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Research Article

ORGANIZATIONAL CHANGE AND PERFORMANCE OF EMPLOYEES IN SOME SELECTED BANKS IN ONDO STATE

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ABSTRACT

Organizational change in the form of structural, technical, functional, and behavioral change most of the time has negative challenges on the employees in terms of adjustment, downsizing, transfer, and rescheduling of duties. It is in the light of this, that this study investigated the nature and processes of organizational change, with a view to clarifying the links between organizational change and performance of employees in the seventeen sampled banks in Akure, Ondo State. Akure town in Ondo State was purposively selected for this study because the town houses the State head offices of all the banks operating in Ondo State. In other to have a representation of each unit in the banks covered in this study, purposive sampling technique was used in selecting respondents in four units/departments namely business development, operations, compliance/audit and security. Questionnaire was administered to elicit information from the selected respondents for this study. Out of the 17 banks selected in Akure, 254 employees were randomly selected as respondents for this study. Secondary data were sourced from banks, journals, internet resources and government documents. Data collected were analyzed using both descriptive and inferential statistics. The results established that the major organizational changes that were witnessed in the selected banks include structural change (78.08%); functional change (79.16%); technological change (85%); and behavioral change (82.6%). The results revealed that lack of a company-wide definition of change (54.4%); lack of a strategic plan for change (72%); view of quality as a quick fix (71.2%); were key major factors that ignited organizational change in the selected banks in the study area. In addition, the study discovered evidence of significant positive relationship between employees' performance and structural change ($r=1{,}017$; $\rho=>0.05$), behavioral change ($r=10.026$; $p<0.05$), functional change ($r=3.395$; $p<0.05$), while technical change ($r=-5.342$; $p<0.05$) had negative relationship with innovative performance of employees in the selected banks in Akure, Ondo State. The study concludes that it is important for banks in developing countries particularly Nigeria, to formulate effective organizational change strategies and create more awareness among employees about organizational change to allay the fear of the aftermath effects as these will enhance the outputs of their workforce. The study recommended that the Nigerian banking structure and procedures should be improved upon and made to pay attention to risks and continuously scan the environment in order to consolidate the benefit of change.

Keywords: Organization, Performance, Employee, Bank.

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INTRODUCTION

Businesses across the world are restructuring their operations and re-strategizing to overcome stiff competition facing the business world (Gomez-Meija *et al*., 2007). And so, change management is one of the strategies open to every organization which supports the process of its development (Kassim *et al*., 2010). Organizational change comes from the nature and environment of the organizations. Basically, change refers to the series of events which supports the process of development in organizations (Kassim *et al*., 2010). Pointedly, organizational change means rightsizing, new development and change in technologies, rescheduling operations and major partnerships (McNamara, 2011). Broadly, change is a dynamic and recurrent process with a vital and influential nature on all organizations, including banks. It is worth of note that organizational change means organizational transformation and is interchangeably used in the literature (Kotter and Schlesinger, 2008).

Since its reformation in 2005, the Nigerian banking industry has undergone significant and prominent changes. In 2004, the reformation exercise which started to help banking institutions become stronger players and to ensure longevity, resulted in higher returns to stakeholders over time and greater impacts on the Nigerian economy (Soludo, 2004). Before the reformation period, the banking industry had witnessed series of turbulent times. Specifically, the decade 1995–2005 was traumatic for the Nigerian banking industry; with the magnitude of distress reaching an unprecedented level, thereby making it an issue of concern not only to the regulatory institutions but also to policy analysts and the general public. Thus, the need for a drastic overhaul of the industry became quite apparent (Elumilade, 2010).

Meanwhile, these reforms preceded the backdrop of crisis in the banking industries due to highly. Undercapitalization of deposit taking banks; weaknesses in the areas of regulatory and supervisory framework; weak management practices; and the tolerance of deficiencies in the corporate governance behavior of banks (Uchendu, 2005). The changes in this sector have been remarkable over the years, in terms of the number of institutions, ownership structure, as well as depth and breadth of operations. Before the recent reforms, the state of the Nigerian banking sector was very weak (Soludo, 2007). In the quest to improve the Nigerian financial sector, certain strategic moves such as mergers, acquisition, technological changes, and organizational re-structuring have been embarked on (Ezike, 2009; Adegbaju and Olokoyo, 2008; Soludo, 2007; DeBandt and Davis, 2000; Akpan, 2008).

Furthermore, in today's dynamic and competitive economy, the organizations require more well qualified, dedicated and capable employees to achieve their speculated goals and objectives, and to prosper in the intense competitive environment. By effectively utilizing talented people, organizations can achieve successful results and develop a highly productive work force (Harrington, 2003). Batool (2013) postulated that workforce is most essential and imperative for organizational competitiveness. Human resource plays a major part toward organizational progress and is the real asset of organizations.

Furthermore, organizations achieve their set objectives when they engage competent and committed employees (Khan *et al*., 2013). Hence, it is vital for banks to fully utilize their liquid and non-liquid resources as well as their workforce (Kozarevic *et al*., 2014).

Although, literature (for example, Horngren, 2000; Annantharaman, 2003) has indicated that organizational change tends to create a significant contribution on organizational competencies, which in turn, becomes a great boost to further enhance innovativeness for organizational performance. Yet, debates abound by some researchers whether change should always be positively related to both firm and employees' performance because the experience of organizational change includes the negative and positive aspects of performance. Adeluyi (2004); Balogun, Ademosu, Ojelu and Ebhomele (2013) lament that the Nigerian banks now become more authoritative in their approach to issues relating to human resource thus making them look more or less like a slave camp where humans are being deprived of the employees in the sector in the pretense of managing changes brought about by the reforms. All of the above signifies that organizational change and its resultant effect might be seen as a black box by the stakeholders concerned not only in a developing nation like Nigeria but also the world over; hence this study becomes a continuous problem to study.

STATEMENT OF THE PROBLEM

The importance of the financial sector to an economy is widely recognized through the financial services they provide (Nwankwo, 1980; Aliyu, 2012). Banks mobilize and facilitate the efficient allocation of national savings, thereby increasing the quantum of investments and hence national output (Afolabi, 2004; Olagunju and Obademi, 2012; Olagunju Adebayo, 2012). The intermediation role of the banking sector can be said to be a catalyst for economic growth. The efficient and effective performance of the banking industry over time is an index of financial stability in any country. Azege (2009) expressed that by mobilizing savings from surplus unit and making funds available to the deficit economic unit, banks contribute to the economy, and by that, banks are able to finance investments. Many scholars (Halkenes, Schmidt and Xie, 2009; Montiel, 2003; Marton and Bodie, 1995; Levine, 2001; Levine, 2005; Miwa and Ramseyer, 2000; Offiong, 2005) share the opinion that savings mobilized by banks are utilized by the deficit economic unit for investment which improves capital accumulation, expand output, and invariably lead to economic growth.

Recently, there has been a continuous global transformation of the banking industry and global forces including technological innovation, deregulation of financial services and opening up to international competition; corporate behaviur such as growing disintegration and increased emphasis on shareholders' value are changing incessantly. As a result, some banks have had to embark on certain strategic moves including mergers and acquisition to be competitive. However, the banking reforms in Nigeria which began in July, 2004 and reached a crescendo in August 2009 and beyond has been the period of change that created and continues to create anxiety and concerns for workers in the banks. Consequently, research into this topical area has gotten the attention of scholars since the situation has created some human resource challenges thereby making industrial relations in such banks a difficult and precarious one.

In addition, the circumstances surrounding organizational change can be varied by attributing its importance to concepts such as positive employees' performance (Avey, Wernsing and Luthans, 2008), organizational culture (Mdzabid, Murali and Azmawani, 2004), new information technologies (Bauer and Bender, 2002) and trust (Lines *et al*., 2005). Globalization, competition, and leadership restructuring have equally been identified in the literature (Rizescu and Tileaga, 2016) as causes of organizational change. Studies (Eby *et al*., 2000; Cunningham *et al*., 2002; Chawla and Kelloway, 2004; Madsen *et al*., 2005; Rafferty and Simons, 2006) also indicate that many determinants such as communication, job demand, job knowledge and skills, participation among others prevail in support of change management programs. Meanwhile, change in the Nigeria's organizational sector seems to be triggered by government policies, restructuring of work processes, merging of job schedules and introduction of new schedules. On the basis of literature review, there seems to be limitation to factors influencing change Management in the Nigerian banking sector; hence, the need to provide empirical evidence.

More so, on the basis of the review of empirical studies, researchers (Nicolaidis and Katsaros, 2007) have identified few apprehensions regarding stress and nervousness of employees due to the changes in the organizations because they are acquainted with the previous organizational environments. Such changes may have been seen to decrease the morale of employees' resulting in the decrease of employee performance. Findings (Jones *et al*., 2008; Self and Schraeder, 2009; Pech and Oakley, 2005) also indicate that employees often oppose changes due to increased work pressure. There are therefore, mixed findings regarding organizational change and employee satisfaction. For instance, Osei-Bonsu (2014) indicates that there is a low level of trust by employees in an organization as a result of the change and that employees are uncertain about their ability to influence management actions. Meanwhile, Cardwell *et al*., (2004) and Fedor *et al*. (2006) opine that change does not only lead to increase in organizational effectiveness but it also leads to desirable satisfaction of employees. Most of these studies on organizational change and its effect on performance have been carried out in other countries other than Nigeria (Ndahiro, Shukla and Oduor, 2015; Akhtar, 2015; Osei-Bonnu, 2014; Waddock and Graves, 2006; Alsamydai *et al*., 2013; Khosa *et al*., 2015). The few available studies conducted in Nigeria such as Olajide (2014) was conducted in the telecommunication industry. Therefore, there is the need to provide empirical evidence in the Nigerian banking sector because of the limitation in the literature.

OBJECTIVES OF THE STUDY

The main objective of this study was to undertake an evaluation of the role of organizational change on the performance of employees in some selected Nigerian banks. To achieve this objective, the following specific objectives were stated to

1. Examine the nature and processes of organizational change in the Nigerian banks;
2. Determine the factors that lead to organizational change in the Nigerian banks.

Hypotheses of the study

For the purpose of this study, the following hypotheses were formulated and tested:

There is no significant relationship between organizational change and innovation performance of employees among the selected Nigerian Deposit banks in Akure.

There is no significant relationship between organizational change and productivity performance in the selected Nigerian deposit banks in Akure.

CONCEPTUAL REVIEW

Organizational change

Organizational change can be generally conceptualized and defined to involve rightsizing new development and change in technologies, rescheduling operations, and major partnerships. (McNamara, 2011). Most of the researchers in organizational change concept (Hellriegel and Slocum, 1979; Kimberly and Quinn, 1984) suggested that organizational change could be the intentional or on-purpose effort by the organization to make the things better toward success. Organizational changes lead to adapting new practices, and processes to meet the intention or purpose set for implementation of organizational changes. Similarly, organizational change normally creates changes that are positive or negative on the attitudes and behaviors of employees. The background of organizational change is a recent influence on the evolution of organizational development. The complexity and uncertainty of organizations and their technological, political, and social environments as well as the scale and intricacies of organizational change have increased. Jelinek and Litterer (1988) posited that this trend has birthed the need for a strategic perspective from organization development and increased encouragement of planned change processes have stemmed from this trend.

Change involves improving the alignment of an organization's environment, strategy, and organization design (Worley, Hitchin and Ross, 1997). Strategic change interventions include efforts to improve both the organization's relationship to its environment and the fit between its technical, political, and cultural systems (Beckhard and Harris, 1987). The need for strategic change is usually triggered by some major disruption to the organization, such as the lifting of regulatory requirements, a technological breakthrough, or a new chief executive officer coming in from outside the organization (Miller and Freisen, 1980). Richard Beckhard's use of open systems planning is one of the first applications of strategic change (Beckhard and Harris, 1998). He proposed that the environment and strategy of an organization could be described and analyzed. Based on the core mission of the organization, the differences between what the environment demanded and how the organization responded could be reduced and performance improved. Since then, according to Covin and Kilman (1988), change agents have proposed a variety of large-scale or strategic-change models each of which recognizes that strategic change involves multiple levels of the organization and a change in its culture, often driven from the top by powerful executives, and has important effects on performance.

More recently, strategic approaches to organizational development have been extended into mergers and acquisitions, alliance formation, and network development (Marks and Mirvis, 1998). Employees are likely to re-examine the relationship with their employer when planned or major changes are introduced in the organization for instance; layoffs, downsizing, HR policies and procedures, mergers and acquisitions; which ultimately causes considerable impact on employment relationships (Rousseau and McLean Parks 1993; Bellou, 2006). Organizational development practice has been greatly and significantly influenced by the strategic change background. For example, implementing strategic change requires organizational development practitioners to be familiar with competitive strategy, finance, and marketing, as well as team building, action research, and survey feedback. Together, these skills have improved the relevance of organizational development to organizations and their managers.

Model of organizational change

The model of planned change suggests a general framework for a planned change. The framework describes the four basic activities that practitioners and organization members jointly carry out in organization development. This model includes the typical sequence of events, from entering and contracting, to diagnosing, and to planning and implementing change, to evaluating and institutionalizing change. These sequences of activities are discussed hereunder:

DIAGNOSING

In this stage of planned change, the client system is carefully studied. Diagnosis can focus on understanding organizational problems, including their causes and consequences, or on collecting stories about the organization's positive attributes. The diagnostic process is one of the most important activities in organizational development. It includes choosing an appropriate model for understanding the organization and gathering, analyzing, and feeding back information to managers and organization members about the problems or opportunities that exist (Cummings and Worley, 2009). Diagnostic models for analyzing problems explore three levels of activities. Organization issues represent the most complex level of analysis and involve the total system. Group-level issues are associated with department and group effectiveness. Individual-level issues involve the way jobs are designed and performed. Gathering, analyzing, and feeding back data are the central change activities in diagnosis (Cummings and Worley, 2009).

Planning and implementing change

In this stage, organization members and practitioners jointly plan and implement OD interventions. They design interventions to achieve the organization's vision or goals and make action plans to implement them. There are several criteria for designing interventions, including the organization's readiness for change, its current change capability, its culture and power distributions, and the change agent's skills and abilities Implementing interventions is concerned with leading and managing the change process. It includes motivating change, creating a desired future vision of the organization, developing political support, managing the transition toward the vision, and sustaining momentum for change (Cummings and Worley, 2009).

Evaluating and institutionalizing change

The final stage in planned change involves evaluating the effects of the intervention and managing the institutionalization of successful change programs so they persist. Feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended. Institutionalizing successful changes involves reinforcing them through feedback, rewards, and training. It provides especially rich detail on the planning and implementing phase of change, and on how people can be involved in the process (Fall, 2000)

Organizational changes

Organizational change exists in different forms. Each form requires a unique management approach. Each approach to change management is influenced by the degree of complexity, cost and uncertainty which an organization has to experience in addressing the change (Rees and French, 2013). The most frequent types of change occurring in organizations are categorized as follows.

TYPES OF CHANGE

Merger and acquisition in the Nigerian banking sector

The term merger and acquisition are often used interchangeably to mean the same thing, and in a more common sense used in the dual form as mergers and acquisitions which is (abbreviated M and A). Mergers and Acquisitions are a global business term used in achieving business growth and survival. Soludo (2004) opined that mergers and acquisitions are aimed at achieving cost efficiency through economies of scale, and to diversify and expand on the range of business activities for improved performance. It also brings to the fore the benefits of synergy. According to Umoren and Olokoyo (2007), merger refers to the fusion of two or more companies in which one company will legally exist and continues to operate in its original name or adopt a new name. Acquisition as described by Umunnaehila (2001) and cited in the work of Umoren and Olokoyo (2007), is a business combination in which one completely swallows the other(s) under the leadership of a single management. Acquisitions can be approachable or hostile. In the case of approachable acquisition, the target is willing to be acquired. The target may view the acquisition as an opportunity to develop into new areas and use the resources offered by the acquirer. In the case of a hostile acquisition, the target is opposed to the acquisition. Hostile acquisitions are sometimes referred to as hostile takeovers. A review of the literature on merger and acquisition shows that the definition of merger and acquisition significantly varies from country to country depending on certain factors such as the country's state of economic development, and the performance of their banking sectors. The previous studies on bank mergers recognize that revenue improvements and cost cutting are reasons for a merger (Marcia Millon, Cornett *et al.,* 2006).

TYPES OF MERGER AND ACQUISITION

Horizontal merger

This is a combination of two or more firms in similar type of production, distribution or area of business. Examples include: The merger of the two banks to form a bigger and a more effective one.

Vertical merger

This is a combination of two or more firms involved in different stage of production but in the same industry, for example, joining of a TV manufacturing (assembling) company or the joining of a spinning company and a weaving company (Pandey, 2010). The vertical merger may take the form of forward or backward merger. It is forward when combined with the suppliers of the raw materials, while in the case of a backward integration it combines with its consumers.

Conglomerate merger/takeover

This is a combination of firms engaged in unrelated lines of business.

THE POST CONSOLIDATION BANKS IN NIGERIA AS AT 2006

At the conclusion of consolidation exercise at the end of December 2005, only 25 banks emerged. The licenses of 14 banks were revoked while 50 others surrendered their licenses, lost their corporate identities and became defunct as a result of having been merged or taken over by other banks. The 25 banks that emerged with the N25 billion minimum shareholders fund, their shareholders base and the banks that emerged or acquired to make each new bank are shown in Table 1**.**

Globalization and Nigerian banks

Globalization can be traced back to the post-World War II phenomenon (Egware, 2009). In many ways, globalization may be viewed as a resumption of a trend observed in the world economy in the 19th century. Observing the process before 1914, it could hardly be called "globalization;" however, since most regions of the world did not participate and because the speed of transmission and communication was much less possible than it is today, to organize markets, or to operate firms at the global level. Furthermore, international financial markets today are characterized by much larger gross flows, with a much larger variety of financial instruments being traded across borders. The period from the mid-19th century to World War I exhibited relatively rapid growth in world trade, as the expansion of exports significantly outpaced that of real output. The share of exports in world output reached a peak in 1913.

Adegbaju and Olokoyo (2008) observed that reforms in the banking industry have been an ongoing phenomenon across the world since the 1980s; however, the impact of globalization predicated by continuous integration of the world market and economies has intensified it in recent times. These reforms were preceded against the back-drop of banking crisis due to highly undercapitalization deposit taking banks; weakness in the regulatory and supervisory framework; weak management practices; and the tolerance of deficiencies in the corporate governance behavior of banks. Another argument of the CBN about the banking reforms was centered on the need to play catch-up with the international community. Soludo (2007) further noted that the interdependence of national financial and economic systems has become greater today than ever before and nations that build protective walls around their economies would be undermining their growth and development. Therefore, the interaction of development in technology with deregulation has contributed significantly to rewriting the financial landscape in most countries, plus Nigeria.

Technology advancement and Nigerian banks

The Concept of information and communication technologies (ICT) and a Perspective of Nigerian Banks Technology can be referred to as the

Table 1: Post-consolidation Banks in Nigeria as at January 1, 2006

S. NO	Consolidated Bank	Capital Base (Nbillion)	Constituent Bank (s)
1	Access Bank Plc	28.5	Access Bank, Marina International Bank and Capital Bank
2	Afribank Plc	29	Afribank and Afribank International (Merchant Banker)
3	Diamond Bank	33.25	Diamond Bank and Lion Bank
4	Eco bank Nigeria	25	Eco bank Nigeria
5	Equatorial Trust Bank	26.5	Equatorial Trust Bank and Devcom Bank
6	First City Monument Bank Plc	30	FCMB, Coop. Development Bank and NAMB Limited
7	Fidelity Bank	29	Fidelity Bank, FSB International Bank and Manny Bank
8	First Bank Plc	44.62	First Bank of Nigeria, FBN Merchant Bankers and MBC International Bank.
9	First Inland Bank Plc	28	First Atlantic Bank, Inland Bank, IMB International Bank and NUB International Bank
10	Guaranty Trust Bank	34	Guaranty Trust Bank
11	IBTC-Chartered Bank	35	IBTC, Chartered Bank and Regent Bank
12	Intercontinental Bank Plc	51.7	Intercontinental Bank, Equity Bank, Global Bank and Gateway
13	Nigerian International Bank	25	Nigerian International Bank (Citi Group)
14	Oceanic Bank Plc	31.1	Oceanic Bank and International Trust Bank
15	Platinum Bank	26	Platinum Bank and Habib Bank
16	Skye Bank Plc	37	Prudent Bank, EIB, Cooperative Bank, Bond Bank and Reliance Bank
17	Spring Bank Plc	25	Citizens international Bank, Guardian Express, ACB, Omega Bank, Fountain Trust Bank and Trans International Bank
18	Stanbic Bank	25	Stanbic Bank
19	Standard Chartered Bank	26	Standard Chartered Bank
20	Sterling Bank Plc	25	Magnum Trust Bank, NAL Bank, Indo-Nigeria Bank and Trust Bank of Africa
21	United Bank of Africa	50	Standard Chartered Bank and Standard Trust Bank
22	Union Bank Plc	58	Union Bank, Union Merchant Bank, Universal Trust Bank and Broad Bank
23	Unity Bank Plc	30	Intercity Bank, First Interstate Bank, Tropical Commercial Bank, Pacific Bank, Centre Point Bank, NNB International Bank, Bank of the North, Society Bancaire and New Africa Bank
24	Wema Bank	26.2	Wema Bank and National Bank
25	Zenith Bank	38	Zenith Bank

Source: CBN press release dated January 3, 2006 (also in the financial standards dated January 16, 2006) application of knowledge for the execution of a given task. It entails skills and processes necessary for carrying out activities (works) in a given context. Frenzel (1996) described that ICT encompasses computer systems, telecommunication, networks, and multimedia applications. Replacing earlier terms such as electronic data processing (EDP), management information system, the term ICT came into use in the late 1980s, although the former terms are still in use (Frenzel, 1996). ICT has transcended the role of support services or only EDP; its fields of applications are somewhat global and unlimited. Its devices especially the Internet through the World Wide Web (www) and modern computer email facilities have further strengthened early innovations like the telephone and fax.

Technological advancement facilitates payments and creates alternatives such as cash and cheques for making transactions. These new practices, developments, and innovations have led to the development of a truly global, seamless and Internet enabled 24-h business of banking. Technological advancement in payments is important due to the fact that it will be feasible to outsource quite a number of the roles of banks in the payments system. Furthermore, bank regulations can be more technologically dependent and better focused rather than focusing on conceptual guidelines. A good number of banks, according to Akinuli (1999) have embraced the use of ICT infrastructure in their operations because of the revolution of ICT both in terms of innovation rate, speedy operation, and cost per unit (portraying reduction in average total and marginal costs). The technological innovation that is being witnessed currently in the Nigerian banking sector is capable of having impacts on the mode of transactions of banks, especially in their payment systems.

The payment systems are made feasible by ICT gadgets such as automated teller machine, electronic fund transfer (EFT), clearing house automated payments, electronic purse, automated cheque sorter, and electronic and transfer at point of sale, which have made dealings and transactions easy and convenient. This phenomenon is capable of bringing about speedy operations and enhanced productivity (Adeoti, 2005; Ovia, 2005), with exceptions for certain times when there may be little interruptions at times due to network failures, which may make customers unable to carry out transactions at that point in time. This little shortcoming is not in any way comparable to the days when banking halls were characterized by long queues mainly as a result of delays in the traditional banking operations. The ICT culture in Nigerian economy can be said to be on the increase. Nigeria is the largest Internet subscriber in Africa with about 100,000 Internet users as at 2000, which was estimated to have grossly increased (Balancing Act, 2007).

Innovation of technology has influenced the performance of all Nigerian banks. The last 10 years of tremendous achievements have witnessed bank networking, service delivery, profitability and customers' responses. Employees were made to cope with the demands of ICT dominated global banking industry. Customers also benefited from improved networking and service delivery which inevitably improved banks competitiveness and profitability. But despite these achievements Nigerian banks have witnessed severe downturn in their profit and many of them have almost collapsed. Technological innovation relies on the creative capacity of person. Man has the ability to utilize his insight to make new machines cycle and strategy that could upgrade or work on the nature of labor and products. Development is expected for man to fulfill his changing necessities and adapt to the interest of the changing and dynamic climate.

Downsizing/employee re-organization and the Nigerian banks

Downsizing consists of a set of activities that are centered on organizational management in order to improve efficiency, productivity, and/or competitiveness. The adoption of this strategy has effects on the number of people working in the organization and the processes of work. Four characteristics of this strategy are considered essential to distinguish phenomena such as organizational decline or even dismissal.

The term downsizing was coined from the American automobile industry (Little and Hanson, 2007). In their analysis, they stressed that the average American car in the late 1960s and as early as 1970, weighed about 3 tons and more than 15 feet long with a massive engine sizes ranging from V–6 to V–8. However, the oil crisis of 1973 necessitated the need for smaller fuel efficient cars. And the need for these cars to replace the long and heavy duty cars was then termed downsizing. The term downsizing has since crept into management dictionary as well as practically applied in the strategic management of organizations. Similarly, Itami and Nishino (2010) stressed that due to the recessionary pressures of the 1980s as well as the most recent economic meltdown of 2008, various governments and organizations applied the downsizing syndrome to keep afloat.

Factors influencing organizational change

Organizations are faced with two sources of pressure in favor of change: external and internal. In terms of external factors, organizations are trying hard to stabilize inflows and outflows. For example, an organization may use a system just in time for the management of material resources and trying to obtain quality products in order to secure orders. However, the extent to which the organization is able to control the environment is greatly reduced; environmental changes must be compensated with organizational changes, if the organization is to remain effective. Change can be determined by the forces of the internal environment of the organization. Low productivity, absenteeism, turnover, sabotage, and strikes are factors indicating that change management has become necessary (Rizeseu and Tilega, 2016).

LEWIN'S CHANGE MODEL

One of the earliest models of planned change was provided by Kurt Lewin (Lewin, 1947). Lewin conceived change as modification of the forces that keep the behavior of a system stable. Specifically, a particular set of behaviors at any moment in time is the result of two groups of forces: those striving to maintain the status quo and those pushing for change. When both sets of forces are equal, current behaviors are maintained in what Lewin termed a state of "quasi-stationary equilibrium." To change that state, one can increase those forces pushing for change, decrease those forces maintaining the current state, or apply some combination of both. For example, the level of performance of a work group might be stable because group norms maintaining that level are equivalent to the pressures of the supervisor for change to higher levels. This level can be increased either by changing the group norms to support higher levels of performance or by increasing supervisor pressures to produce at higher levels.

EMPIRICAL REVIEW OF RELATED STUDIES

Organizational change and factors influencing it among employees

Agwu, Atuma, Ikpefam and Aigbiremolen (2014) critically investigate the impediments to e-banking services marketing within the Nigerian state. This study adopted a mixed method approach comprising of both interview techniques and the use of questionnaires for data collection. Findings are multi-faceted and viewed from three angles namely: The user based, institutional based, and the government related roles. Findings further revealed among others the poor educational imbalance especially between the North and South and the lack of adequate policy framework to safeguard customers' money as some of the challenges.

Franklin and Aguenza (2016) in a study examine the obstacles, resistance, and impact of change in organizations. Taking the Saudi telecommunication company (STC) as the unit of analysis and utilizing descriptive analytic approach, it investigated the subject of discourse using a sample of 450 skilled employees. The results confirmed that ineffective change management team, poor support by the company's management, lack of resources and planning, and lack of communication are the fundamental obstacles to change in the company. The findings further revealed that the causes of change resistance in the company revolves round employees being comfortable with the status quo, change is imposed by force, lack of clarity, several changes happen simultaneously, and the fear of the future state. In addition, the study confirmed that change has overall negative impact on STC. This is so because change in the company leads to reduction in productivity and competitiveness, it results to confusion within the organization and it does not make the company's operations run smoother or easier.

Organizational change and employee's performance

Biswakarma (2016) examined the direct effect of organizational career growth on employees' turnover intention, as well as the moderating influence of demographic variables. The relationship is examined among employees of Nepalese Private Commercial Banks. Data were acquired from 290 banking employees of Nepal. The results indicate the organizational career growth dimensions negatively related to employees' turnover intentions. Furthermore, none of the demographic variables (Gender, Age, Education, Marital Status, and Position) are significantly moderating the phenomenon. It was also found that Promotion Speed and Remuneration Growth were the foremost factors that have direct high impact on Employees' Turnover Intentions, followed by Career Growth Progress in Nepalese context.

Ismail (2015) in a study examined the impact of job insecurity on intention to quit among Syrian private banks employees. Moreover, the mediating role of burnout in the relationship between job insecurity and intention to quit is investigated. A total sample of 172 employees is selected. The research findings indicate that there is a significant positive impact of job insecurity on both job burnout and intention to quit. In addition, increased levels of burnout significantly affect intention to quit. Finally, the relationship between job insecurity and intention to quit is fully mediated by burnout.

Yamazakia and Petchdee (2015) examined how turnover intention relates to the attitudinal variables of organizational commitment and job satisfaction. It highlighted three specific facets of job satisfaction personal development, human resources policy, and supervision — in a research context of Thailand, an important emerging market. A Thai company that operated a business in the fishing industry participated in this study, and the sample consisted of 255 employees who had worked for the company at least 3 months. The results of the analysis using a structural equation modeling indicated that Thai employees' satisfaction with supervisors significantly affected turnover intention, while personal development and human resources policy indirectly influenced turnover intention through organizational commitment, which strongly mediated the relationship. Khosa *et al.* (2015) analyzed the impact of organizational change toward employee performance in the banking sector of Pakistan. In this study, primary and secondary data collection techniques were used for obtaining data. Questionnaires were used for primary data collection. Leadership, Communication, Procedural justice, Employee development, Tolerance to change are the variables considered for this study. The sample size for this research was 252 hence descriptive statistics and correlation analysis techniques were used for the analysis of data in SPSS software. The results show that organizational change has a positive significant impact on employee's performance in banking sector of Pakistan.

Aktar (2015) in a study attempts to examining the relationship between the negative and positive experiences of organizational change (based on mergers and acquisitions, frequent changes, high impact changes, type of changes, and history of changes) and job satisfaction, intentions to quit through the mediating role of psychological contract violations. Furthermore, this study reviews papers related to organizational change, and psychological contract with a further view to highlight the importance of psychological contract violations as a consequence of major organizational changes and how employees make sense of these contract violations and organizational changes.

Ndairo, Shukla and Oduor (2015) analyzed the effect of change management on the performance of government institutions in Rwanda. The study adopted survey research design and the target population of employees of Rwanda Revenue Authority (RRA). Data were collected using questionnaires and interviews and analyzed using SPSS and Microsoft Excel. Basing on the data collected study concluded that all changes made in RRA in the past 4 years have been well planned and implemented. Most of employees in the institution have generally embraced the changes made in the organization and at the same time resulting into overall organizational performance. The study revealed that there is statistically a significant relationship between the impact of various forms of organizational change and the marketing activities of banks. There is a relationship of positive correlation between the forms of organizational change and marketing strategies of change in addition to an inverse relationship. Technical changes have a positive relationship with the marketing strategies of change, with the exception of the strategic redirection of the organization. Behavioral changes have a positive relationship with the strategies of limited change, continuation of strategy, and routine change.

Olajide (2014) examines empirically change management and its effects on organizational performance of Nigerian telecoms industries. In conducting this study, a total of 300 staffs of Airtel were randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology have a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also shows that changes in management via leadership have a significant effect on employee's performance.

Abubakar and Haruna (2014) analyzed an impact relationship of ICT on Bank Performance and Economic Growth in Nigeria. The study obtained an annual data of selected commercial banks in Nigeria for an 11 years period (2001–2011). The ordinary least squares, among the commonly used models in analyzing panel data were used. Results of the study reveals that the use of ICT, from random effects model, does not improve bank performance in the Nigerian commercial banks. However, increased profitability, total equity showed significant relationships between bank performance and hence economic growth in the country. Similarly, a positive influence on bank performance is also revealed but is not statistically significant. The conclusion draws is that improved investment in ICT equipment does not improve bank performance.

Osamor, Akinlabi and Osamor (2013) in a study examined the impact of globalization on performance of Nigerian commercial banks between 2005 and 2010. It specifically determined the effects of policies of foreign private investment, foreign trade and exchange rate on performance of Nigerian banks. The study utilized panel data econometrics in a pooled regression, where time series and cross-sectional observations were combined and estimated. The results of econometric panel regression analysis confirmed that globalization, that is, foreign private investment, foreign trade, and exchange rate have positive effects on the profit after tax of banks but the magnitude of such effects remains indeterminable because there are variations in the data for performance of banks understudied.

Alsamydai *et al*. (2013) investigate the impact of organizational change on the marketing strategies of change in Jordanian commercial banks. It aims to identify the forms of change that face the banking business, as well as the marketing strategies of change adopted to deal with any occurring form of change that affects banking business. This study seeks to clarify the most recurrent types of organizational change facing commercial banks, and to illustrate the effect of these types in choosing the appropriate marketing strategy of change. Three hypotheses were proposed in accordance with the dimensions and model of this study. For the purpose of gathering data necessary for the implementation of the study, a questionnaire of (45) questions covering the dimension of this study was drawn up. The questionnaire was distributed to (65) branch and executive managers, (55) of them were complete and valid for statistical analysis. The study showed that organizational change had significant effect on the marketing strategies of the Jordanian commercial banks.

Organizational Change

The conceptual framework of this study is a product of the studies carried out on organizational change and employees' performance in the Nigerian banking sector. There are other types of framework adopted or designed by other researchers from other perspectives. However, with regard to this study, three measures of employees' performance are adopted. These include: Innovative performance, productivity, and customer service performance. This study used a conceptual framework where organizational change variables such as structural change, functional change, behavioral change and technical change, were tested with productivity, innovative performance, and customer service performance. The variables of organizational change in this study were expected not to have significant relationship with performance variables. This study therefore hypothesized as follows: There was no significant relationship between organizational change and innovative performance, productivity, and attitude of employees in the selected Nigerian Deposit banks in Akure. The selected variables and their relationships are shown in Fig. 1. This is based on several prior studies reviewed and the theoretical framework underlying this study.

Research design

A cross-sectional survey research design was used to carry out this study being an assessment of more than one independent variable (Structural Change, Technical change, Behavioral change, functional change, and Marketing Change) on given dependent variable (Employees' performance) of quoted Nigerian banks. With respect to the time period over which data were collected across the various banks, a cross-sectional survey was found appropriate. A cross-sectional survey gives researcher the opportunity to collect data across different banks in Ondo State and tested this relationship. Further, it is ideal because the researcher to collected descriptive data that were accorded statistical treatment to allow for hypothesis testing that came up with objective conclusions (Cooper and Schindler, 2003). Descriptive research design is normally intended to describe and report the way things are.

Sources of data

The primary data were used and sourced through the administration of questionnaire to selected workers of the surveyed banks located in Akure. The respondents of the study purposively selected were 254 employees of the selected banks because of their position to provide the information needed for this study and they included Business Development managers, operations managers, compliance managers, ICT managers and finance and credit managers working at any branch of the purposively selected banks in Akure.

The study population, sample size, and sampling techniques

The study population comprised all the staff of banks whose equity were quoted on the nigerian stock exchange fact book with offices located in Akure. The total numbers of permanent staff according to their records indicated that there were 696 employees from the 17 banks purposively selected in Akure. Zenith bank was not be part of this study because it did not experience merger or acquisition with any bank. All other money deposit banks in Nigeria had organizational changes as shown in Table 2.

The population of the study was 696 employees of the selected banks while the sample size for this study was 254 employees of the sample banks that were selected using stratified random sampling technique. The sample size was derived using Yamane (1967) formula as shown below:

$$S = {}^{N}/_{N\,(e)}{}^{2} + 1$$

$$S = {}^{696}/_{696\,(0.05)}{}^{2} + 1$$

$$S = 254$$

Therefore, the sample size of this study was 254 employees of the selected banks and it was assumed that the responses to be obtained

Table 2: Population of the sampled Banks

S. No	Names of Banks	Number of Employees
1	Unity Bank	35
2	Eco Bank	33
3	Access Bank	21
4	Heritage Bank	35
5	Fidelity Bank	27
6	First Bank	72
7	GT Bank	22
8	FCMB	68
9	UBA	60
10	Polaris Bank	74
11	Standard Chartered Bank	30
12	Wema Bank	45
13	Sterling Bank	40
14	Union Bank	46
15	Heritage Bank	38
16	Stanbic IBTC Bank	22
17	Diamond Bank	28
	Total	696

Source: Banks' Records at Regional Offices, Akure, 2022

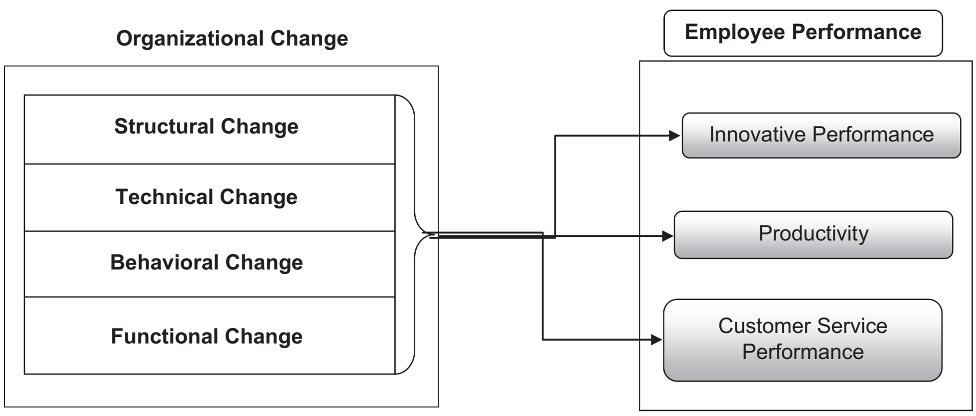

Fig. 1: Conceptual framework. Source: Researcher's design 2022

from the sample size would be representative of the opinions of all deposit banks in Nigeria.

Hence, in the Nigerian banks, regression model was specified. This was also consistent with prior organizational change literature (e.g., Alsamydai *et al.*, 2013); therefore, the regression model for this study in functional form is as stated:

EP= f(OC)

EP= f(Structural Changes, Technical Changes, Behavioral Changes, Functional Changes)

$$EP= \alpha_0+ \beta_1 SC+\beta_2 TC+\beta_3 BC+\beta_4 FC + U \qquad (3.1)$$

EP= Employee Performance
α = Constant
β = Coefficients or weights of organizational change variables
SC = Structural Changes; TC = Technical Changes; BC= Behavioral Changes; FC= Functional Changes
U =Error term
A Priori Expectation
$B_1, B_2, B_3, B_4 > 0$

The a priori expectation in the model was that all the independent variables were expected to have a positive relationship with the Employees' performance measured by customers' service performance, employees' productivity and innovation performance of employees in the selected deposit banks. The mathematical representation is represented as β_1, β_2, β_3, β_4, β_5>0 implying that a unit increase in the independent variables would lead to increase in the performance of bank by a unit as suggested by concentration theory.

Measurement of variables

Basically, there are two variables in this study: the independent variable (organizational change) and dependent (employees' Performance of banks). In line with the work of Osamor, Akinlabi and Osamor (2013), and Alsamydai *et al.* (2013) with modification, the independent variable which is organizational change was measured using four constructs: Structural change, technical change, behavioral change, and functional change. The dependent variable is employee performance in the selected banks and was measured using three construct: Customers' service performance, innovative performance, and productivity. The two key variables in this study (independent and dependent variable) were operationalized in a model. A linear multiple regression models were used to assess the contribution of independent variables in predicting the performance of Employee.

Validation of research instrument

The validation of the research instrument was done using appropriate reliability tests. Validity was determined through face, content, and construct validity. In the case of reliability test, this was done through test-retest test and Cronbach's Alpha coefficient. Questions were designed in such a way that they could be understood by the respondents for the face validity. The structured questionnaire was also given to some academicians with in-death knowledge of the study for vetting. This would avoid ambiguous statement in the research instrument that might affect the understanding of the respondents. In respect of the content validity, the questionnaire was assessed in line with the objectives of the study. The construct validity and coefficient of reliability (Cronbach's Alpha) analysis were used because of its usefulness in the further analysis of the objectives and hypotheses of the study.

Area of study

This study was conducted in Ondo state which is one of the states in the Southwestern Nigeria. The state has all the branches of commercial banks in Nigeria and there is high concentration of Nigerian Banks (Nigerian Business Directory, 2015). The state was created on February 3, 1976. The State is dominated by Yorubas who speak various dialects of the Yoruba language such as the Akoko, Akure, Apoi, Idanre, Ikale, Ilaje, Ondo and Owo and a minority speaking the Ijaw Language. The people are mostly subsistence farmers, fishermen and traders. The people are lovers of arts, music, and literature. The State has eighteen Local Government Area: Akoko North East, Akoko North West., Akoko South East, Akoko South West, Akure North, Akure South, Ese-Odo, Idanre, Ifedore, Ilaje, Ile-Oluji-Okeigbo, Irele, Odigbo, Okitipupa, Ondo East, Ondo West, Ose, Owo. Agriculture (including fishing) constitutes the main occupation of the people of the state. Indeed, Ondo state is the leading cocoa producing state, in Nigeria. Other agricultural products include yams, cassava, and palm produce. However, for the purpose of this study, Akure which is the state capital of Ondo state was purposively selected because it had all the commercial banks in Nigeria quoted in the Stock Exchange fact book.

The analysis in Table 3 showed the effect of organizational change on the employees' performance among the selected Nigerian banks. The employees' performance proxies considered in this study include: Innovation, productivity, and personal service to customers. The results of the analysis in Table 3 as indicated by the respondents showed that organizational change components in the selected banks had positive effect on employee's innovative skills. This was confirmed by a mean value of 4.18 on a scale of 5.0 indicating that organizational change of banks in Nigeria had a high (%) effect on employees' innovation in the selected Nigerian banks. Furthermore, the results in Table 3 as indicated by the respondents revealed that organizational change components in the selected Nigerian banks had positive effect on employees' productivity. This was confirmed by a mean value of 4.35 on a scale of 5.0 indicating that organizational change in the Nigerian banks had a high (%) effect on employee's productivity of the selected Nigerian banks. In addition, the results in Table 3 as indicated by the respondents revealed that organizational change components in the selected Nigerian banks had positive effect on employees' Customers' service performance. This was confirmed by a mean value of 4.07 on a scale of 5.0 indicating that organizational change in the Nigerian banks had a high (%) effect on employees' personal service to customers of

Supported literature for measurement scale

Variables	Supported literature	Variable measurement
Independent variable		
Structural Change	Aktar (2015)	Questions 8–12 from the questionnaire
Technical Change	Ndairo, Shukla and Oduor (2015); Olajide (2014); Agboola *et al* (2002)	Questions 13–17 from the questionnaire
Behavioral Change	Ndairo, Shukla and Oduor (2015)	Questions 18–21 from the questionnaire
Functional Change	Alsamydai *et al.* (2013)	Questions 22–25 from the questionnaire
Dependent variable (employees' performance)		
Productivity	Olajide (2014), Khosa *et al.* (2015)	Questions 41–45 from the questionnaire
Innovation Performance	Alsamydai *et al.* (2013)	Questions 36–40 from the questionnaire
Customers' Service Performance	Aktar (2015), Biswakarma (2016)	Questions 46–50 from the questionnaire

Source: Researcher's computation, 2021

Table 3: Effect of organizational change on employees' performance among Nigerian banks in Akure

Employee's Performance Indicators	Frequencies					Mean	Median	SD
	SD	D	N	A	SA			
Innovation								
There is significant changes in techniques, equipment and/or software handling among employees	5 (3.8%)	0 (0%)	5 (3.8)	66 (50%)	56 (42.4%)	4.18	4.5	0.988
There has been improvement in Process innovation among employees within the past 5 years	5 (3.8%)	0 (0%)	15 (11.4%)	40 (30.3%)	72 (54.5%)			
There is the implementation of new marketing method that involve significant changes in the design, placement, packaging, product promotion and pricing strategy in among employees innovation)	0 (0%)	10 (7.6%)	23 (17.4%)	58 (43.9%)	41 (31.1%)			
There is an improvement of new practices of doing business, workplace organizing methods, decision making system and new ways of managing external relations by employees	7 (5.3%)	16 (12.1%)	21 (15.9%)	22 (16.7%)	66 (50%)			
The change in my bank has brought improvement in decision making thereby increases degree of novelty in organizational innovation	15 (3.8%)	0 (0%)	15 (11.4%)	30 (22.7%)	82 (62.1%)			
Productivity								
After the change my role is commensurate with my skill and knowledge	5 (3.8%)	0 (0%)	10 (7.6%)	26 (19.7%)	85 (64.4%)	4.35	4.5	0.850
Employee's involvement has improved percentage of customers order.	0 (0%)	10 (3.8%)	5 (3.8%)	46 (34.8%)	71 (53.8%)			
The rate of my work has improved significantly resulting from change management	0 (0%)	5 (3.8%)	5 (3.8%)	72 (54.5%)	50 (37.9%)			
Change in my bank's functional structure has reduced production cost	5 (3.8%)	0 (0%)	10 (7.6%)	52 (39.4%)	65 (49.2%)			
The rate of defect in the work done has reduced significantly resulting from change management	5 (3.8%)	0 (0%)	10 (7.6%)	26 (19.7%)	85 (64.4%)			
Customer Service Performance								
There is new products/services or significant improvement in the existing products/services to customers by employees	5 (3.8%)	0 (0%)	26 (19.7%)	25 (18.9%)	76 (57.6%)	4.076	4.5	0.9254
There is high level of readiness in the organization among employees to solve challenges of customers	0 (0%)	18 (13.6%)	32 (13.6%)	65 (49.2%)	17 (12.9%)			
The organizational change encourages willingness to create superior value for customers by employees	0 (0%)	14 (10.6%)	10 (7.6%)	42 (31.8%)	66 (50%)			
Through change employees have improved better initiative to address customers' complaint	5 (3.8%)	5 (3.8%)	10 (7.6%)	88 (66.7%)	24 (18.2%)			
Change improves the hours it takes workers per working day to address customers complaint	5 (3.8%)	0 (0%)	5 (3.8%)	53 (40.2%)	69 (52.3%)			

Field Survey, 2021

the selected Nigerian banks. The findings of this study was in agreement with the work of Osabuohien, 2008; Lucy *et al*., 2004; Ombati, 2010; Khosa *et al*., 2015 that revealed in their studies that organizational change had significant effect on productivity, profitability, service quality, and commitment to job among employees in the banking sector.

The relationship between organizational change and employees' performance (innovative, productivity customers' service) of the selected Nigerian banks in Akure

In addition to the descriptive analysis shown in Table 4, an inferential analysis (regression analysis) was also used to test hypothesis one: There is no significant relationship between organizational change and employees' performance among the employees of Nigerian banks. The analysis in Table 4 indicates the effect of organizational change on employees' performance in the selected Nigerian banks. On innovative performance of employees in the selected Nigerian banks, the results revealed that the predictor variables (structural change, functional change, and behavioral change) were individually statistically significant to innovative performance of employees in the selected Nigerian banks. Structural change explained 9.4% of the variance in the innovative performance of employees, functional change explained 40.7% of the variance in the innovative performance of employees while behavioral change explained 23% of variation in the innovative performance of employees of the selected banks. Specifically, two

Table 4: The relationship between organizational change and employees' performance of the selected Nigerian banks in Akure

Explanatory Variables	Innovation			Productivity			Personal service to customer		
	Coef.	t-stat	Prob. (p-value)	Coef.	t-stat	Prob. (p-value)	Coef	t-stat	Prob. (p-value)
Constant	5.644	2.847	0.005	4.470	2.945	0.004	2.084	1.453	0.149
SC	0.094	1.173	0.243	0.059	1.017	0.311	0.064	1.158	0.249
FC	0.407	3.395	0.001	0.163	1.821	0.071	0.308	3.636	0.000
TC	–0.725	–5.342	0.000	–0.185	–1.765	0.080	–0.171	–1.721	0.088
BC	0.23	10.026	0.000	0.631	8.051	0.000	0.831	11.217	0.000
F- statistics	44.955		0.000	27.045		0.000	60.372		0.000
R	0.773			0.678			0.810		
R^2	0.598			0.460			0.655		
Adjusted R^2	0.584			0.443			0.644		
Std Error of the estimate	2.28252			1.76741			1.67029		
Durbin-Waston	1.702			1.704			1.756		

Source: Computation from SPSS, 2021. (a) Dependent variables: Innovation, Productivity, Personal Service to Customers. (b) Predictors: (Constant), BC, SC, FC, TC. BC: Behavioral change. SC = Structural changel; FC = Functional change; TC = Technical change

proxies of organizational change (functional change and behavioral change) were individually statistically significant to innovation performance of employees in the selected Nigerian banks as indicated by its t values and p values shown in parenthesis: Functional change (t=3.395; p<0.05); and behavioral change (t=10.026; p<0.05).

However, technical change had negative relationship with innovation performance of employee of the selected banks and was statistically significant as shown in parenthesis: Technical change (t=-5.342; p<0.05); while structural change was statistically not significant (t=1.173; p>0.05). It, therefore, followed that organizational change had significant relationship with innovation performance. Consequently, the alternate hypothesis was accepted while the null hypothesis was rejected. Furthermore, multiple regressions are essentially a measure of naturally occurring scores on a number of predictor variables and establishes which set of the observed variables gives rise to the best prediction of the dependent variables. The R value of the model of this study was 0.773 while the R^2 was 0.598 which represented the simple correlation and therefore indicated a good degree of correlation. Adjusting to a degree of freedom, the model of this study could still account for 58.4% of the variation in innovation performance of employees in the Nigerian banks while 41.6% in innovation performance of employees' variations in the selected Nigerian banks were accounted for by other variable not included in this study. Furthermore, the overall effect of organizational change on innovation performance of employees of the selected banks was significant (f=44.955, p<0.05).

The regression assumptions were also checked by autocorrelation and multi-collinearity tests. The results of the Durbin Watson (DW) were satisfactory at 1.702 implying that in this model the residuals are not auto-correlated as the value is close to 2. The multi-collinearity of the variables in the model was verified by the Tolerance (Tol) and the values were satisfactory. The Tol values were high ranging from 0.472 to 0.732 which are far above 0.1 the worrying level and the variance inflation factor (VIF) values ranging from 1.278 to 2.121 were also lower than the worrying level of 10 and above indicating that there were no multi-collinearity problems among the independent variables in the data. The findings of this study agreed with our Apriori expectation and equally in agreement with the work of Lucy *et al*., 2004; Ismail, 2015 and Biswakarma, 2016 who revealed in their studies that organizational change had positive significant effect on employees' commitment

On productivity performance of employees in the selected Nigerian banks, the results as shown in Table 4 revealed that the predictor variables (structural change, functional change and behavioral change) were individually statistically significant to employees' productivity in the selected Nigerian banks. Structural change explained 5.9% of the variance in the employees' productivity, functional change explained 16.8% of the variance in the employees' productivity while behavioral change explained 63.1% of variation in the employees' productivity of the selected banks. Specifically, behavioral change as a proxy of organizational change was individually statistically significant to employees' productivity in the selected Nigerian banks as indicated by its t value and p value shown in parenthesis: behavioral change (t=8.051; p<0.05). However, technical change had negative relationship with employees' productivity of the selected banks and was statistically not significant as shown in parenthesis: Technical change (t=-1.765; p>0.05); while structural change and functional change had positive relationship with employees' productivity and statistically not significant as shown in Table 4. Structural change (t=1.017; p>0.05); functional change (t=1.821; p>0.05). It therefore followed that organizational change had significant relationship with productivity. Consequently, the alternate hypothesis was accepted while the null hypothesis was rejected.

In addition, multiple regressions are a measure of naturally occurring scores on a number of predictor variables and establishes which set of the observed variables gives rise to the best prediction of the dependent variables. The R value of the model of this study was 0.678 while the R^2 was 0.460 which represented the simple correlation and therefore indicated a good degree of correlation. Adjusting to a degree of freedom, the model of this study could still account for 58.4% of the variation in employees' productivity in the Nigerian banks while 44.3% in employees' productivity' variations in the selected Nigerian banks were accounted for by other variable not included in this study. Furthermore, the overall effect of organizational change on employees' productivity of the selected banks was significant (f=27.045, p<0.05).

The regression assumptions were also checked by autocorrelation and multi-collinearity tests. The results of the DW was satisfactory at 1.704 implying that in this model the residuals are not auto-correlated as the value is close to 2. The multi-collinearity of the variables in the model was verified by the Tol and the values were satisfactory. The Tol values were high ranging from 0.502 to 0.779 which are far above 0.1 the worrying level and the VIF values ranging from 1.284 to 1.991 were also lower than the worrying level of 10 and above indicating that there were no multi-collinearity problems among the independent variables in the data.

The findings of this study agreed with our Apriori expectation and equally in agreement with the work of Lucy *et al*., 2004; Ombati, 2010; Khosa *et al*., 2015 who revealed in their studies that organizational change had positive significant effect on employees' productivity

On customers' service performance by the employees in the selected Nigerian banks, the results as indicated in Table 4 revealed that the predictor variables (functional change and behavioral change) were individually statistically significant to employees' performance in terms of service to customers in the selected Nigerian banks. Structural change explained 6.4% of variation in the customers' service performance by the employees of the selected banks. Functional change explained 30.8% of the variance in the customers' service performance by the employees while behavioral change explained 83% of variation in the customers' service performance by the employees of the selected banks. Specifically, functional change and behavioral change as proxies of organizational change were individually statistically significant to customers' service performance by the employees in the selected Nigerian banks as indicated by its t value and p value shown in parenthesis: Functional change ($t=3.638$; $p<0.05$) and behavioral change ($t=11.217$; $p<0.05$). However, structural change and technical change were not statistically significant to customers' service performance as shown in parenthesis: Structural change ($t=0.249$; $p>0.05$); and technical change ($t=-1.765$; $p>0.05$); while structural change and functional change had positive relationship with employees' productivity and statistically not significant as shown in Table 4. Structural change ($t=1.017$; $p>0.05$); functional change ($t=-1.721$; $p>0.05$). It, therefore, followed that organizational change had significant relationship with customers' service performance. Consequently, the alternate hypothesis was accepted while the null hypothesis was rejected. Essentially, multiple regressions are a measure of naturally occurring scores on a number of predictor variables and establishes which set of the observed variables gives rise to the best prediction of the dependent variables. The R value of the model of this study was 0.810 while the R^2 was 0.655 which represented the simple correlation and therefore indicated a good degree of correlation. Adjusting to a degree of freedom, the model of this study could still account for 64.4% of the variation in personal service to customers by the employees in the Nigerian banks while 35.6% in employees' personal service to customers' variations in the selected Nigerian banks were accounted for by other variable not included in this study. Furthermore, the overall effect of organizational change on employees' productivity of the selected banks was significant ($f=60.372$; $p<0.05$).

The regression assumptions were also checked by autocorrelation and multi-collinearity tests. The results of the DW was satisfactory at 1.756 implying that in this model the residuals are not auto-correlated as the value is close to 2. The multi-collinearity of the variables in the model was verified by the Tol and the values were satisfactory. The Tol values were high ranging from 0.502 to 0.779 which are far above 0.1 the worrying level and the VIF values ranging from 1.284 and 1.991 were also lower than the worrying level of 10 and above indicating that there were no multi-collinearity problems among the independent variables in the data.

The findings of this study agreed with our Apriori expectation and equally in agreement with the work of Ombati *et al*., 2010; and Rizeseu Tilega, 2016 who revealed in their studies that organizational change had positive significant effect on employees' quality of service.

CONCLUSION

The study revealed that organizational change dimensions such as structural change, functional change, technical change, and behavioral change in the Nigerian Banks had positive and significant effect on its employees' performance. Thus, organizational change dimensions were strong predictors of employees' performance in the Nigeria banks. The beauty of the finding of this study is that organizational change as modeled in a cross-sectional study is a reliable and valid instrument for predicting employees' performance. Therefore, organizational change dimensions would play a significant role in providing information to predict employee's performance.

RECOMMENDATIONS

Re-orientation for the older employees about the presence and need for change in the Nigerian banking sector through continuous training, workshops, and group discussions thereby reducing the fear of the unknown. The Nigerian banking structure and procedures should be improved on to pay attention to change risks and continuously scanning the environment to consolidate the benefit of change.

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