EFFECT OF ORGANIZATIONAL CHANGE MANAGEMENT FACTORS ON THE PERFORMANCE OF EMPLOYEES IN JAIZ BANK PLC, ABUJA

By
*Abubakar Dan'asibi Abdulrahman
Department Of Business Administration, School Of Business And Management Studies Federal Polytechnic, Kaura Namoda, Zamfara State
abubakardabdulrahman@gmail.com / 08080043161

&
Ikebuaso O. Benson
ikebuasoben@gmail.com / 08034535105
Department Of Marketing, School Of Business And Management Studies Federal Polytechnic, Kaura Namoda, Zamfara State.

ABSTRACT
This study seeks to x-ray, the effect of effective of communication in change process on the performance of workers; the influence of employee development on employees' performance; effect of tolerance to change on employees' performance; effect of leadership on employees' performance; and effect of procedural justices on employees' performance in Jaiz bank Plc, Abuja. A survey descriptive research design is adopted where primary data was mainly used through the use of questionnaire. The study utilized both descriptive and inferential (OLS regression) statistics to test and drawn conclusion for the study. The findings reveal that employee's development, leadership and tolerance to change have positive and significant effect on workers' performance in Jaiz bank Abuja. The study also found that while communication has positive but no significant effect, procedural justice has negative and no significant effect on the performance of workers in jaiz bank Abuja. The study concluded that organizational change factors have significant effect on the workers performance in Jaiz bank Abuja. The study recommended that the management of Jaiz bank should improve effective communication, improve and commitment resources in employees' development, enhance leadership skill and qualities.
Key words: Organizational changes, employees' performance, communication, tolerance to change, employees' development, leadership and procedural justices.

Introduction

Rapid changes in organization nowadays as a result of organization dynamism cause by globalization and information technology revolution have increased the markets and opportunities for increased revenues and growth. Organizational change in general is concerned with organizational broad changes that might include changes in term of organizational mission, restructuring process, systems, process, technology, operations, mergers and acquisitions, collaboration and others. Organizational changes sometimes relate to organization transformation (Kotter & Schlesinger, 2008). No organization can avoid organizational change; change is the only constant thing in life. The progress of any business organizations can only be attained by embracing positive changes. Positive changes have to do with deviation from status quo that will translate into growth and development.

Since organizations are not living in a vacuum or in isolation, adopting change becomes a necessary strategy to operate in complex, dynamic and competitive

environment. In business for instance, environmental complexity and dynamism might result from persistent agitation or demand from the structures, factors and people that make up the organization (stakeholders) and constant modification of the environmental factors including political, legal, economic, socio-cultural, technological factors. Therefore, it is imperative to every business organization to take organizational change seriously visa-viz its effect on the performance of the organization, particularly, the performance of the employees as they are the most affected in the event of any organizational change. Thus, organizational change might affect employees' feelings of being threatened and fearful which lower their confidence levels and reduce commitment to the vision of the company. Those employees who have the confidence, skills and experience that is required in facing the ambiguity and uncertainty might look for other career opportunity.

Consequently, no matter the significance of changes it will still be hard for people to accept the change entirely. There are always people that will display resistance to change in order to maintain their values, confidents and positions. It is therefore important to determine practice standard to reduce resistance to change by setting values in terms of the teamwork, customer service, and respect for each other. This means that the leaders can inspire the employees and move their organization into a new direction, provided the new direction is in agreement with their essential values. According to Doppler and Lauterburg (2000), most of the people do not like to change the way they do their work especially when they do not have any idea of the goal and who will gain the benefit from the changes.

The impact of organizational change on the employees' performance depends largely on the operating environment, the management leadership style and the awareness of the employees. Employee will be more motivated and willing to give their best contribution when they feel that the workplace have high degree of challenge and have the sense of belonging (Bowman, 1996). Typically, people will have deep attachments towards organization, work group and the way of working, if they are involved in organizational change process, then in order to let the individual and organization survive, they need to have the ability to adapt to the changing environment.

The significance of this study is enormous. The finding of this study is important to provide a guideline for the local bankers to plan for any changes management with the purpose of enhancing the management style. Furthermore, this research is not only essential to be implementing in the bank industry, but it can be applied in other industries as well. This is because the performance of the employees is one of the most main issues in every organization. Besides, the findings of this study can be used empirically for further studies. Thus, researchers in related area can find this study worthwhile.

Change is normally expected in every organization with the view that it will lead to unprecedented and comprehensive growth and development in material and human resources. Many organizations strive assiduously to bring positive changes that will result to growth and development. Achieving this largely depends on the abilities of the organizations to manage the basic factors that guarantee effective change environment. However, poor communication about the process and the need for change, poor preparedness in terms of employee development, and lack of the knowledge of human factor resulting to resistance to change, high tolerance to change, poor leadership resulting to poor skills of change management, and lack of effective procedural justices

in the organization brought about negative and sad narratives about organizational changes in many firms. This situation usually leads to a strong and persistence resistance to change which is a situation where employees don't want to accept change and do everything to maintain the status quo. The consequence is decrease in employees' productivity and morale, subsequently resulting to poor organizational performance. Thus, this study is to investigate the effect of organizational change factors on performance of employees in Jaiz Bank, Plc. Abuja. The specific objectives from which the research hypotheses are tested are to examine the effect of: (i) communication in organization change (ii) employee development in organizational change; (iii) tolerance to change; (iv) leadership; and (v) procedural justices in organizational on employees' performance in Jaiz bank Plc, Abuja.

Literature Review

The nature of the organization will affect the conception of organizational change. Change means narrative describing a sequence of events of how development and change unfold (Van de Ven and Poole,(1995) change is not only for products and services that firms provide, it also includes making changes at the organizational level such as continual equipment update, retraining employees, mergers and acquisition. Thus, organizational change can result to wide changes such as restructuring operation as in layoff, self-managed team, and change in technologies, major collaborations, and rightsizing.

Moreover, Tichy (1983) defined organizational change as the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment. Change is important to modern business organization because it helps to sustain firms in evolving market demands and competition (Ye, Marinova, & Singh, 2007). Implementing strategic change is a double-edged sword as it concurrently generates expected performance gain and unexpected performance loss (Ye et al., 2007).

Organizational change is often viewed as a necessary means to ensure that organizational strategies continue to be viable.

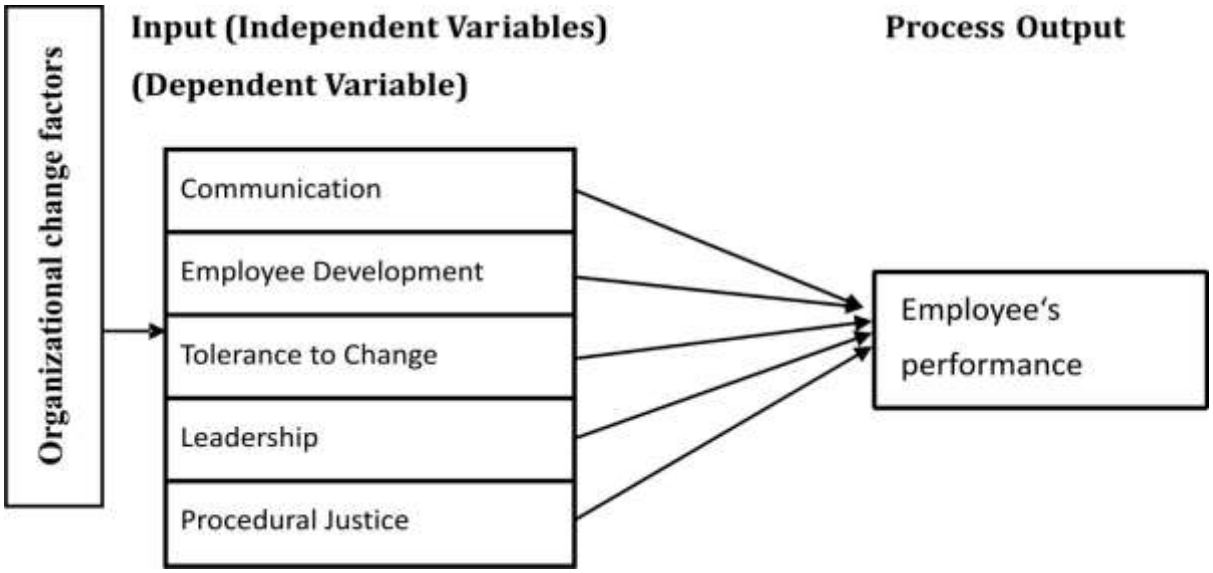
Organization has to always change ways of doing business in order to sustain growth, competitive and survive from the pressure by external and internal environments. Implementing change in an organization forces to people alter how they relate to one another Some says that the main objectives of having the organizational change were to make sure there are improvement of customer-friendly services and to gain better cooperation between the departments.

The change process in each organization is unique in each situation. It depends on the different natures of the organizations, business, work culture and values, management and leadership style. Change may bring satisfaction, joy and advantages to some of the organization (Zabid and Sambasivan, 2003).

The study conceptual model is based on on the model in figure 2.1 developed based on several research framework conducted by Kang, Kim and Chang (2008) .

There are five independent variables which consist of communication, employees' development, tolerance to change, leadership and procedural justice which formed the input in the model; and the dependent variable is employees' performance constituting the output in the model. The following discussion is made in respect to these variables.

Figure 2.1: conceptual framework of organizational change factors



Source: Adapted from Kang Kim and chang (2008)

i. **Effective communication in change management:** Ivancevich, Lorenzi, Skinner, and Crosby (1997) defined communication as the exchange of information between a sender (source) and a receiver (audience). Communication is concerned with the exchange of information and ideas.it canbe defined communication as the transfer of information from a sender to a receiver, with the information being understood by the receiver. This is to say that if information or meaning is not shared or not understood, communication has not taken place. Communication can be through speech, writing or electronic media. Communication takes many forms which includes communication climate, supervisor communication, media quality, horizontal communication, organizational integration, personal feedback, organizational perspective, top management communication, as well as subordinate communication. It is related to the communication satisfaction within the workplace and eventually to job performance. communication is the key for the people within and between organizations to transfer and disseminate information. Internal communication will be central to the alignment of the employee attitude with the organizational goal

ii. **Effect of Employees Development:** According to Juneja (2019) employee development is defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and skills. In today's work environment, employee development is the number one factor for employee retention. Top employee development methods used by organizations most frequently include training programs and leadership development programs. Investments in employee learning and development directly impact employee engagement and productivity, improving overall business success metrics. Employers must invest their time and resources in training and developing their workforce for them to become indispensable resources later on. Employees should be developed and prepared to face even the worst situations (Juneja, 2019). Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual.

iii. **Tolerance to Change:** Tolerance to change refers to the ability to adjust to changes in trends or modes of operations in an organization or society. A person is tolerant to change if he/she accepts and adapts positive new developments quickly, and positions himself mentally and emotionally so that such changes do not affect him negatively (Cleverism, 2019). Many a time, organizations alter their modes of operation, alter their structures, replace an old manufacturing plant with a newer one, diversify their businesses and technological and economic changes and it is necessary for workers to acclimatize quickly to the changes. Changes do come with some level of uncertainty. The feeling of uncertainty has the tendency to dispirit a worker hence, reducing his work rate and efficiency. To avoid such occurrences in your career, it is necessary that you acquire this skill. Whether as a manager or an ordinary employee, an entrepreneur or investor, a leader or follower in an organization, you need to acquire the skills of tolerance to change.

iv. **Change Leadership:** Leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals (Weihrich, Cannice & Koontz, 2008). Leadership is often viewed as key to successful change. **This concept explains why successful and sustainable organizational improvements depend on effective change leaders who know how to create and disseminate a vision, overcome resistance to change and manage conflict.** In today's world of globalization and technological advances, leaders must embrace the dynamic environment to increase organizational efficiency. Change leadership is the skills and abilities to impact change in an organization.

v. **Procedural Justice:** Vasset (2010) found that procedural justice, distributive justice and interactional justice are three of the perception of organizational justice. Under his in-depth study, he found that procedural justice is an application of procedures with concern of perceives fairness in organizations. Besides, several researchers also describe that organizational or procedural justice as the employees' perception on determination of job distribution methods and the way how they treated fairly in their job performances Some agreed that procedural justice is a method of job allocation process in a fairness of procedures. Thus, most of the researchers committed that the importance of fairness will provide high motivation to employee on their work performance. Hence, such research implications enable organization to design their structures that produce fairness in employee-organization exchanges. Furthermore, Benson (2002) found that organization, division, and manager should perceive fair method, in order to improve employees' reactions towards the organizational commitment and organizational change.

vi. **Employees Performance:** Donohoe (2019) argues that employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviors the employees shows in the workplace. It is refer to how the workers behave in the workplace and how well they perform the job duties assigned to them. Every company typically sets performance targets for individual employees and the company as a whole in hopes that the business **offers good value to customers, minimizes waste and operates efficiently.** For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level (Donohoe, 2019). A salesperson, for example, may be expected to complete a certain quota of calls to potential leads per hour with a specific portion of

those resulting in closed sales. On the other hand, a production worker may have performance requirements for product quality and hourly output. The specific metrics used to monitor employee performance will ultimately depend on the type of work done by the business. However, there are some universal metrics to consider. According to Donohoe (2019), some more specific performance metrics used in this study are: number of product defects, number of errors, number of sales, number of units made, call handling time, first-call resolution, and absenteeism rate.

Several theories are used to explain organizational change and development. According to a framework designed under "mode of change" criteria and "unit of change" criteria, four ideal change engines are defined (Van de Ven 1995): (1) life cycle theories, (2) evolutionary theories, (3) dialectical theories and (4) teleological theories. However, this study adopted developmental model under the lifecycle theories which entails that change happens during a cycle always composed by the emergency stage, growth stage, maturity stage and decline stage. Since organization is a metaphor/analogy of organic growth, organization must pursue different stages of development to attain change.

Ahmed, Rehman, Asad, Hussain, and Bilal (2013) conducted a study to analyze the impact of organizational change towards employee performance in the banking sector of Pakistan using Primary and secondary data. The study used Leadership, Communication, Procedural justice, Employee development, Tolerance to change as independent variables and the results show that organizational change factors (independent variables) has a positive significant impact on employee's performance in banking sector of Pakistan.

Jaballa, Allbaity and Shaiban (2009) found that tolerance to change has indirect effect on manager opinion through the interaction with task and environmental uncertainty's tolerance to change is important in explaining the effect on the interest of IT among accounting professionals. Lund and Zhang also found that tolerance to change is important because it is a concept that intuitively present in real social networks.

Similarly, Chien (2004) found that a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Furthermore, employees' performance is also important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment states that employees 'performance will decrease due to the reason of downsizing, innovations, restructuring and mergers in the organization. In addition, changing in the location, time, quality and quantity of the task and responsibilities might radically affected work life of the employees.

Methodology

This study is a quantitative research that adopted survey research design. The population of the study comprises of all employees in the branches of jaiz bank Abuja. Jaiz Bank Plc Abuja has three branches, Gwarinpa, Wuse and Central area (head office) Abuja. The study purposely selected the head office because strategic changes are made in the head office.

Thus, the total population of the study is 41 employees of the head office of jaiz bank plc. Abuja. A simple random sampling method was used to select appropriate sample size to avoid bias and give the members in the population the equal chance to be selected without any prejudice. Yamane (1967) formula for the determination of simple size is applied to determine the sample size due to its simplicity and applicability to a small population.

The formula is given as:

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

Where: n = sample size, N = Population size; e = error tolerance level (5%)? = constant

$$\mathbf{n} = \frac{41}{1 + 41\,(0.05)^2}$$

$$\mathbf{n} = \frac{41}{1 + 41\,(0.0025)}$$

$$n = \frac{41}{1.1025} = 37.19$$

Thus, the sample size for the study is 37 employees of Jaiz Bank plc. Abuja. This sample represents more than 90% of the study population which is good enough to serve as the appropriate representation for the population.

Thus, in this study primary source was used to collect information from the respondents through the use of structured questionnaire. Thirty-seven (37) questionnaires were administered to the employees who were randomly selected from the two branches of Jai'z bank plc. Kaduna. However, thirty (30) questionnaires were returned and used for data analysis.

The method of data analysis used for this project is descriptive statistics (the use of percentages) and inferential statistics (Regression analysis). Thus, the OLS helps to draw a reliable and reasonable conclusion without much stress. The data analysis goes through converting, transforming and processing all the raw data into useful and valuable information using appropriate technique. Statistical Package for the Social Science (SPSS) Version 16 and Microsoft Excel 2010 software were suitably used for data analysis. The regression model for the study is:

$EF = f(Le, Pj, Ed, \text{and } Tc)$……..1

$Ef_{it} = \alpha_0 + \beta_1 Le + \beta_2 Pj + \beta_3 Ed + \beta_4 Tc + \mu$……..2

Where, α_0 = Intercept; $\beta_1 \beta_2\ \beta_3\ \beta_4$,= Beta co- efficient; Ef = Employees' performance; Le = Leadership; Pj = Procedural justices; Ed = Employees' development; Tc = Tolerance to change; and μ = Error Term / stochastic error.

Results and Discussion

Table 4.1 Descriptive statistics

variable	Obs	Mean	Std. Dev.	Min	Max
EP	**37**	**3.6937**	**0.7428**	**2.3333**	**4.6667**
Co	**37**	**3.6937**	**0.7427**	**2.333**	**4.6766**
Le	**37**	**3.9009**	**0.71520**	**2.333**	**5.0000**
Pj	**37**	**3.4234**	**0.7764**	**2.0000**	**4.6667**
Ed	**37**	**3.9009**	**0.8457**	**1.3333**	**5.0000**
Tc	**37**	**4.1441**	**0.6738**	**1.6667**	**5.0000**

Source: Researcher's Computation from SPSS

Table 4.1 shows the descriptive statistics for the study. The table shows average (mean) for Employees' performance (Ep) of workers performance of Jaiz Bank Plc Abuja of 3.7; standard Deviation of 0.7428; minimal performance of 2.33 and maximum performance of 4.7. The mean shows that there is variation in the performance of the sampled workers with no significant variation with other variables from the standard point. The result also shows average change for Communication (Co) Leadership (Le), Procedural justices (Pj), Employees' development (Ed) and Tolerance to change (Tc) of 3.7, 3.9, 3.4, 3.9, and 4.1 respectively. This means there is an element of change in the organization. The standard deviations of 7.4, 0.72, 0.78, 0.85, and 0.67 for Communication (Co),

Leadership (Le), Procedural justices (Pj), Employees' development (Ed) and Tolerance to change (Tc) respectively shows that there is no significant variation among the variables from the standard of workers' performance. The results also show minimum changes of 2.3, 2.3, 2.0, 1.3 and 1.7; and maximum of 4.7, 5.0, 4.7, 5.0, and 5.0 for Communication (Co), Leadership (Le), Procedural justices (Pj), Employees' development (Ed) and Tolerance to change (Tc) respectively. These indicate elements of changes at different level.

Table 4.2 Correlation matrix

	Ep	Co	Le	Pj	Ed	Tc
EP	**1**					
Co	**0.904**	**1**				
Le	**0.717**	**0.807**	**1**			
Pj	**0.398**	**0.408**	**0.378**	**1**		
Ed	**0.692**	**0.675**	**.0676**	**0.596**	**1**	
Tc	**0.911**	**0.879**	**0.802**	**0.833**	**0.705**	**1**

Source: Researcher's Computation from SPSS

Table 4.2 shows the results of the spearman rank correlation between the dependent variable (EF) and explanatory variables (Co, Le, Pj, Ed, and Tc). The relationship employees' performance (Dependent variable) and Communication, Leadership, Procedural justices, Employees' development and Tolerance to change (independent variables) are positive and strong with correlation coefficient value of more than 90%, 71%, 39%, 69% and 91% respectively. This indicates that change management dimensions have positive and strong relationship with workers' performance of the study organization. This means that a positive change in any of the change management variables will make the workers' performance to also change positively and significantly.

The result shows that communication has strong and positive relationship with leadership, procedural justices, employees' development and tolerance to change with correlation coefficients of 81%, 38%, 68% and 80% respectively. The result also shows that leadership has strong and positive relationship with procedural justices, employees' development and tolerance to change with correlation coefficients of 38%, 68% and 80% respectively. Similarly, procedural justice is also found to have strong and positive relationship with employees' development and tolerance to change with correlation coefficients of 60% and 83% respectively. Furthermore, employees' development is also found to have positive and strong relationship with tolerance to change with a correlation coefficient of 71%. All these indicate that variables used have relationship with one another making appropriate proxy for the study.

Table 4.3 OLS Regression Result

Variables	coef	t-value	sig
Constant	0.935	1.227	0.029
Co	0.165	1.675	0.104
Le	0.623	6.371	0.000
Pj	-0.20	-0.16	0.988
Ed	0.10	0.098	0.023
Tc	0.20	0.363	0.009
Obs		37	
R^2		0.691	
Adj R^2		0.561	
F- Statistc		7.176	
F-Sig.		0.000	

Source: Computation using STATA 13.

Table 4.3 shows the OLS result. The p-value of the model (0.000) shows that the relationship between workers' performance and organizational change factors represented by Communication (Co), Leadership (Le), Procedural justices (Pj), Employees' development (Ed) and Tolerance to change (Tc) is statistically significant. R-square of 0.69 shows that the total variation of 69% in workers' performance could be explained by the explanatory variables, Communication (Co), Leadership (Le), Procedural justices (Pj), Employees' development (Ed) and Tolerance to change (Tc). The remaining 31% of the total variation in the workers' performance are caused by factors not captured in the model.

The coefficient shows the variation cause to the dependent variable by a unit increase or decrease in the independent variable. The result shows that 1unit increase in communication (Co) will cause workers' performance (Ep) to increase by about 17%; 1unit increase in leadership (Le) will cause workers' performance (Ep) to increase by about 63%; 1unit increase in procedural justices (Pj) will make workers' performance (Ep) to decrease by 20%; a unit increase in employees' development (Ed) increases workers' performance (Ep) by 10%; and a unit increase in tolerance to change (Tc) increases workers' performance (Ep) by 20%.

The result of the probability value (P-value) of 0.104 shows that the level of significance is more than the standard of 0.05 level of significance set for the acceptance of null hypothesis, therefore, the hypothesis that effective communication in organizational changes process has no effect on employees' performance in Jaiz Bank Plc. Abuja is accepted.

The p-value of 0.023 for Employees' development is less than the 5% level of significance, therefore, the null hypothesis which stated that employees' development in organizational change do not significantly affect employees' performance in Jaiz Bank Plc Abuja is rejected.

The P-value of 0.009 for tolerance to change as captured in table 4.3 shows that the value is less than the 5% (0.05) level of significance and thus, the study rejected the hull hypothesis (Ho) that there is no significant effect of tolerance to change on employees' performance in Jaiz Bank Plc. Abuja.

The p-value of 0.000 for Leadership is less than the 5% (0.05) level of significance, therefore, the null hypothesis which stated that leadership in change process do not significantly affect employees' performance in Jaiz Bank Plc Abuja is rejected.

The P-value of 0.988 for tolerance to change as captured in table 4.3 shows that the value is more than the 5% (0.05) level of significance and thus, the null hypothesis (Ho) that there is no significant effects of procedural justices in change on employees' performance in Jaiz Bank Plc. Abuja is accepted.

The results show that change management dimensions have positive and strong relationship with workers' performance of Jaiz Bank Plc Abuja. The results specifically show that all the explanatory variables have positive and significant effect on the performance of employees of Jaiz Bank plc Abuja, except for Procedural justices (Pj) which has negative and no significant effects and communication which has no significant effect on the performance of employees of Jaiz Bank plc Abuja. The result is in line with the findings of Jaballa, Allbaity and Shaiban (2009) and Lamberton, Fedorowicz and Roohani (2005) that tolerance to change has positive relationship with employees' performance. Also, Chien (2004), Tavakolia (2010) and Levay (2010) finding is also consistent to the study. The study is unlike the finding of Pepper and Larson, 2006 in which communication is found to be significant. Employees 'development practices have significant relationship with organizational performance in Mathieu, (1991) and Blau et. al (2008).

Conclusion and Recommendation

The generally conclude that organizational change factors have significant effect on the performance of employees in Jaiz bank plc, Abuja. Specifically, Employees' development, tolerance to change and leadership in organizational change have significantly effect on the performance of employees in Jaiz Bank Plc Abuja; and that effective communication in and procedural justices in organizational changes process do not have significant effect on employees' performance in Jaiz Bank Plc. Abuja

The study recommended that the management of Jaiz Bank Abuja should improve effective communication in organization in order to ensure good commitment and participation by workers thereby reducing the prevalence of resistance to change and increase workers performance; encourage and commit resources to employees' development to increase skill and expertise to manage change process; enlighten the workers and all stakeholders about prospective change process of the organization; encourage effective leadership through training and workshops to instill good leadership qualities and characters in different managers in the organization; and encourage procedural justices by being fair and treat all workers equally during and after any change process.

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