Academic Scholars Publishing League (ASPL)
International Journal of Scholarly & Educational Research in Africa
ISSN: 2360-9981 | Volume 13, Issue 9 | April, 2024| pages 37 – 51
DOI: 7360-983-3-1395
arcnjournals@gmail.com
https://arcnjournals.org

Engineering Change Control: The Impact on Employee Performance in the Turbulent Environment of Nigerian Banks

Okwurume, Clarance Nkasirim
Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt

Abstract: *This study examined the effect of change management on Employee Performance within deposit money banks in Rivers State. The study adopted the cross-sectional survey research design and census sampling technique. The study comprised a total target population of 197 employees from statistically selected banks in the study area. Based on this 186 staff was statistically selected as the sample size. The likert 5 point scale structured questionnaire was used in the collection of both qualitative and quantitate data after ascertaining the validity and reliability for the data collection instrument. Descriptive statistics were utilized for data analysis, while regression analysis was conducted to test four hypotheses, employing t-statistics from the regression. Based on the analysis, the results revealed the existence of statistical positive and significant relationship between the predictor and criterion variables. The study concluded that change management, encompasses technological advancements and organizational restructuring, series as an effective means of enhancing employee performance, including engagement and commitment, thereby contributing to overall well being of deposit money banks. Based on this, study recommended amongst others that deposit money banks should prioritize the development and maintenance culture of organizational restructuring that is aimed at fostering employee dedication and commitment which can facilitates the acquisition of new skills and capacities thereby improving engagement and contributing to organizational success.*

Keywords: *Change management, Employee performance, Technological change, Organizational restructuring, Deposit money banks, Port Harcourt metropolis.*

Introduction

In an increasingly complex and dynamic business environment, organizations are continually striving to change and adapt their operations to circumstances as they evolve (Burnes, 2011) change in an organization may be considered as any alteration in activities. It promotes employee cooperation and organizational efficiency. In any organization, organizational change enhances leadership branding, which increase security and the desired outcomes of change (Shulga, 2021). Doromjpa (2018) argued that change management boosts employee values the purpose of change is to review and review organization structures and processes. Organizations are therefore required to make significant investments for implementing various changes to adapt to the changing context (Errida & Lotfi, 2021).

Organizational change examines the process through which a corporation or organization changes its operating procedures, technology, organizational structure, over structure, or strategies as well as the consequences of those changes. External or internal influences usually cause or result in organizational change, small businesses must change in order to compete with larger businesses. They must also learn to strike in such setting when a smaller, more innovative competitor enters the market, large competitors must adjust quickly. A company must look for ways to improve its efficiency in order to avoid falling behind or to stay ahead of the competitors. It must also aim to be more cost effective in its operations (Revenio & Jalagat, 2016).

Organizational change occurs when businesses go through a major transition that impacts company culture, infrastructure and technologies. Many employees feel the effects of organizational change whether that change involves on boarding new leadership, introducing new tools or updating company goals (Errida & Lotfi, 2021).

Organizational change is a significant field of study to examine its application to the current innovative ever-changing world. Organizations that do not transform in a certain period will be left behind, even collapse, because of dynamic nature of employees performance and its turbulent environment. Meanwhile, external environmental factors that affect the transformation process includes competition with competitors, technological advancement etc. Employees were accustomed to traditional manufacturing methods, and the introduction of automation raised concerns about job security and the need for new skills. Organizations can manage change through the use of training and development programmes. Organizational change helps employees deal with changes after the firm being restructured (Ochuku & Ayo-Balogun, 2020).

Organizations worldwide encounter common challenges in implementing change initiatives effectively and ensuring that these changes translate into enhanced performance. These challenges often include employee resistance, misalignment with strategic objectives, and inadequate measurement of performance outcomes stemming from change efforts (Nwagbala et al., 2023; Abubakar et al., 2024). Amidst the dynamic business environment, particularly evident in Nigeria's deposit money banks, the pursuit of growth and competitive advantage remains paramount (Ochuku & Ayo-Balogun, 2020). However, efforts to achieve this, such as staff layoffs, have sometimes led to adverse outcomes including structural weaknesses, information decay, and diminished performance (Nwagbala et al., 2023). The Nigerian banking sector, characterized by deregulation, product innovation, globalization, technological advancements, and intensified competition, has experienced significant transformations, necessitating agile responses from organizations.

Nwagbala et al. (2023) assert that organizational change is often undertaken to enhance performance and foster a conducive work environment, emphasizing the importance of placing employees at the core of change strategies. Such changes encompass various dimensions, including mission realignment, operational restructuring, technological advancements, mergers and acquisitions, and strategic alliances (Abubakar et al., 2024). Managing organizational change, as highlighted by Omar et al. (2023), presents a formidable challenge in today's dynamic business environment. Organizations must continuously adapt and evolve to thrive amidst evolving conditions. Effective implementation of change initiatives, as suggested by Faloye et al. (2020), holds the potential to enhance employee performance, contributing to organizational development and resilience. Addressing deficiencies in employee performance necessitates effective leadership, communication, adaptability, procedural fairness, and organizational culture, as noted by Ebongkeng (2018). Deposit money banks encounter ongoing changes, spanning technological advancements, regulatory shifts by the Central Bank of Nigeria (CBN), operational modifications, management transitions, and evolving customer relations. Despite the potential benefits, such changes often evoke resistance among employees, fueled by concerns such as job insecurity and disruptions to familiar workflows. Effective internal communication can mitigate these challenges, fostering stability and aligning staff efforts with organizational goals. The quality of banking services hinges significantly on the competence and professionalism of staff. However, some banks lag behind competitors due to operational inefficiencies and outdated practices. In light of these considerations, this study aims to investigate the impact of change management on the performance of deposit money banks in Port Harcourt metropolis, Rivers State.

Objectives of the Study

The major aim of this study is to investigate the relationship between organizational change and employee performance of deposit money banks in Rivers State. Specifically the study shall seek to:

1. Examine the nature of relationship between technological change and employee performance of deposit money banks in Rivers State.
2. Evaluate the extent of relationship between organizational restructuring and employee performance of deposit money banks in Rivers State.

Research Questions

The following research questions were used as a guide in the research work:

1. What is the nature of relationship between technological change and employee performance of deposit money banks in Rivers State?
2. What is the extent of relationship between organizational structuring and employee performance of deposit money banks in Rivers State?

Hypotheses

The following hypotheses were stated in a null form:

H_{01}: There is no significant relationship between technological change and employee commitment of deposit money banks in Rivers State.

H_{02}: There is no significant relationship between technological change and employee engagement of deposit money banks in Rivers State.

H_{03}: There is no significant relationship between organizational restructuring and employee commitment of deposit money banks in Rivers State.

H_{04}: There is no significant relationship between organizational restructuring and employee engagement of deposit money banks in Rivers State.

Literature Review

Theoretical Framework

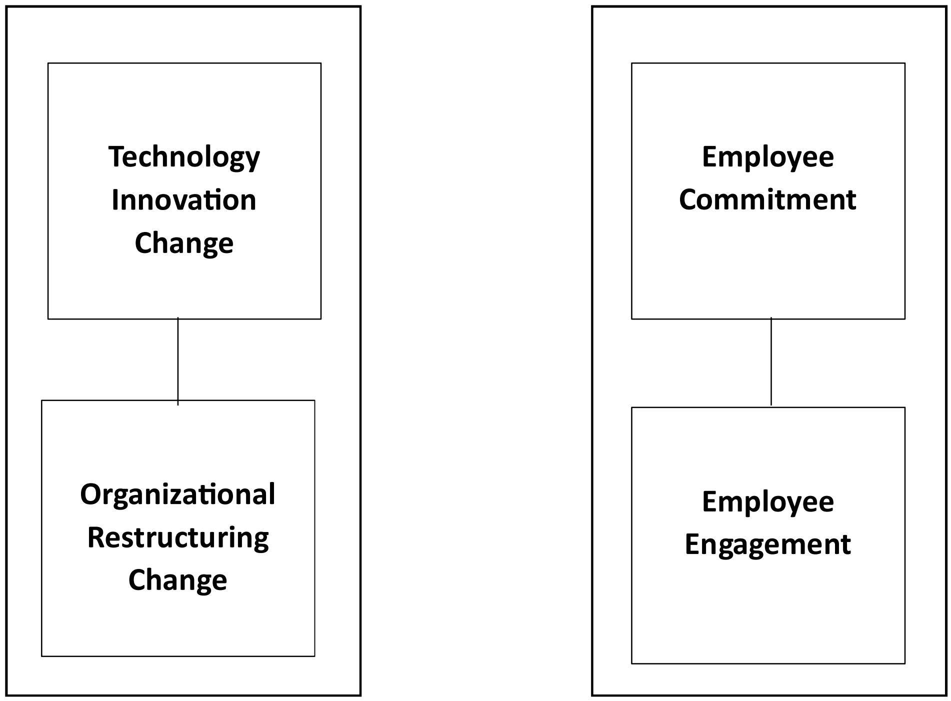
This study is underpinned by the Dynamic Capability Theory, as articulated by Teece et al. (1997). Dynamic Capability, as defined by Teece et al. (1997), encompasses the capacity to integrate internal and external resources swiftly in response to the rapidly changing business environment (Lawrence and Kung'u, 2022). The theory posits that firms must cultivate three key dynamic capabilities to navigate the unpredictable nature of their operational landscape. These capabilities include:

i. Rapid Learning and Adaptation: Employees must adeptly acquire and apply strategies that align with evolving market dynamics, fostering the creation of strategic assets to meet shifting demands.
ii. Alignment of Strategic Assets: Developed assets must be congruent with the firm's objectives and operational context.
iii. Innovation and Reuse: The ability to innovate on assets, even as they depreciate in value, and repurpose them for continued relevance.

When a firm successfully integrates these three capabilities, it achieves corporate agility (Lawrence and Kung'u, 2022). The dimension of technological innovation in this study aligns with the third objective of the Dynamic Capability Theory. Technological innovation represents the rejuvenation of organizational resources and capabilities to gain a competitive edge. This proactive stance is a vital aspect of employee adaptive performance in the banking sector, fostering foresight and innovation to keep pace with the dynamic operating environment (Lawrence and Kung'u, 2022; Hunsaker and Knowles, 2020). Research indicates a positive correlation between technological innovation and employee performance (Adeniji et al., 2018; Gitari, 2020; Asser, 2020), suggesting that technologically innovative organizations are more likely to enhance efficiency, respond effectively to environmental changes, and outperform competitors.

In the context of this study, employee performance can be influenced by organizational learning. A learning organization facilitates the development of skills and knowledge among employees, enhancing their willingness to embrace change (Diamantidis and Chatzoglou, 2018), thereby improving the organization's prospects for gaining a competitive advantage.

Conceptual Framework



Conceptual Review

The fundamental concepts underpinning this study, including the dependent and independent variables of employee performance and change management, are meticulously examined.

Concept of Change Management

The world of business today is a very dynamic and it is changing so rapidly in very short period of time. These changes may come in organizational structures, technologies that are using by companies, organizational employees and their perceptions, production techniques and concepts as well as in the concepts of business management. Change management is a systematic and structured process of developing and implementing strategies and interventions for organizations transitioning from current state to a desired state. It is often associated with changes in policies and procedures, individual needs, task and skill requirements, thus the change is incremental, structures, it is also called transactional change.

In today's business evolvement, change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. Change management is a broad term which encompasses any approach to aiding an organization's ability to manage the change process. Change management plays a critical role in today's organization, not only in maintaining variation of existing operations, but also in shaping the future directors of an organization. Change management cannot be an ad-hoc performance but is a crucial skill for leaders and managers. It should be a structured process of managing people, processes and technology in response to the changing environment.

Change management can be seen as the process of continually renewing an organization's direction, structure, and capabilities to serve the ever changing needs of external and internal customers. Consequently, organizational change cannot be separated from organizational strategy, due to the importance of organizational change, its management is becoming a highly required managerial skills.

Change Management, as defined by Robbins and Coulter (2007), encompasses any alteration in people, structure, or technology, typically initiated in areas that pose threats to organizational survival. It necessitates an internal catalyst to oversee the change process and ensure its successful implementation (Nwagbala et al., 2023). Nwinyopugi (2018) further characterizes change management as a continuous process aligning organizations with their marketplace, emphasizing responsiveness and effectiveness compared to competitors. Successful change management involves managing business variations through effective leadership and the utilization of necessary technology or organizational processes (Ilesanmi and Lasisi, 2015). The systematic approach of change management involves planning, implementing, and controlling changes effectively (Elikwu et al., 2017). It encompasses understanding the need for change, setting clear objectives, strategizing, stakeholder engagement, transparent communication, training, ongoing monitoring, managing resistance, and ensuring sustainability (Ezeanokwasa et al., 2023). Change management is indispensable for organizational adaptability and growth, guiding organizations through transitions and enabling effective adaptation to new circumstances (Cameron and Green, 2015; Moran and Brightman, 2018).

Dimensions of Change Management

This study focuses on two dimensions of change management: technological innovation change and organizational restructuring change, as delineated by Al-Hamdani and Kadhim (2020).

i. **Technology Innovation Change:** Technological innovation plays an important role in society for satisfying needs achieving goals, and solving problems of adopters directed to support corporate, industrial economic. An innovation is the initial market introduction of a new product or process whose design departs radically from past practice. The application domains of digital technologies span all sectors. From agriculture and manufacturing to processional services, health services and beyond. The direction of change in the adoption and use of digital technologies at organizations and the adoption of innovations in previous routines can also be affected by unexpected events. It is being characterized by the adoption of new or enhanced processes to support strategic changes, technology innovation enables organizations to adapt to the rapidly evolving business environment (Haarhaus and Liening, 2020). Gitari (2020) highlights the strong correlation between change management and technology innovations, suggesting its potential as a strategic tool influencing the adaptive performance of deposit money bank employees.

ii. **Organizational Restructuring Change:** Organizational restructuring is a strategic process undertaken by companies to realign their international structure, processes and resources in response to changes in the business environment, market conditions or company goals. Organizational restructuring involves conducting an assessment to identify areas of competence, improvement, and potential risks and applying the findings to inform strategic solutions (Girod & Karim 2017). Restructuring involves changes in economic structures, production programs, and enterprise activities (Kumari, 2013). Global competition, advancements in information technologies, and the need for business process re-engineering are imperatives driving organizational restructuring (Gowing et al., 2008). In Nigeria, banking sector regulations and continuous bank mergers further compel restructuring efforts (Akinola, 2011). Da Silva and Larentis (2022) argue that restructuring is often precipitated by unexpected crises, prompting swift organizational responses to prevent threats to survival.

Concept of Employee Performance

Improvement of productivity is a central issue in present day organization. Productivity through job performance stands as a widely research work in organizational behaviour (OB). it is believed that an engaged employee works with a sense of passion which leads to translation into not only high performance but extra role behaviour as well. Employee performance encompasses all factors directly or indirectly affecting employees' work (Omar et al., 2022), demanding both behavioral actions and results. It signifies the successful completion of tasks as defined and measured by organizational supervisors (Omar et al., 2022), requiring adherence to predefined standards while efficiently utilizing available resources within a changing environment. Employee performance is the cumulative result of employees' talents, actions, and abilities, contributing to increased organizational efficiency and target achievement (Yan et al., 2020).

Measures of Employee Performance

For this study, employee commitment and engagement are employed as performance indicators within the sector under investigation.

i. **Employee Commitment:** Defined as the extent to which employees feel devoted to their organization, employee commitment reflects an effective response and degree of attachment or loyalty to the organization (Akintayo, 2010; Ongori, 2007). Zheng (2010) simplifies employee commitment as employees' attitude toward the organization, emphasizing attachment and identification with organizational values. Organizational commitment is the individual’s mental connection to the organization. It predicts work variables such as turnover, hierarchical citizenship conduct and employment execution. Globally, there seems to be a performance crisis as there is need to produce more for less. Organizations must devise ways of becoming more responsive to customer expectations to complete favourably in the global village. Organizations need to understand that employees have their own requirement and personal wishes that needs to be considered. Organizations must meet their strategic aims and advantages in the market place by employing and keeping high performing employee.

ii. **Employee Engagement:** Employee engagement denotes a positive attitude toward the organization and its values (Omotunde and Alegbeye, 2021). Engaged employees are cognizant of the business context and collaborate with colleagues to enhance performance for organizational benefit (Erickson, 2005). Adkins (2016) defines employee engagement as the degree of involvement, passion for the job, and value addition to the organization. Today, employee engagement has become a leadership priority as they constantly seek for different methods to keep their workforce engaged. Engaged employees are those who work with passion towards the organizational goals. Employee engagement is one who produces results. This result can be achieved only when an employer offers an implicit contract to the employees. Research around the world shows that more engaged employees could help companies achieve results.

Empirical Review

Abubakar et al. (2024) explored the influence of strategic change management on employee performance within deposit money banks in Abuja, Nigeria. Their findings underscored the statistically significant impact of strategic change on employee performance, with organizational learning emerging as a dominant factor, contributing to 99% of changes in employee performance.

Ezeanokwasa et al. (2023) investigated the relationship between change management and the performance of selected banks in Anambra State. Their study revealed a significant positive relationship between change management and organizational performance, highlighting the importance of internal communication and employee development in enhancing business sustainability and competitiveness.

Chukwuma (2022) delved into the relationship between organizational change and staff productivity in deposit money banks in Port Harcourt. Their findings demonstrated a strong correlation between organizational change, represented by technological and structural changes, and staff productivity, measured in terms of effective efficiency and engagement. Okpalaibekwe (2022) examined the effect of organizational change on employee productivity within deposit money banks in Anambra State. Their study identified significant effects of organizational leadership on employee commitment, technological change on task/service quality, and organizational structure on output quality, emphasizing the positive impact of organizational change on bank productivity. Olusegun et al. (2021) scrutinized the effect of organizational change on employee performance in Deposit Money Banks in Lagos State, Nigeria. Their findings revealed a negative effect of organizational change on employee performance, suggesting challenges in managing organizational transitions effectively. Aduku et al. (2021) focused on organizational change and employees' performance in banks in North Central Nigeria. Their study highlighted significant negative influences of complexity, employee attitudes toward change, and tolerance to change on performance, while perceived advantage and employee motivation positively influenced change acceptance.

Faloye et al. (2020) investigated how organizational change impacts employee performance in the Nigerian banking industry, based on a study of eighteen banks in Ondo State. Their results underscored the significant influence of organizational change on employees' innovative performance, productivity, and customer service. Ochuku and Ayo-Balogun (2020) explored the impact of organizational changes on employees' performance in the banking sector. Their study revealed statistically significant measures of organizational changes, particularly technological and leadership changes, in enhancing employee performance and preparing organizations for industry challenges.

Methodology

This study adopts a survey research design approach, aiming to elicit opinions, perceptions, and behaviors regarding people's sentiments on the subject matter. Information is gathered through the administration of questionnaires to a sample of individuals. The study population comprises all employees, including management, senior staff, and junior staff, from selected bank branches in Port Harcourt metropolis. Specifically, the banks include First Bank plc (67), United Bank for Africa (66), and Zenith Bank (64), totaling 197 employees (sourced from the banks' head of human resources in Port Harcourt). Given the manageable population size, the census method is employed, encompassing the entire population of 197 respondents. The data is collected through questionnaire administration, with a structured questionnaire designed to collect responses. The questionnaire consists of two sections (Section A and Section B) for ease of administration. Section A captures personal data, while Section B contains questions on the study variables, utilizing a five-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

To ensure the research instrument (questionnaire) measures its intended constructs, it undergoes validation by professional experts in management for face and content validity, as well as validation by the head of administration and personnel. The Kaiser-Mayer-Olkin test (KMO) and Bartlett test of Sphericity assess the sampling adequacy, meeting the criteria for factor analysis (KMO = .776, significant Bartlett test). A pretest (test-retest method) is conducted, administering 30 questionnaires to Access Bank employees in Port Harcourt initially, followed by another 30 questionnaires two weeks later, to refine the questionnaire based on feedback. The instrument's reliability is assessed using the Crombach Alpha test statistic, with a pretest conducted on 30 respondents at Access Bank in Umuahia to identify and rectify any shortcomings. Primary data is collected and utilized for this study through questionnaire administration to the study respondents. The variables under investigation include change management (independent variable) and employee performance (dependent variable). Change management comprises two dimensions: technological change and organizational restructuring, while employee performance is measured by employee commitment and engagement. Descriptive and inferential statistics are used to analyzed the relationship among variables. Regression analysis (t-test and p-values) is employed to test the hypothesis, determining the effect of change management on employee performance in deposit money banks in Port Harcourt metropolis of Rivers State. The research model is expressed as:

$$EP = f(CM)$$

$$EP = f(TC, OR)$$

$$EP = \alpha + \beta_1 TC + \beta_2 OR + e$$

where:

EP = Employee Performance

CM = Change Management

TC = Technological Change

OR = Organizational Restructuring

Results and Discussion

Table 1: Global Statistics Result between change management and employee performance

Model	R	R Square	Adj. R Square	Std. Error of	Durbin-Watson
1	.889a	.790	.787	0.8973	2.02

Source: SPSS version 25.0 for printout

The table presents the global statistics result between change management and employee performance. The value of R is .889, indicating a strong positive correlation between change management and employee performance. The value of .787 indicates that around 78.7% of the variance in employee performance is explained by change management, considering the number of predictors in the model. The value is 0.8973, indicating the average distance between the observed and predicted values of employee performance. Durbin-Watson Is statistical tests for the presence of autocorrelation in the residuals. A value close to 2 suggests no significant autocorrelation. The value of 2.02 in this table falls close to 2, indicating no substantial autocorrelation in the residuals. The results indicate a strong positive relationship between change management and employee performance. Approximately 79% of the variance in employee performance can be explained by change management practices. This suggests that effective implementation of change management strategies, including technological change and organizational restructuring, is associated with improved employee performance in deposit money banks in the Port Harcourt metropolis. Additionally, the absence of significant autocorrelation in the residuals suggests that the model is reliable for predicting employee performance based on change management variables. Therefore, organizations should prioritize and invest in change management initiatives to enhance employee performance and overall organizational effectiveness.

Table 2: Regression Coefficient Results for change management and employee performance

Model	Beta	T	Sig
1 (Constant)	1.007	11.22	.000
Technological Change	.801	7.12	.003
Organizational Restructuring	.769	6.99	.021

Source: SPSS version 25.0 for printout

Table 2 presents the regression coefficient results for change management and employee performance. the results show that the constant term (1.007) represents the baseline level of employee performance when all other variables are zero. The regression coefficient for Technological Change (.801) suggests that a one-unit increase in technological change is associated with an increase of .801 units in employee performance. This coefficient is statistically significant at the .003 level. This implies that embracing and implementing technological advancements can lead to significant improvements in employee performance. While the regression coefficient for Organizational Restructuring (.769) indicates that a one-unit increase in organizational restructuring is associated with a .769-unit increase in employee performance. This coefficient is statistically significant at the .021 level. This implies that restructuring efforts aimed at enhancing organizational efficiency, communication, and processes positively impact employee performance. Overall, the statistically significant positive relationships between both technological change and organizational restructuring with employee performance suggest that these factors play crucial roles in improving overall organizational effectiveness. Employers and managers should consider investing in these areas to foster a conducive environment for enhanced employee performance and productivity.

Table 3: ANOVA for the Overall Significance of the Model

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	90.004	2	45.002	15.66	.001
Residual	92.736	184	0.5040		
Total	182.74	186			

Source: SPSS version 25.0 for printout

The sum of squares for the regression model (90.004) indicates the amount of variation in the employee performance explained by technological change and organizational restructuring. With 2 degrees of freedom, the mean square is calculated as 45.002. The sum of squares for the residual (92.736) represents the unexplained variation in the employee performance after accounting for the regression model. There are 184 degrees of freedom for the residual, resulting in a mean square of 0.5040. The total sum of squares (182.74) combines the variation explained by the regression model and the unexplained variation (residual). This is the total variation in the dependent variable.

F-Statistic: The F-value (15.66) is the ratio of the mean square for the regression model to the mean square for the residual. It tests the overall significance of the regression model. The p-value associated with the F-statistic (.001) indicates the probability of observing the F-value by chance if the null hypothesis (the model has no predictive power) were true. A p-value less than the chosen significance level (usually 0.05) suggests that the regression model is statistically significant. The regression model, which includes technological change and organizational restructuring as independent variables, is statistically significant ($p < .001$). This indicates that the model as a whole effectively explains a significant portion of the variance in employee performance. The F-statistic value (15.66) exceeding the critical value suggests that there is strong evidence to reject the null hypothesis and accept that the regression model is significant. Therefore, the combined impact of technological change and organizational restructuring significantly influences employee performance. This highlights the importance of these factors in driving improvements in organizational effectiveness and productivity.

Conclusion

The results indicate that effective change management, including technological advancements and organizational restructuring, positively influences employee performance. Around 79% of the variance in employee performance can be attributed to these change management practices. The absence of autocorrelation in residuals enhances the reliability of the predictive model. The paper recommends as

1. Organizations should prioritize and invest in change management initiatives, including embracing technological advancements and restructuring processes, to enhance employee performance.
2. Managers and leaders should develop strategies to effectively implement and manage technological changes and organizational restructuring to maximize their impact on employee performance.
3. Continuous monitoring and evaluation of change management initiatives are essential to ensure their effectiveness and identify areas for improvement.

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