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IMPACT OF CHANGE MANAGEMENT ON EMPLOYEES PERFORMANCE OF SELECTED COMMERCIAL BANKS IN ABUJA METROPOLIS

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Abstract - *Business environment across the globe has become increasingly volatile and constantly changing in the last few decades. The banking industry has been the hardest hit of all, because it is central to the globalization process that is on course. The competition in the banking industry is intense. Managers in banking industry today do not stimulate change but encourage adaptation and innovation in order to improve products and services, to meet new pressures and demands. The main objective of this study is to examine the impact of change management on employees' performance of some selected commercial banks in Abuja metropolis. The study involved a survey research design with a population of 198 staff. Due to small size of the population, the researcher tends to carry out study on the whole population and a self-administered questionnaire was used to collect data. These data was quantitatively analyzed with simple percentages and tested the research hypotheses with regression analysis. Findings revealed that the coefficients of the impact of structural change on employees performance is statistically significant and positive ($\beta = 0.332$, $t = 4.509$, $p < 0.05$), moreso, impact of technological change on employees performance is statistically significant and positive ($\beta = 0.848$, $t = 20.547$, $p < 0.05$). In addition, coefficients of the impact of transformational change on employees performance is statistically significant and positive ($\beta = 0.749$, $t = 14.527$, $p < 0.05$). This means that there is significant and positive relationship between structural change, technological change, transformational change and employees' performance in selected commercial banks in Abuja metropolis. Therefore, the study recommends that the management of selected banks should periodically change the way business is done in a manner that timely responds to the ever dynamic customer demands. This can be achieved by changing banks policies, creating new departments or changing employ to roles and functions. Also the management of selected banks should embrace technological advancement in enhancing their business operations. This will enable them to meet customer needs by providing fast and quality services.*

Keywords: *change management, structural change, technological change, transformational change and employee performance.*

INTRODUCTION

Since change is widely acknowledged to be the only constant in today's world, businesses everywhere are reorganizing their operations and revising their business plans in order to survive the fierce competition that the business world is experiencing as a result of an underlying change in the environment. Organizational transformation entails rescheduling activities, big alliances, and downsizing new developments and technological advances (Tavakolia, 2019). The fast pace of change that organizations are experiencing is the major challenge of the twenty-first century. Therefore, the best strategy for organizations to thrive in this dynamic and chaotic environment is to react quickly to the changes. This has caused organizations to observe permanent adjustments in their operational processes. Resistance to organizational change, however, might exist at the organizational or individual levels. Resistance might come from the employee's perspective as a result of perceptions shaped by life perspectives, habits brought on by privileged perceptions, dependency, fear of the unknown, insecurity and uncertainty, and financial considerations (Paoletta, 2020).

The Nigerian banking sector underwent reformation beginning in 2004. As a result, the sector has undergone changes in terms of the number of institutions, ownership structure, and scope and depth of activities. In particular, the decade 1995–2005 was traumatizing for the Nigerian banking sector, with the magnitude of distress reaching an unprecedented level, making it a concern for not only the regulatory institutions but also the policy analysts and the general public. Before the reformation period, the banking industry had experienced a series of turbulent times (Olatunji, 2020). Certain strategic actions, including mergers, acquisitions, technological advancements, and organizational restructuring, have been taken in the effort to enhance the financial sector in Nigeria. The organizational changes impacting Nigerian banks are having a significant impact on the dedication, contentment, productivity, and performance of the personnel (Nwinyokpugi, 2018).

The demand from customers for effective and efficient service delivery has also contributed to the fundamental transformation of a small and medium bank in Nigeria. Despite numerous attempts to convene individuals for a conference and force a change, change is not an event. The practice of managing change as a process while taking into account the fact that we are people, not programmable robots, is known as change management. It is about having a leader who communicates frequently and honestly. It must be acceptable to express opposition, voice concerns, and change-related apprehension. Organizations don't change; instead, individuals do. The less discomfort one experiences structuring the changeover, the less of an influence it will have on one's ability to work efficiently. Through merger and acquisition, Nigerian banks' change management strategies have improved organizational performance.

Over the past few decades, the business environment has changed and become more turbulent on a global scale. The financial sector has been the most severely impacted because it is essential to the ongoing globalization process. Intense competition exists in the banking sector. Managers in the banking sector today emphasize adaptation and innovation instead of promoting change to improve products and services and respond to new constraints and expectations. Following independence, the Nigerian banking sector underperformed for almost three decades, being unprofitable and in the majority of cases working epileptically.

Managers must more than haphazard, ad hoc change programs that just address the immediate problems if they are to accomplish a variety of goals. To get ready for impending organizational competitive issues, they need change management techniques. Managers must learn how to create and lead a human team that is adept at anticipating the future, capable of transforming its vision into technology, goods, and services, and willing and able to accept the novel. There have been numerous, substantial attempts to implement change management, but the promises made in its name have not been fulfilled (Daniel, 2019). Despite the importance of the service industry in terms of employment generation and product/service innovation, Nightingale and Poll (2000) noted that research on change management in service sectors is limited.

Furthermore, a prior study found that there aren't enough empirical studies examining the relationship between organizational performance and change management in the banking sector. Additionally, research that examine the impact of change management on performance using variables such (structural change, technological change and transformational change) in a single study is scarce. Therefore, this study tends to examine the effect of change management i.e. (structural change, technological change and transformational change) and their individual effects on employees' performance of selected commercial banks in Abuja metropolis.

The main objective of this study is to examine the impact of change management on employees' performance of some selected commercial banks in Abuja metropolis. While the specific objectives are to:

i. examine the impact of structural change on the employees' performance of selected commercial banks in Abuja metropolis;
ii. Assess the impact of technological change on the employees' performance of selected commercial banks in Abuja metropolis;
iii. Determine the impact of transformational change on the employees' performance of selected commercial banks in Abuja metropolis;

LITERATURE REVIEW

Concept of Change Management

Organizations have always struggled with change, as it has always been a part of everyday life. People find it difficult to accept change because it compels them to break their routines and step outside of their comfort zones, which is extremely painful for them (Lorenzoni, Nicholson & Whitmarsh, 2019). For instance, if a worker's supervisor asks him to start working at 7 a.m. but he usually starts at 9 a.m., the worker will be late for work due to habitual late waking up. Stewart and Kringas (2018) assert that "change management" is a nebulous concept that is challenging to define. As a result, "change management" has emerged as a common issue in management literature, according to Stewart and Kringas (2018). Nevertheless, despite this reputation, according to Pettigrew, Woodham, and Cameron (2019), change management has emerged as "one of the major themes in the social sciences. Szamosi and Duxbury (2020) assert that change management is a necessary component of life and a constant in the majority of organizations.

Concept of Structural Change

Structural alterations to an organization's structure can result from both internal and external factors (Rodrik, 2013). The organization's structure, chain of command, management framework, and operational processes are all examples of structural changes. Mergers and acquisitions, changes in the market, employment duplication, and regulatory changes are examples of situations that call for structural change. According to Lozano, Nummert, and Ceulemans (2016), internal or external forces may be the catalyst for structural change inside an organization. The capacity to identify the factors that contribute to structural change within an organization is necessary for effective change management. Understanding the warning signs of impending organizational change can help management better prepare for it and implement strategies that will keep the business growing (Lin & Liu, 2012).

Concept of Technological Change

Technological change is an improvement in a product's or process's efficiency that leads to a rise in output without a corresponding increase in input (Bauer & Bender, 2004). Small business technology requirements are always evolving and adjusting in response to market demands and technological breakthroughs in the sector. In other words, ethical technology use can raise worker productivity. Technical advancement would become more successful and productive if we improved the operational effectiveness of our workforce. Citizens can strengthen their abilities and learn new ones by learning. According to the Robertson study (2020), as technology is a fundamental component of increasing organizational effectiveness, it has a considerable impact on how well workers perform. The majority of research discovered a favorable association between efficiency and technical advancements, concluding that technological advancements are crucial to workers' performance.

Concept of Transformational Change

Transformational change is viewed as a workplace stressor that may cause psychological stress reactions in employees in response to their work activities. Additionally, according to this theory, a person's perception and initial assessment of environmental events play a significant role in stress management (Alskan & Zkoç, 2020). In individualized thought, managers aid followers in developing their orientation. This occurs when managers supervise, direct, and provide frequent feedback. When leaders recognize the unique requirements of their followers, they are clearly showing individual concern. Inspiring Motivation is a metaphor for how leaders have a commitment to upholding high standards and how they offer insightful analysis to a variety of job assignments to ensure the accomplishment of future objectives. Clarifying and involving successful vision communication is a leadership skill. Managers deliver and receive feedback, and they do so in a way that fosters open dialogue, attentive listening, and increased trust (Nassazi, 2020).

Concept of Employee Performance

Employee performance is defined as the outcome of quality and quantity of work completed by an employee while carrying out his obligations in accordance with the tasks assigned to him. Performance is defined as a history of accomplishments attained during the course of a specific job or activity. Employee performance is evaluated in six areas: quality, quantity, punctuality, effectiveness, independence, and job commitment. Performance is the extent to which a person completes the tasks associated with their employment in relation to how well they meet the requirements of the position (Romi, 2018). Employee performance has become a widespread occurrence in management research, which makes its definition and organization trustworthy and explicitly justified. Furthermore, as was already said, Anitha (2014) defined employee performance as the financial or non-financial outcome of the employee that has a direct correlation with both the success and performance of the firm. Employee performance refers to how well they meet the organization's expectations for results, standards, or goals. In essence, the completion of a task is evaluated against predetermined standards for correctness, completeness, cost, and speed. Additionally, the initiative taken, problem-solving inventiveness, resourcefulness, and use of time and energy are all taken into consideration (Damoah, 2016).

Impact of Structural Change on Performance

Harper (2015) defines structural changes as alterations to the organizational structure that may result from internal or external reasons and typically have an impact on how the business is conducted. The organization's hierarchy, chain of command, management systems, job structure, and administrative procedures are examples of structural changes. Aggarwal (2015) asserts that mergers and acquisitions have a significant impact on organizational structure. Additionally, McMillan (2017) makes the case that a number of managers or executives within a company may be the cause of the need for change. Employees may grow frustrated attempting to appease many superiors, or they may discover creative methods to leverage the conflicting opinions of various managers to their advantage. The organizational structure must be changed to eliminate extra jobs when employees must fill two management positions. According to Rot (2016), altering how a corporation does business might lead to fundamental changes. If a company's departments were accustomed to operating independently, switching to a centralized organizational model will result in changes to the company's organizational structure. Similar to this, if a new department is established to meet business needs, the organizational structure of the business must adapt to accommodate the new group.

Impact of Technological Change on Performance

Global attention has turned to technological progress and how it affects the workforce. However, there are divergent opinions regarding how evolving technology will affect employment. According to some analysts, as labor-saving innovations spread more broadly, the rate of technological change is accelerating and thousands of people in factories and offices are being impacted (Muia, 2015). In today's world, almost all businesses rely on technology at every level of their operations. Heeks (2015) contends that organizations use information systems, specialist technological equipment, or custom software in addition to the typical office information communication technology (such as a laptop and smartphone) to increase operational efficiency. Technology advancements have the potential to reduce the amount of time required to complete a task or, in certain situations, eliminate the requirement for a business process or function. The goal to increase productivity typically spurs technological advancements within an organization, which can have a significant impact on business operations (Cascio & Montealegre, 2016). According to Archer (2016), advancements in computer and technology increase a business's efficiency. If new software or equipment becomes the norm in the business, employers frequently demand training on it as a condition of employment. Online businesses may create new divisions or positions to specialize in cutting-edge technological fields. In some industries, deploying new technology may eventually make some employment redundant. Godwin (2014) further indicates that for workers, technology advancement frequently results in a reduction in the amount of tedious office chores and an increase in performance.

Impact of Transformational Change on Performance

Traditional working practices, values, organizational structure, and strategy have all undergone changes as a result of transformational change (Rafferty and Jimmieson, 2017; al-Skan and zkoç, 2020). These changes may result in job loss, new jobs and responsibilities, and a need for people to adopt new ways of thinking and acting as well as new values (Schneider et al., 1996). The effectiveness of employees' original resources is surely diminished by these new techniques, which also pose a challenge to their essential values. As a result, they have less prospects for both professional and personal growth (Rafferty & Griffin, 2019). Consequently, negative opinions, attitudes, and behaviors among employees may be brought on by transformational shifts (Oreg, Bartunek, Lee, & Do, 2018). For instance, transformational change increases employees' job insecurity (Alskan and Zkoç, 2020) and their reluctance to change (Rafferty and Jimmieson, 2017), which may impair their performance as a whole.

Theoretical Anchor

Kübler-Ross Five Stage Change Management Model

In that it is entirely focused on the needs of the employees, this approach is similar to Kotter's concept. Employers can successfully use the Kubler-Ross Change Curve to help staff members adjust to change and move toward success. The concept is centered on the needs, feelings, and wants of the employees. This approach emphasized the five stages that the workforce may experience as an organization undergoes change. The five stages, according to Kubler-Ross (1969), are: Employees that are in denial are either unable or unwilling to embrace change at this point. The reason for the opposition is that initially, the majority of employees might not want to accept what is taking place. Anger - This model presupposes that when it is made evident to the employees that the change is unavoidable, denial will turn to anger. Negotiating - Employees will turn to bargaining to avoid being caught up in the change's aftereffects. Employees are now attempting to extract the greatest outcome from the given circumstances or circumstance. Depression - When negotiation fails to save employees, they may become depressed and lose faith in themselves. Low energy, noncommittality, low motivation, and a lack of any sort of enthusiasm or excitement are some signs. Acceptance - When staff members see that there is no point in resisting change any longer, they may at last come to terms with it and start to surrender to it.

Empirical Review

Idris, Maryadi, Saripuddin, Firman and Hidayat (2022) examine the effect of transformational change, organizational culture and work motivation toward employee performance (Study on developer companies in Makassar). 101 developer personnel were enrolled in the study and were selected using proportional simple random sampling. Generalized Structured Component Analysis is the data analysis technique used to test the hypotheses (GSCA). The findings of this study suggest that corporate culture is significantly and favorably impacted by transformational change. Work motivation is positively and significantly impacted by transformational change. Employee performance is positively and significantly impacted by transformational change. Motivation at work is unaffected by organizational culture. Employee Performance is unaffected by organizational culture. Employee performance is positively and significantly impacted by work motivation. Employee performance may be directly impacted by transformational change as well as indirectly through work motivation. When examining the relationship between corporate culture and employee performance, work motivation is not a mediating factor (non-mediation).

Niken, Habibullah and Erlina (2022) examine the effect of transformational change on employee performance mediated by work motivation in Car Rental Services Companies in Lampung Province utilizing 378 workers. A Likert scale is used for the measurement scale. A validity test, a reliability test, and a normalcy test are all used in the instrument test. Structural Equation Modeling (SEM)-based data analysis. AMOS (Analysis of Moment Structure) software is used for structural analysis in this work. In order to determine whether motivation plays a role in mediating the influence of transformational leadership on employee performance in car rental companies in Lampung Province, this study will examine the effects of transformational leadership on employee performance, transformational change on employee work motivation, and motivation's effects on performance. According to the study's findings, transformational leadership has a positive and significant impact on employee performance, as well as on employee motivation and work motivation, which both have a positive and significant impact on employee performance. Work motivation also serves as a mediator between transformational change and employee performance.

Wirapong, Roy, Krithika, Pooja, Anil, Dubey and Luigi (2022), examine the impact of change management on employees' performance in information management system. The result or outcome of an institution in relation to the desired aims and targets is the result or outcome of an entity for its deliberate operational success. The study uses the analytical data collection technique as its operational output. However, it will combine primary and secondary data for analysis. The primary statistics come from data the author compiles through questionnaires or surveys, and secondary statistics come from information gathered through earlier research and studies. The study studied how change management affected employee quality, taking into consideration a variety of variables like morale, productivity, ethics, and interpersonal relationships, among others. According to research findings, production increases and attrition rates decrease when worker integrity and interpersonal relationships improve. The study considered a number of variables, including organizational ethics, recruiting, morale, and interaction, in order to examine the effect of change management on employees' performance. The study's findings show that retention and turnover are higher and lower, respectively, the higher the morale and communication standards of employees are at work.

Yılmaz Kozcu, and Nezcan Timurcanday Özmen, (2021) examine the effects of transformational leadership on organizational changes management and organizational ambidexterity. Targeting workers in the Mula city's construction industry, a poll was undertaken. 39 construction companies were subjected to the study's questionnaire. The research's findings show that organizational change management and organizational ambidexterity are positively impacted by transformational leadership. The findings of this study add two crucial pieces to the puzzle. Organizations can initially attain organizational ambidexterity—the ability to both exploit their current operations and explore new ones—by embracing the transformational leadership style. Additionally, companies can develop strong change management capabilities through the adoption of the transformational leadership style, enabling them to adjust to the environment's constant change. in order to do a statistical analysis that is appropriate for our study.

METHODOLOGY

This study adopted causal research design. Causal research design is used to test hypotheses about cause-and-effect relationship, by addressing the question in a "what" or "how" manner. The reason behind chosen this is because it will help study to find meaningful information and obtain an understanding of the present condition of the population under study. The population for this study includes all the staff of First Bank, United Bank Africa (UBA), Union Bank, Unity Bank, Access Diamond Bank, and Zenith Mubi branch totalling 198. Due to small size of the population, the researcher tends to carry out study on the whole population. Sampling technique therefore, not required. Close ended questionnaire was an instrument designed to gather primary data that have direct relevance with the research questions to ensure a fair reconciliation of the ideas already contained in the questionnaire. The questionnaire was design on five points likert scale ranging from Strongly agree (5) to strongly disagree(1). The data collected for this study was subjected to descriptive analysis such as frequencies and percentage which would be presented in tabular form and inferential statistics using multiple regression analysis with help of Statistical Package for Social Sciences (SPSS) at 0.05 (5%) level of significance.

Model Specification

The dependent variable for this study is employee performance while the independent variables are; structural change, technological change, and transformational change. The equation assumes the form of:

EP= f(SC, TC, TRC) and;

Stating the function in notation we have

$$EP = \beta_0 + \beta_1 SC + \beta_2 TC + \beta_3 TRC + \mu$$

Where:

SC	=	Structural change
TC	=	Technological change
TRC	=	Transformational change
EP	=	Employees' performance
β_0	=	The intercept; and reflects the constant of the equation
β_1- β_4	=	The sensitive coefficient of each independent variable (i=1,2,3,4)
μ	=	Error term

DATA ANALYSIS

A questionnaire is the tool that was used in this presentation and analysis of the data collected. A total of 198 questionnaires were distributed, 167 were successfully returned and valid, representing 84.3%, while 31 were not returned, representing 15.7%.

The following hypotheses were tested:

Hypothesis one: Structural change does not have significant impact on the employees' performance of selected commercial banks in Abuja metropolis;

Coefficients of Model of Impact of Structural Change on Employees' Performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	4.839	2.166		2.234	.027		
	SC	.539	.120	.332	4.509	.000	1.000	1.000

a. Dependent Variable:
EP

The result in table 1 show that the coefficients of the impact of structural change on employees performance is statistically significant and positive ($\beta = 0.332$, t =4.509, $p < 0.05$). This means that there is significant and positive relationship between structural change and employees' performance of selected commercial banks in Abuja metropolis.

Hypothesis two: Technological change does not have significant impact on the employees' performance of selected commercial banks in Abuja metropolis;

Table 2: Coefficients of Model of Impact of Technological Change on Employees' Performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	4.950	.546		9.068	.000	.000	
	TC	.633	.031	.848	20.547	.000	.000	1.000

a. Dependent Variable:
EP

The result in table 2 show that the coefficients of the impact of technological change on employees performance is statistically significant and positive (β = 0.848, $t = 20.547$, $p < 0.05$). This means that there is significant and positive relationship between technological change and employees' performance in selected commercial banks in Abuja metropolis.

Hypothesis three: Transformational change does not have significant impact on the employees' performance of selected commercial banks in Abuja metropolis

Table 3: Coefficients of Model of Impact of Transformational Change on Employees' Performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	5.198	.733		7.095	.000		
	TRC	.656	.045	.749	14.527	.000	1.000	1.000

a. Dependent Variable:
EP

The result in table 3 show that the coefficients of the impact of transformational change on employees performance is statistically significant and positive (β = 0.749, $t = 14.527$, $p < 0.05$). This means that there is significant and positive relationship between transformational change and employees' performance in selected commercial banks in Abuja metropolis.

Summary of Findings

The summary of the findings of the study include:

i. The above analysis revealed that there is a significant positive relationship between structural change and employees' performance in selected commercial banks in Abuja metropolis. ($r = 0.924$, $P < 0.05$).

ii. The model shows that there is significant relationship between technological change and employees' performance in selected commercial banks in Abuja metropolis.

iii. The coefficients of the impact of transformational change on employees performance is statistically significant and positive ($\beta = 0.749$, $t = 14.527$, $p < 0.05$). This means that there is significant and positive relationship between transformational change and employees' performance in selected commercial banks in Abuja metropolis.

CONCLUSION

The study revealed that structural change significantly affects employee performance. This is because structural changes such as changes in employee job functions, elimination of job duplication, creation of new policies, periodic change that aligns with market demands and creation of new departments due to market shift causes improvement of performance through quality of work.

Similarly, the study revealed that technological change significantly affects employee performance. This implies that implementation of technological changes such as customization of software or training of employees on how to use the new technology would improve employee performance by making them effective. Technological change have profound impact on employee performance and therefore much emphasis should be made to make sure that they are put into consideration.

Hypothesis three revealed that transformational changes has significant impact on employees performance i.e. transformational change is able to improve employee performance, this results are reflected in the application of a transformational change that makes a real contribution to employee performance at banking sector.

RECOMMENDATIONS

The study recommends the following to assist in alleviation the problems identified in the course of this study as follows;

i. The management of selected banks should periodically change the way business is done in a manner that timely responds to the ever dynamic customer demands. This can be achieved by changing banks policies, creating new departments or changing employ to roles and functions.

ii. The management of selected banks should embrace technological advancement in enhancing their business operations. This will enable them to meet customer needs by providing fast and quality services. Technological change in the bank should be implemented by making use of customized software, and security sensitive applications that ensure safety of customer personal information.

iii. Further reform that can improve the performance of the banking sector need be put in place; this would complement the previous reform policy. Transformational change should be taught to all employees at all levels in the bank to have a positive impact on the overall performance.

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