation efforts, initiatives and progress of public polytechnic in Ogun State, Nigeria and other similar educational institutions. The characteristic, traits, resources and how institutions respond for rapid change and growth towards attaining growth in achieving a successful digital transformation are specified in the theory. This also broadens the frontiers of knowledge on digital transformation and the applicability of the Digital Maturity Model in the public polytechnic.
4. Furthermore, Lewin's theory also introduces the force-field analysis concept. This tool aids in identifying the motivating forces that inspire transformation and the limitations that prevent it. By carefully assessing these forces, institutions can develop strategies to reinforce facilitating factors while mitigating or overcoming barriers to change. In terms of digital transformation in polytechnics, this analysis can help identify the incentives, motivations, and obstacles that influence acquisition and inclusion of digital technologies and practices.
5. Empirically, the study expands the landscape of empirical submissions and findings on digital transformation, change management and commitment of secretaries. While studies on commitment of secretaries abound in extant literature, empirical studies affective, continuance, and normative commitment of secretaries in public polytechnic

in Ogun State seems to be rare. Similarly, there is dearth of empirical studies on digital transformation in the developing countries like Nigeria while the available few in both developed and developing countries were conducted in private organization. This study closed the gap by offering empirical evidences on digital transformation of public polytechnic in Ogun State, Nigeria. The findings of the study offer empirical reference and support for future studies on the variables examined and their metrics and sub-measures which scholars and researchers can use to buttress empirical submissions in future studies.

### **5.5 Areas for further studies**

This focused on the influence of digital transformation and change management on the commitment of secretaries in public polytechnic in Ogun State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas are suggested for further research. The present study was carried out in the public polytechnic in Ogun State, Nigeria, on one hand, further studies in the similar area can be carried out in other geo-political zones of Nigeria. On the other hand, private polytechnic can as well be studied so that knowledge gained the study could be extended to all public polytechnic in Nigeria as a whole. In addition, further studies on the variables could be carried out in privately owned polytechnics in Nigeria. A comparative study between public polytechnic and private polytechnic in Nigeria could be carried out while the variables of interest here could be studied comparatively between public and private polytechnics in Nigeria.

A mixed method of data collection was used during the survey for the study in order to capture both quantitative trends and qualitative nuances regarding the impact of digital transformation and change management on the commitment of secretaries in public polytechnic in Ogun State, Nigeria. Because digital transformation is a progressive process and the workplace is constantly changing, future research will be considered longitudinal survey to explain causality among the

variables over time. Triangulation could be used to compare findings from different data sources to enhance the validity and reliability of future research findings.

The present study was carried out among secretaries, further research may focus on academic staff of the public polytechnic in Ogun State, Nigeria in order to give room for broader generalization in the context of public polytechnic and to foster desirable performance among the different cadres of staff of the public polytechnic in Ogun State, Nigeria.

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## Appendices

### Lead City University Faculty of Communication and Information Sciences (FCIS) Department of Information Management

Dear respondent,

I am a Master’s student of the above name institution gathering data for the purpose of academic research on the topic “Digital transformation, change management and commitment of secretaries in Public Polytechnics in Ogun State, Nigeria. To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only. Thank you

#### Section A: DEMOGRAPHIC INFORMATION

##### INSTRUCTION

Gender: Male (  ), Female (  )

Age: 25 years & below (  ), 26 – 30 (  ), 31 -35 (  ), 36 – 40 (  ), 41 -45 (  ), 46 and above (  )

Educational Level: ND (  ) HND (  ) B.Sc. (  ) M.Sc. (  ) Ph.D (  )

#### Section B: Identify the level of commitment of secretaries in public polytechnics in Ogun state, Nigeria.

Instruction: Please tick (  ) the appropriate choice that indicates your opinion on level of commitment.

Very High (VH), High (H), Very Low (VL), Low (L)

	<b>Normative commitment: To what extent do you agree with the items on normative commitment of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
1	I feel a strong obligation to stay with my organization.				
2	Leaving my organization would make me guilty feel guilty.				
3	My organization holds significant personal meaning for me.				
4	I have a sense of duty and loyalty toward my organization.				
5	Despite the advantages, I don’t would be right to leave my organization.				
	<b>Continuance commitment: To what extent do you agree with the items on continuance commitment of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>

6	It would be very hard for me to leave my organization right now, even if I wanted to.				
7	Too much of my life would be disrupted if I decided I wanted to leave my organization now.				
8	If I had not already put so much of myself into this organization, I might consider working elsewhere.				
9	One of the few downsides to leaving this organization would be lack of available alternatives.				
10	I choose to stay here because leaving would require substantial personal sacrifice.				
	<b>Affective commitment: To what extent do you agree with the items on affective commitment of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
11	I feel emotionally attached to my organization.				
12	I identify deeply with my organization.				
13	I have a profound sense of belonging to my organization.				
14	I enjoy talking about my organization with people outside it.				
15	I feel as if I am part of the family within my organization.				

**Section C: Identify the level of digital transformation of secretaries in public polytechnics in Ogun state, Nigeria.**

Instruction: Please tick ( ✓ ) the appropriate choice that indicates your opinion on level of digital transformation.

Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1

	<b>Digital technology: Express your opinion on the level of availability of digital technology to secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
1	Cyber security architectural				
2	Internet of things (IOT)				
3	Computer systems				
4	Cloud computing				
5	Virtual interaction resources				
	<b>Digital operation: Express your opinion on the digital operation of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
6	Digitalized work process.				
7	Digital data generation.				
8	Digital data management.				
9	Digitalized collaboration.				
10	Digital applications				
	<b>Digital Culture: Express your opinion on the digital culture of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
11	Digital leadership across section and department.				
12	Staff readiness to digital change.				
13	Communication and implementation of the change.				
14	Commitment to digital change.				
15	Innovation practices.				

**Section D: Identify the level of change management of secretaries in public polytechnics in Ogun state, Nigeria.**

Instruction: Please tick ( ✓ ) the appropriate choice that indicates your opinion on level of digital transformation.

Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) =1

	<b>Unfreezing: Express your opinion on the Unfreezing stage of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
1	Awareness of the reason for change.				
2	Level of change awareness.				
3	Clarity in communication regarding change.				
4	Management's readiness for change.				
5	Staff orientation toward change.				
	<b>Changing: Express your opinion on the changing stage of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
6	Level of support from management and staff.				
7	Understanding specific changes in workplace.				
8	Preparation and training for change.				
9	Effectiveness of team and support staff.				
10	Channels for feedback about change				
	<b>Freezing: Express your opinion on the freezing stage of secretaries in your organization</b>	<b>VL</b>	<b>L</b>	<b>H</b>	<b>VH</b>
11	Level of integration of change.				
12	Availability of support and resources.				
13	Leadership commitment to sustaining change.				
14	Monitoring the effectiveness of change.				
15	Mechanisms for the continuous improvement of change initiative.				

APPENDIX

**Regression; Commitment = f (Digital Transformation)**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Digital_Culture, Digital_Technology, Digital_Operation <sup>b</sup>	.	Enter

a. Dependent Variable: Commitment

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.519	.29358

a. Predictors: (Constant), Digital\_Culture, Digital\_Technology, Digital\_Operation

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.788	3	5.596	64.925	.000 <sup>b</sup>
	Residual	15.083	175	.086		
	Total	31.871	178			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Digital\_Culture, Digital\_Technology, Digital\_Operation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	1.900	.170		11.195	.000
Digital_Technology	.602	.046	.795	13.002	.000
Digital_Operation	.330	.067	.494	4.889	.000
Digital_Culture	-.512	.106	-.533	-4.834	.000

a. Dependent Variable: Commitment

## Hypothesis Two

**Regression : Commitment = f(Change Management)**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Freezing, Unfreezing, Changing <sup>b</sup>		Enter

a. Dependent Variable: Commitment

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319 <sup>a</sup>	.102	.087	.40441

a. Predictors: (Constant), Freezing, Unfreezing, Changing

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.250	3	1.083	6.623	.000 <sup>b</sup>
	Residual	28.621	175	.164		
	Total	31.871	178			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Freezing, Unfreezing, Changing

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	3.595	.350		10.258	.000
	Unfreezing	.169	.071	.179	2.368	.019
	Changing	-.280	.092	-.256	-3.047	.003
	Freezing	-.004	.071	-.005	-.062	.950

a. Dependent Variable: Commitment

### Hypothesis Three

**Regression:** Commitment = f(Digital Transformation, Change Management)

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Change_management, Digital_transformation <sup>b</sup>	.	Enter

a. Dependent Variable: Commitment

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 <sup>a</sup>	.241	.232	.37074

a. Predictors: (Constant), Change\_management, Digital\_transformation

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	2	3.840	27.938	.000 <sup>b</sup>
	Residual	24.191	176	.137		
	Total	31.871	178			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Change\_management, Digital\_transformation

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
-------	-----------------------------	---------------------------	---	------

		B	Std. Error	Beta		
1	(Constant)	1.383	.470		2.944	.004
	Digital_transformatio n	.493	.069	.520	7.171	.000
	Change management	.127	.112	.083	1.141	.255

a. Dependent Variable: Commitment

## BIO-DATA

### PERSONAL INFORMATION

Full Name: Adeoye Adedoyin Comfort  
Address: 5, Mosafejo Mosque back of High Court, Ilaro Ogun State.  
Email address: adeoyeadedoyincomfort@gmail.com  
Date of Birth: 21<sup>st</sup> June, 1991  
Sex: Female  
Status: Married  
State of Origin: Ogun State

### SKILLS AND ABILITIES

- Excellent multi-level, interpersonal, written and verbal communication skills: Ability to Work with little supervision.
- Language skills: High level proficiency in English and Yoruba language.
- Well-developed ability to work as a team player.
- Strong organizational skills with keen attention to details.
- Advanced training on Microsoft office.
- Strategic and conceptual thinking

### EDUCATIONAL QUALIFICATION

Lead City University, Ibadan  
Master of Science (M.Sc)  
Office & Information Management (2022-2024)

Lead City University, Ibadan  
Bachelors of Science (B.Sc)

Office & Information Management	<b>First class</b>	(2019-2021)
The Federal Polytechnic Ilaro, Ogun State Higher National Diploma Office Technology & Management	<b>Distinction</b>	(2012– 2014)
The Federal Polytechnic Ilaro, Ogun State National Diploma Secretarial Studies	<b>Upper credit</b>	(2009- 2011)
Access Model College, Ifo Ogun State National Council Examination	<b>(NECO)</b>	(2002-2008)
Tifedayo Nursery & Primary School, Lagos State First School Leaving Certificate		(1995-2001)

### **WORK EXPERIENCE**

Federal Polytechnic Ilaro, Ogun State	Lecturer III	(2024- Till date)
Federal Polytechnic Ilaro, Ogun State	Assistant lecturer	(2022- 2024)
Federal Polytechnic Ilaro, Ogun State	Instructor	(2021 Sep-2022)
Federal Polytechnic Nursery & Primary	Class Teacher	(2021 Jan- 2022)
Alakia Community School Isebo, Ibadan	Class Teacher	(2015 – 2015)
Diamond Bank Plc Alagomeji, Yaba	Cash Officer	(2011 – 2012)

### **PROFESSIONAL BODIES**

National Institute of Office Administration and Information Managers (NIOAIM) Member		(2022 – till date)
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### **WORKSHOPS/TRAININGS ATTENDED WITH DATES**

1. Advanced Digital Appreciation Program for Tertiary Institutions Statistical Package for Social Sciences. A Training Organized by Digital Bridge Institute, International Centre Information and Communication Technology Studies at The Federal Polytechnic Ilaro, Ogun State. From 20<sup>th</sup> – 30<sup>th</sup> September 2023.
2. Upskilling for Professionalism in the Information Age. Workshop Organized by National Institute of Office Administrators and Information Managers (NIOAIM) In Conjunction with Liporich consulting Limited on the 10<sup>th</sup> February, 2022.
3. Professional Development workshop Workshop Organized by National Institute of Office Administrators and Information Managers (NIOAIM) on the 14<sup>th</sup> April, 2024.

### **CONFERENCES ATTENDED WITH DATES**

1. Dr. JIMOH Tajudeen Adisa & Adeoye Adedoyin Comfort (Nov.2024) Assessing the impact of Socio-Cultural and Parental Factors on Gender Disparities in STEM Program Enrollment in Federal Tertiary Institutions in Ogun State, Nigeria at the 2<sup>nd</sup> International Conference on Gender Equality held in Ghana at the Accra International conference center with the Theme:

From Vision to Reality, Catalyzing Sustainable Gender Equality in Developing Economics held from 20<sup>th</sup> – 27<sup>th</sup> November 2024.

2. Dr. IRO-IDORO Charlotte Bose & ADEOYE Adedoyin Comfort (Nov.2024) Motherhood, Parenting and Work-Life balance among Female STEM Educators in Public Polytechnic, Ogun State, Nigeria at the 2<sup>nd</sup> International Conference on Gender Equality held in Ghana at the Accra International conference center with the Theme: From Vision to Reality, Catalyzing Sustainable Gender Equality in Developing Economics held from 20<sup>th</sup> – 27<sup>th</sup> November 2024.
3. ADEBAYO F. Ade & ADEOYE Adedoyin, Comfort (2024) Business Process Re-engineering and customer service delivery of deposit money banks in Ilaro, Ogun State at the 3<sup>rd</sup> International Conference (Virtual) with the Theme: Technology and Communication for National Security held from 29<sup>th</sup>-31<sup>st</sup> July, 2024.
4. ADEOYE Adedoyin, Comfort & AKINTOLA Esther Modupe (2024) Assessing the impact of 21<sup>st</sup> century skills on the Administrative Performance of Non-Teaching Staff in Federal Polytechnic Ilaro, State at the Biennial Conference of the National Institute of Office Administrators and Information Managers (NIOAIM) between 16<sup>th</sup> and 17<sup>th</sup>, April 2024 which holds virtually.
5. ADEOYE Adedoyin, Comfort & Jimoh Ibrahim Bamidele (2023) Labour Management Relation and Job Performance of Academic Staff in The Federal Polytechnic, Ilaro, Ogun State at the 4<sup>th</sup> International Conference, The Federal Polytechnic, Ilaro, Nigeria in Collaboration with Takoradi Technical University, Takoradi, Ghana between 3<sup>rd</sup> – 7<sup>th</sup> September, 2023 at the University Auditorium, Takoradi Technical University, Takoradi.
6. ADEOYE Adedoyin, Comfort & IRO-IDORO Charloline B. (2022) Vocational Skill Training as A Gateway to Self-Employment and Entrepreneurship among National Youth Service Corp Members in Ifo Local Government Area, Ogun State at the 3<sup>rd</sup> International Conference held at the Federal Polytechnic, Ilaro between 16<sup>th</sup> and 18<sup>th</sup> August, 2022.
7. F. Ade ADEBAYO & ADEOYE Adedoyin, Comfort (2022) Leadership Styles and Motivation as Predictors of Job Performance of Secretaries in Federal Polytechnic Ilaro, Ogun State at the 2nd National Conference of School of Communication and Information Technology, held at the Federal Polytechnic, Ilaro between 19<sup>th</sup> and 20<sup>th</sup> July, 2022.
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**The University Compliance Certification**

This is to certify that this thesis by **Adedoyin Comfort ADEOYE** with Matriculation Number **LCU/PG/003100** in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

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**Signature**

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**Date**

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