

TITLE PAGE

**EFFECT OF CHANGE MANAGEMENT ON THE PERFORMANCE
EMPLOYEES IN POLARIS BANK PLC, KADUNA**

BY

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**BEING A RESEARCH PROPOSAL SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I hereby declare that this research project has been conducted safely by me, **ELIZABETH KUDIDI BAKO KPT/19/43519** under the guidance and supervision of **MAL. DAUDU BALA ABUBAKAR** of the Department of Business Administration and Management Studies, Kaduna polytechnic. I have neither copied someone's work nor has someone else done it for me. All references made to published literature have been duly acknowledged both textually and under the references. Any error contained here is entirely my responsibility.

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Signature

Date

APPROVAL

This is to certify that this project report titled “**EFFECT OF CHANGE MANAGEMENT AMONG EMPLOYEES OF POLARIS BANK PLC, KADUNA**” written by **ELIZABETH KUDIDI BAKO KPT/CBMS/19/43519**, has been read and approved as having met the requirements governing the preparation and presentation of research project in Kaduna Polytechnic. It is hereby approved for meeting the requirement for the award of Higher National Diploma in Business Administration and Management Studies, and for its contribution to knowledge and literary presentation.

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ABSTRACT

The study examines the effect of change management on employees' performance. Although change may seem ever-present, it is an unnatural provision in which most organizations deal. Normally, change produces a crisis when it significantly disrupts expectations about important issues or events. As such, the upheaval of change becomes inevitable to the extent that its magnitude has a far-reaching impact on organisation, its internal employees and pertinent stakeholders. This study specifically set to identify various challenges arising as a result of change in Polaris Bank Plc, Kaduna, evaluate the impact of organizational change on employees' performance in Polaris Bank Plc, Kaduna, identify the various causes of resistance to change by employees and managers in Polaris Bank Plc, Kaduna and the reasons for Polaris Bank to anticipate, plan and focus on change. The study adopted survey and descriptive research design. A sample of fifty nine (59) questionnaires was adopted for this study, structured questionnaires was used to gather relevant data. Based on the analysis, the findings revealed that organizational change helps organizations to meet the challenges as a result of competitors influence through their price structures and product lines. Therefore, the study recommends that new roles should be concisely explained to the respective employees prior to implementing change. This is to stifle out any doubts, fears or resistance.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In a highly competitive environment, the dynamism for change in any large organization becomes indispensable for greater success and excellence. According to Murphy and Cleveland (2015) as well agree that organizations are forced to change in order to *meet* their strategic objectives and satisfy all stakeholders. Most business leaders and top executives in various industries have been vigilant toward the modification of business strategies along with “effective and continuous” changes up to reach their potential. In addition, nowadays, pressures for change are not merely stemmed from the organizational elements but also the international forces galvanized by the notion of globalization, technology, and competition.

According to Bernerth (2014) change “is an effort that consists of actual physical changes to operations and different emotional stimulation. It is painful in the workplace, going from what is certain and known to the otherwise. Employees lose the comfort of the known and the familiar, the sense of competency they used to possess, the status and/or financial security they once enjoyed and networks they have gone at length to build.

According to Cummings and Worley (2005), organizational change involves moving from the known to unknown, because the future is uncertain and may adversely affect organisation as well as people's competencies, worth and coping abilities.

This accelerating rate of change can be attributed to increased technology; growth in knowledge; globalisation; liberalisation of society; and outdated management philosophy, structure, culture and system of power control. Change is needed and it is inevitable if we are to develop and provide better opportunities to our organisation. Not accepting the need for change, denying its pressures, and pretending that the need for change will go away are mistakes that we cannot afford to make. Planning and preparing for change requires that we understand the resistance to change and what is needed to encourage people and organizations to change (Vinod and Lois, 2015).

1.2 **Statement f Problem**

Although change may seem ever-present, it is an unnatural provision in which most organizations deal. Normally, change produces a crisis when it significantly disrupts expectations about important issues or events. As such, the upheaval of change becomes inevitable to the extent that its magnitude

has a far-reaching impact on organisation, its internal employees and pertinent stakeholders. Both scholars and practitioners would agree that employee resistance to change is a primary obstacle for effective organizational change processes and programs, whether incremental or discontinuous change. In particular, resistance manifested through employee dysfunctional attitudes and behaviours that can be devastating to effective organizational change. Failure to anticipate, plan and focus on change leads organizations to low productivity.

In view of this, it could be seen that; change is inevitable to every organisation, whenever change occurs there are a lot costs (challenges/hindrances) that follow suit its expected benefits, and ineffective change management will live the organisation into confusion. However, base on highlighted problems, the researcher is motivated to undertake this study in order to investigate further, analyze the existing problems and proffer permanent solution in Polaris Bank Plc, Kaduna.

1.3 Objectives of the study

The general objective of this study is to examine the effect of change management on employees' performance. The other objectives are:

- i. To identify various challenges arising as a result of change in Polaris Bank Plc, Kaduna.
- ii. To evaluate the impact of organizational change on employees' performance in Polaris Bank Plc, Kaduna.
- iii. To identify the various causes of resistance to change by employees and managers in Polaris Bank Plc, Kaduna.
- iv. To identify the reasons for Polaris Bank to anticipate, plan and focus on change.

1.4 Research Questions

- i. What are the various issues and challenges arising as a result of change in Polaris Bank Plc, Kaduna?
- ii. What is the effect of organizational change on Employees' performance in Polaris Bank Plc, Kaduna?
- iii. What are various causes of resistance to change by employees' and managers in Polaris Bank Plc, Kaduna?
- iv. What are the reasons for Polaris Bank to anticipate, plan and focus on change?

1.5 Significance of the study

This research work evaluates various issues and challenges of organizational change in an organisation. In view of this, its successful conduct cannot be

overemphasized. The study will be of great benefit to business organisations by enlightening them on the need to; perceive change or even invite change themselves, organize and plan their available resources in order to identify their strengths and weaknesses, so as to evaluate effect(s) of change and its continuity in the organisation.

This study will enlighten employees on why there is need to embrace change in order to ensure that their organisations remain, not only in the market, but competitive. The study will also enable government to enlightens organisations on why and how to perceive, incorporate, and comply with government enacted laws and policies in their operations.

The study will also serves as a reference materials for future researchers whom might like to further study on the subject matters. Lastly, it is in partial fulfilment of the requirements for the award of Higher National Diploma in Business Administration from Kaduna Polytechnic.

1.6 Scope of the Study

The scope of this study is to examine the effect of change management on workers' performance with a particular reference to Polaris Bank, No. 17 Ahmadu Bello way, Kaduna. The study will cover the period of 5 years that is 2016 to 2020

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will deal with reviewed of the literatures pertinent to the study.

The related literature will be reviewed under the following sub-headings:

- Concept of Organizational Change
- Organisation Environment and Forces for Change
- Reasons for Resistance to Organization Change
- Managing Resistance to Organization change
- Model for Effective Organisational Change Management
- Organisational change and Workers Performance

2.1 Conceptual Framework

Typically, the concept of organizational change refers to organization-wide strategic changes, as opposed to smaller process-related changes such as adding a new person, creating a new division, modifying an existing program, etc. According to Cummings and Worley (2015), organizational change involves moving from the known to unknown, because the future is uncertain and may adversely affect people's competencies, worth and coping abilities. Organisational change is any substantive modification to some

parts of the organisation (Achilles, 2013). Thus, change can involve almost any aspect of an organisation: work schedules, bases for departmentalization, span of management, machinery, organisation design, people themselves, and so on. It is important to keep in mind that any change in an organisation may have effects extending beyond the actual area where the change is implemented.

According to Greenberg (2012) change can be somewhat chaotic or planned and relatively smooth. Change is most likely to be orderly when it has been planned. Change is a universal aspect of all organizations. Every organization must confront the challenge of continually re-organizing itself to achieve its objectives in the face of change, much of which it does not control.

Weick and Quinn. (2011) no matter how large or powerful, no organization is immune to change". While change can threaten the survival of an enterprise, it also frequently offers unprecedented opportunity for growth. The amount, direction, and indeed rapidity of change may vary among organizations, but change over time is an inherent aspect of all organizations. There is therefore, a clear need to understand and manage change in a manner consistent with an organization's objectives. Coping

with change is an acknowledged fact of modern individual and organizational life. It is through change that organizations become “world class.

According to Porras and Silvers (2010), organisational change is typically triggered by a relevant environmental shift that, once sensed by the organisation, leads to an internally generated response. This intentional response is planned changed and consists of four identifiable interrelated components:

1. Change intervention that alters;
2. Key organisational target variables that then impact;
3. Individual organisational members and their on-the-job behaviours resulting in changes in; and
4. Organisational outcomes.

They further stressed that change can consist of many different facets. It can be deliberate (planned) or accidental (unplanned);

1. It can be large or small in magnitude;
2. It can be fast (abrupt, revolutionary) or slow (evolutionary);
3. The new state of things can have an entirely different nature from the old state of things (fundamental quantum or ‘second-order’ change) or

the new state of things can have the same nature with some modifications (incremental, 'first-order' change).

Most change processes emphasises the need for behaviour change as transformational change implies that a person or group of people need to unlearn something on the one hand as well as learn something new on the other hand. According to Thompson and Luthans (2012), culture can only be changed through changing behaviour and attitudes of the individual involved. This involves the learning of new sets of appropriate behaviours and also changing the consequences so that the new behaviours are reinforced while undesired behaviours have less positive consequences.

They further stressed that organization-wide changes include strategic changes such as

- (i) a change in mission,
- (ii) restructuring operations,
- (iii) adding a new line of business,
- (iv) divesting an existing business area,
- (v) introduction of new technologies,
- (vi) mergers with other businesses, etc.

These types of changes are complex and require a very thoughtful and

deliberate process often requiring months and years to achieve the organization's goals and objectives. They can also be disruptive in the short term and can require huge resources during the implementation phase - "managing change".

According to Cummings and Worley (2015), organization members generally do not support change unless compelling reasons convince them to do so. One commonly used definition of "managing change" refers to the making of changes in a planned and systematic manner with both parallel and sequential steps designed as part of a comprehensive change management strategy.

Basically, in the words of Vinod and Lois, (2015), the objective in managing change is to effectively implement new approaches, systems and solutions in an ongoing and functioning organization. Throughout the process of implementing change, the organization controls the process and makes any mid-course corrections, as necessary and demanded by changing events. One of the most frequently occurring examples of this change is the application of IT to managing various organizational functions and outputs. However, in most cases, such changes are triggered by events outside the organization such as; market factors, new government policies or

regulations, promulgation of new performance standards, changes in market structures, etc. Typically the organizations have little or no control over such factors but must quickly adapt to the changes necessitated by such events in order to

- (i) maintain their competitiveness,
- (ii) continue to provide high quality and reliable service or product, and
- (iii) continue to grow and be financially sustainable and profitable.

In view of the above, another definition of “managing change” is to respond to outside factors over which the organization has little or no control. The passage of the ₦25 billion capital base for Nigerian banks, the enactment of Nigeria Best of Corporate Government, the establishment of various regulatory commissions (e.g., CAC, NAFDAC, SEC, PENCOR, etc.) in Nigeria, the Federal Government introduction of ₦18,000 minimum wage, and the newly introduced compulsory 3.5% CSR (CSR Bill, 2011) for every organisation in Nigeria are examples of events external to industry and necessitate that changes be designed and implemented to serve the customer well.

According to Zajac and Kraatz, (2013), the difference between organizations that are successful in implementing change and those that struggle and are

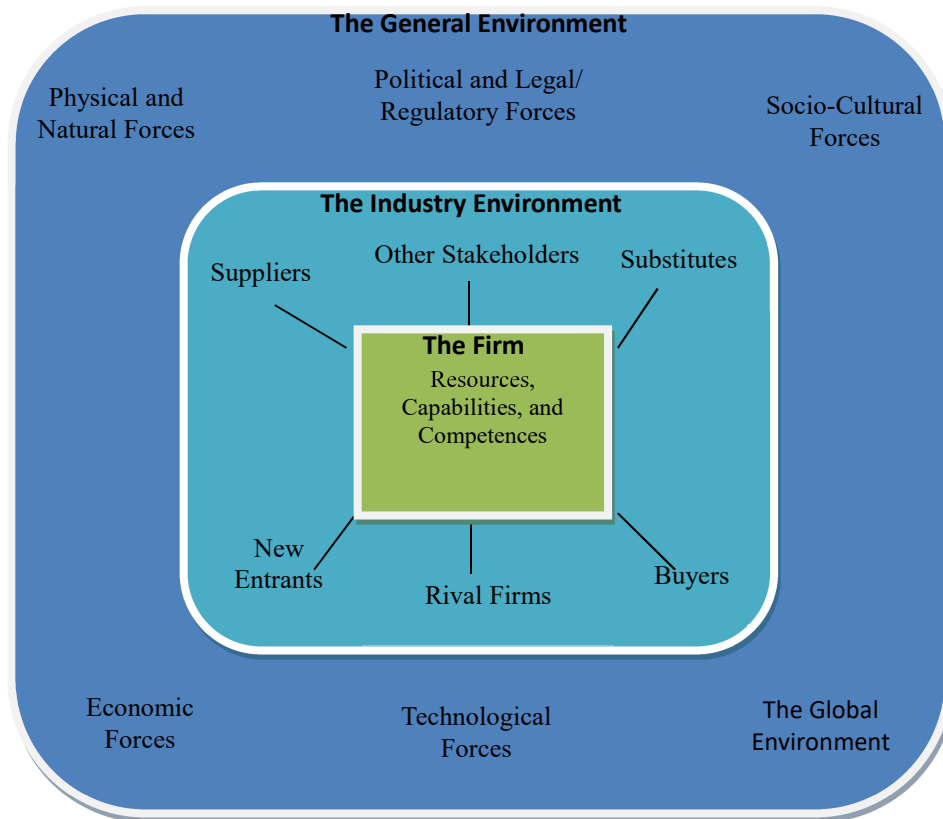
left behind is often whether they anticipate external events and develop proactive response or whether they wait until the external events take place and then develop reactive responses.

2.2 **Organisation's environment and forces for change**

Businesses do not operate in a vacuum. They are affected by the environment within which they operate. Although, businesses affect their environments, but the impact factors in the external environment can have on a business is tremendous (Ogedengbe, 2011).

According to Ogedengbe (2011), the conditions and changes in the external environments give rise to either opportunities or threats for a company. Therefore, organisations must be aware of and understand the implications of environmental realities to compete effectively in both national and international markets. To gain and retain high-performance, and secure competitive advantage, a company usually seeks patterns to help them understand their external environment, which may be different from what it expects (managing change).

Fig. 1.1: Environmental Variables.



Source: Ogedengbe, (2011)

The general environment is the broad environment where both competing and non-competing organisations operate. According to Ogedengbe (2011), the analysis of the business external environment assists the company to ascertain what it might choose to do based on existing opportunities and threats and the likely changes that would occur. However, the analysis of the internal environment enables a company decides about what it can do based on the realities of the organisational profile in terms of strengths and weaknesses.

However, based on the above, why do organisations find change necessary? The basic reason is that something relevant to the organisation either has changed or is going to change based on the threats and opportunities discovered from the environment. The organisation consequently has little choice but to change as well. Indeed, a primary reason for the problems that organisations often face is failure to anticipate or respond properly to changing circumstances. Forces for change, as suggested by Michael (2000), may be external or internal to the organisation.

2.2.1 **External Forces**

External forces for change derive from the organisation's general and task environments. New rules, strategies, tactics and competition within or outside the same industry forced different organisations to alter dramatically the way they do business. In the political area, new laws, court decisions, and regulations affect organisations. The technological dimension may yield new production techniques that the organisation needs to explore. The economic dimension is affected by information, the cost of living and money supplies. The socio-cultural dimension, reflecting societal values, determines what kinds of products or services will be accepted in the market.

Because of its proximity to the organisation, the task environment is an even more powerful force for change. Competitors influence an organisation through their price structures and product lines. When Compaq lowers the prices it charges for computers, Dell and Gateway have little choice but to follow suit. Because consumers, as a group, often determine what products can be sold at what prices, organisations must be concerned with consumer tastes and preferences. Suppliers affect organisations by raising or lowering prices or changing product lines. Regulators can have dramatic effects on an organisation. For examples, if SON (Standard Organisation of Nigeria) or NAFDAC (National Agency for Food and Drugs Agency Commission) rule that a particular production process of an organisation is dangerous to workers or consumers, it can force the firm to close its plant until it meets higher safety standards. Unions can force change when they negotiate for higher wages or when their members strike (Warren, 2017).

2.2.2 Internal Forces

A variety of forces inside the organisation may cause change. If top management revises the organisation's strategy, organisation change is likely to result. A decision by an electronics company to enter the home computer market or a decision to increase a ten-year product sales goal by 3 percent would occasion many organisation changes. Other internal forces for change

may be reflections of external forces. As socio-cultural values shift, for example, workers' attitudes toward their jobs may also shift – and workers may demand a change in working hours or working conditions. In such a case, even though the force is rooted in the external environment, the organisation must respond directly to the internal pressure generated (Alan, 2017). Take for instance the recent change and restructuring in management and staff of Kaduna Polytechnic. This change was not forced by external factor rather, the need for staff (Academic and Non-academic) to seek redress of some certain activities engaged in by management.

2.3 Reasons for resistance to organizational change

According to Vinod and Lois (2015), typically there is strong resistance to change in both people and organizations. Resistance to change comes in many shapes and sizes. Resistance to change, according to Buchanan and Huczanski (2014), “is an inability or an unwillingness to discuss or to accept changes that are perceived to be damaging or threatening to the individual”. Though change is universal and inevitable, it is rarely received without protest or resistance. Resistance to change is a natural human reaction. Reasons for resistance are varied and often difficult to determine.

Bedeian (1989) opines that change has both positive and negative aspects.

On one hand, change implies experiment and creation of something new. On the other hand, it means discontinuity and the destruction of familiar arrangements and relationship. Despite the positive attributes, change can be resisted, because it involves confrontation with the unknown and loss of the familiar. It is assumed that resistance to change is common and a natural phenomenon. However, many people find change or the thought of change painful and frustrating. As put forward by Bedeian (1989), there are four causes of resistance to organizational change:

2.3.1 Parochial Self-Interest

Organizational members are expected to behave in ways that will maximize those goals that they personally consider most important. Consequently, to the extent that all proposals for change represent a threat to the status quo, individuals (and groups) are likely to resist if they believe they stand to lose something of value as a result. In such a situation, the individuals involved will usually focus on their self-interest and only incidentally, on an organization's overall goods. In this case, change is seen as a threat to move an individual out of his "comfort zone" away from those things, which he prefers and enjoys.

Below is a sample listing of personal goals that when threatened, will almost inevitably provoke resistance, according to Bedeian (1989):

- **Power:** Authority and control over organization's resources
- **Money:** Increases in income or income substitutes
- **Prestige:** Respect and approval from those responsible for funding, determining promotions, hiring and firing
- **Convenience:** Avoidance of conditions that will require additional personal efforts
- **Job security:** Protection against loss of position
- **Professional competence:** Respect from peers for knowledge, technical proficiency, or professionally ethical behavior

2.3.2 Lack of Understanding and Trust

People also tend to resist when they do not understand the intended purpose of a planned change. The reason behind it is its nature and possible consequences. Hussey (2010) refers to this as “an imposed change”. The vision that those making the change are working is not shared by those who are affected by the change.

When there is lack of trust between the partners involved in initiating and those involved in adopting a proposed modification, distrust and suspicion,

rumours, and distorted information are characteristics of this type of resistance. Incomplete and incorrect information creates uncertainty. This further increases perception of threat, increasing defensiveness and reducing further effective communication about the change. In this case, the way in which change is introduced is resisted instead of the change itself.

2.3.3 Contradictory Assessment

Resistance to change is frequent when organizational members differ in the ways in which they perceive and evaluate the costs and benefits of change. Personal values could determine which changes are welcome, promoted and succeed and which fail. Proposed changes are in this case related to different members views of what change will mean to themselves and the organization. The contradictory assessments are likely to arise when communication is inadequate and where those concerned lack the relevant information. The contradiction can lead to constructive criticism and improved proposals. The difference in information possessed by those initiating change and those affected by it can lead to differences in analyses, which can result in resistance.

2.3.4 Low Tolerance for Change

People differ in their abilities to cope with change, to face the unknown and

to deal with uncertainty. Change requires people to think and behave in different ways that can challenge the individual's self-concept. Each individual has ideas about his or her abilities and strengths. Response to change may therefore be self-doubt "can I handle this?" Some people have a low tolerance for ambiguity and uncertainty. The anxiety and apprehension that they suffer may lead them to oppose potentially beneficial changes.

2.3.5 Employee resistance

According to Brown and Harvey (2016) employee gave a variety of reasons for resistance by employees and managers. The top-five reasons for employee resistance were:

1. Lack of understanding around the vision and need for change:

Participants indicated that the primary reason for employee resistance was that employees did not understand the vision of this particular change project. Employees did not clearly understand why the change was happening, nor did they have adequate knowledge regarding the change itself. Employees did not have the answer to the question, "what's in it for me. This could include, "Will I have a job?," "How will it impact my daily work?," "How will I benefit from the change?".

2. **Comfort with the status quo and fear of the unknown:** Participants indicated that employees tended to be complacent, or that the current way of doing business had been in place for a long time. The current processes and systems seemed fine to the employees, and they were opposed to the change since it forced them out of their comfort zone. Uncertainty and fear of the new system compounded the desire of employees to continue with the “old way” to which they had grown accustomed.
3. **Corporate history and culture:** The organization’s past performance with change projects impacted the employees’ support of the current change project. Employees were desensitized to change initiatives, as many had been introduced and failed. The project was seen merely as the “flavor of the month,” and employees expected it go away like those in the past.
4. **Opposition to the new technologies, requirements and processes introduced by the change:** Many participants felt that some employees resisted the change because of opposition to the actual change itself. Employees were opposed to changes that increased the performance and process measurement of their work. The change was seen as adding unwanted work, responsibility and accountability.

Lastly, some employees opposed the new processes, systems or technologies because they felt the change would not solve the problems.

5. **Fear of job loss:** Employees perceived the business change as a threat to their own job security. Some employees felt that the change would eliminate the need for their job, while others were unsure of their own abilities and skills in the new environment.

2.3.6 Manager resistance

Brown (2016) maintained that the top-six reasons for manager resistance to change were:

1. **Loss of Power and Control:** The leading reason for manager resistance to change was a fear of losing power. Changes often eliminated something the manager had control of or introduced something that the manager would not have control over. Managers perceived the changes as infringements on their autonomy, and some participants indicated that the change was even perceived as a personal attack on the managers. Managers reacted to the change initiative as a "battle for turf."
2. **Overload of current tasks, pressures of daily activities and limited resources:** Managers felt that the change was an additional burden.

Limited resources compounded the problem. The change initiative seemed like extra work and resource strain at a time when the pressures of daily activities were already high. In many projects, managers were expected to continue all of their current duties in addition to the duties of implementing the change.

3. **Lack of skills and experience needed to manage the change effectively:** Managers were fearful of the new demands that would be placed on them by the business change. Several skill areas were identified as areas of concern. First, managers were uncomfortable with their role in managing the change. Some feared recrimination while others did not have the experience or tools to effectively manage their employees' resistance. Managers also were concerned about the demands and responsibilities placed on them by the new business processes, systems or technologies.
4. **Fear of job loss:** Managers felt that the business change would ultimately impact their own job security. Middle management is often the victim of large-scale business change. One participant reaffirmed this fear: "They were eliminated in the change, so no resistance was recorded."

5. **Disagreement with the new way:** Some managers disagreed specifically with the change. They did not feel that the solution was the best approach to fixing the problem. Managers who did not play a role or provide input in the design and planning phases tended to resist the solution. Some participants felt that the resistance was due to the solution not being the idea of the manager ("not invented here").
6. **Skepticism about the need for change:** Managers were not convinced of the need for change. They did not see the business issues driving the change, or they did not identify the same problems as the design team.

2.4 **Managing Resistance to Organizational Change**

The first step to managing resistance to change as put forward by Egan (2014) is to conduct a stakeholder analysis. A stakeholder “is anyone concerned with how an organization operates and who is going to be affected by an organizational change or programme of changes”. Not everyone in an organization will respond in the same way to change proposals. Different individuals and groups are likely to be affected in different ways and are therefore likely to react differently. Anticipating these reactions becomes possible when one identifies and understands the stakeholders concerned with a particular change.

He further identified six (6) techniques for managing resistance to organizational change as:

2.4.1 Education and Commitment

Managers should share their perceptions, knowledge and objectives, with those affected by change. This involves training, face to face counseling, group meetings and the publication of memos and reports. People may need to be informed about the nature of the problem necessitating change. Inadequate or lack of information may lead to misunderstanding creating resistance. This technique is effective if managers trust their employees and if in return, management appears credible to employees.

2.4.2 Participation and Involvement

Those who are likely to resist change should be involved in planning and implementing it. Collaboration can have the effect of reducing fears that individuals may have about the impacting changes on them and also makes use of individual's skills and knowledge. This technique is appropriate where members have the knowledge and ability to contribute effectively and are willing to do so.

2.4.3 Facilitation and Support

Employees may need to be given counseling and therapy to overcome fears

and anxieties about change. This involves developing individual awareness of the need for change as well as self-awareness of feelings towards change and how these can be altered.

2.4.4 Negotiation and Agreement

Another technique in managing resistance is to reach a mutually agreeable compromise, through “trading and exchange”. The nature of a particular change may have to be adjusted to meet the needs and interests of potential and powerful resisters. Management may have to negotiate, rather than impose change where there are individuals and groups who have enough power to resist effectively. This technique is appropriate if a precedent for future changes would not be created by frequent negotiations even though circumstances surrounding them may be different.

2.4.5 Manipulation and Cooptation

Manipulation and cooptation involves convert attempts to “sidestep” potential resistance. In this case, management puts forward proposals that appeal to the specific interests, sensitivities and emotions of the key groups or stakeholders involved. The information disseminated is selective, emphasizing the benefits to particular stakeholders and ignoring or playing down the disadvantages. Cooptation involves giving key resisters direct

access to the decision-making process by giving them well-paid, high-status management positions.

2.4.6 **Implicit and Explicit Coercion**

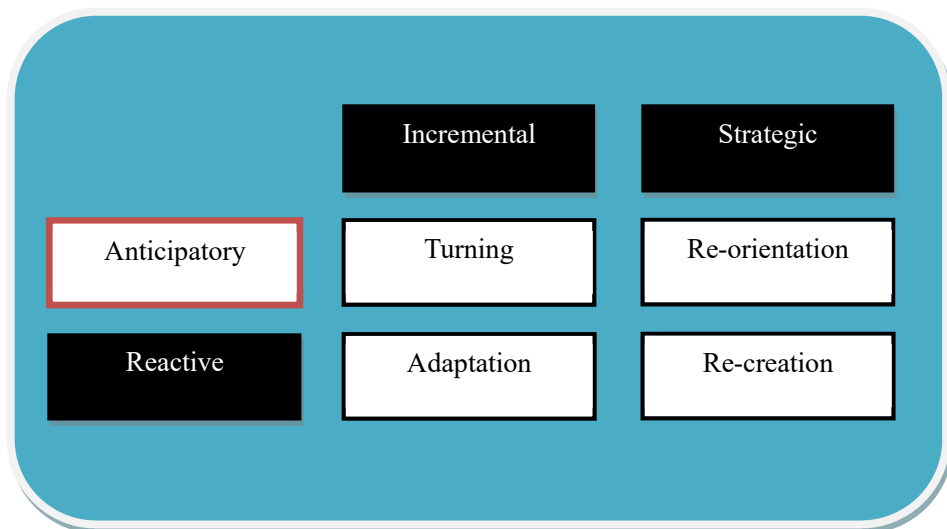
This is an aggressive technique where there is profound disagreement between those concerned with the change and where there is little chance of any one shifting their ground, it may be appropriate for management to abandon attempts to achieve consensus and resort to force and threat but not violence. Management might decide to offer to fire, transfer, or demote individuals or to block their career prospects.

2.5 **Model for Effective Organisational Change Management**

Change is of different types. Some changes are major, long term, expensive and risky, while others are more straightforward. A management consultant Nadler and a management Professor Tushman (1990) developed a model for the typology of organizational change using a matrix. On the vertical axis of their model is anticipatory and reactive change while, on the horizontal axis of the model is incremental and strategic change.

- *Anticipatory changes* are planned changes based on expected situations and intended to take advantage of opportunities.

- *Reactive changes* are those changes that are made by managers in response to situations as necessitated by environmental changes and threats.
- *Incremental changes* are the changes in which managers make gradual adjustments to keep their organisations on track.
- *Strategic changes*, changes the overall direction that a firm is following. It is a total overhaul of the system. These changes combined result in four types of organizational change. Nadler and Tushman listed the changes as increasing complexity, intensity, and risk.



Source: Nadler & Tushman (1990)

Turning: Turning is the most common and less risky type of change. It is a prevention-better-than-cure type of change. For example, engaging in preventive maintenance or adopting the Japanese kaizen (continuous

improvements). The key to effective turning, according to Kreitner (1998), is to actively anticipate and avoid problems, rather passively waiting for things to go wrong before doing something.

Adaptation: Just like turning, adaptation involves incremental changes. But this time, the changes are in reaction to external problems, events and problems. Typical example of adaptation is when competitors introduce a product into the market that is proving a success with customers, failure to adjust may result in a firm losing its market. The firm must follow suit or lose out.

Re-orientation: Re-orientation is anticipatory and strategic in nature and scope, in that the organisation is significantly redirected. In re-orientation, management is virtually rethinking every aspect of their business. Nadler and Tushman refer to re-orientation as frame bending, because the firm is just adjusting and is not completely breaking from its past.

Re-creation: As a result of competitive pressure, a firm's management may take the most intense and risky type of organizational change, which is re-creation. In it, the firm is making a total overhaul of all its activities, processes, technologies and probably its management style. Nadler and Tushman refer to re-orientation as frame breaking, because the firm is completely breaking away from its past. Usually, management will just look

at the way it conducts its business, and make an about-turn by reinventing itself from the lowest-level of the management to the top.

2.6 Organisational change and employees' Performance

Organisational change is inevitable because of the dynamic nature of the external environment and the changes that are occurring in the internal environment of organisations (Abba and Oji-Okoro; 2005). Top managers of most organisations in agreement with shareholders and other relevant stakeholders usually pursue change in various aspects of their organisations. These changes are aimed at improving performance or to defend successes that have been achieved in the market place and operations so far. Change management is important to help organisations accomplish their goals and objectives. These goals and objectives are usually stated according to Lomach and Mishra (2013) in the form of productivity, profitability, competitive position, employee development, employee relations, technological leadership, and public responsibility.

An organizational change that is properly conceived, supported by all relevant stakeholders, and effectively implemented can enhance an organisation's chances in better achievement of its goals and objectives. Changes in technology can lead to higher productivity, change in structure

and job designs can improve employees' motivation thereby improving productivity and reducing costs, and change in the culture can lead to improved achievement in the marketplace and a better image of the organisation.

Organizational change could also be necessary as a result of an acute crisis as opined by Sadler (2013). An acute crisis signalled by financial losses, a significant fall in market share and a rapidly falling share price requires strategic change to prevent the failure of such an organisation. Poor financial performance in many companies is the outcome of poor quality of product or service, lack of true employee commitment, uninspiring leadership and a traditional culture inhibiting creativity and innovation.

2.7 Empirical Studies

Ekechi and Umar (2020) examined the effect of change management on employee's performance in universities in Federal Capital Territory, Abuja-Nigeria. Three research questions were raised and answered, while one hypothesis was formulated and tested. The descriptive survey research design was adopted for the study and total population was 3627 employees in five universities in Federal Capital Territory, Abuja. Proportionate stratified random sampling technique was used to select 315 employees for

the study. Self-developed questionnaire was used to collect data from the study participants. The instrument was validated by research experts and subjected to test-retest reliability technique. Data collected were analysed using frequency count, percentage count, mean, and Multiple Regression Analysis. The hypothesis was tested at 0.05 level of significance. The findings showed that: there is low extent of technological and organizational leadership changes existence in Nigerian Universities, high extent of employee's performance in Nigerian universities, and change management indicators (technological change and organisational leadership change) raised are significant in determining employee's performance in Nigerian universities. The study concluded that there was acceptable employee's performance which can be determined by change management factors (technological changes and organizational leadership). It was therefore, recommended among others that: designing change management processes in the university, should be based on employees' functionalities (teaching, research and community services) and relationships in terms of their perception, norms, virtues and behaviours.

Similarly, Daniel (2019) conducted study on the effects of change management on the performance of firms in Nigeria. The research sought to determine the effects of organization enabler on growth and assess the nature

of the relationship between management change and organizational effectiveness. The sources of data for the study were primary and secondary. Change Management is also used to define the process of following the change in the automated system, logging best practices or system upgrades. Management of change connects to people's encounter and the organizational process. The secondary source of data generation, which comprises of the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials applicable to the work. The study concludes that change is inevitable and managers all over the world are adapting to changing market conditions and at the same time facing the need for creating a proactive rather than a reactive managerial system.

Also, Kimhi, Oliel, Okeke, Oboreh, Nebolisa, & Esione (2019) conducted a survey study on change management and organizational performance in manufacturing companies in Anambra state, Nigeria. Descriptive survey design was adopted, and primary data was employed. The population for the study was 286 employees working at the selected manufacturing companies in Anambra State. The entire population was used as the sample size for this study. The research instrument used for data collection was questionnaire. Content Validity was adopted, and the test-retest method was used to test

validity and reliability of the research instrument. The study found that technological changes have a positive significant effect on organizational performance in manufacturing companies. Change management strategies have a positive significant effect on organizational performance in manufacturing companies in Anambra state. Leadership changes have a positive significant influence on organizational performance in manufacturing companies in Anambra state. The study concluded that change management has a positive significant effect on organizational performance in manufacturing companies in Anambra state.

Likewise, Olajide (2014) empirically examined the effect of change management on organizational performance of Nigerian telecoms industries. Three research hypotheses were formulated. The study randomly selected a total of 300 staffs of Airtel from a staff population of 1000. Data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology has 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 has a significant effect on employee's performance.

Kute and Upadhyay (2014) conducted a study on the relationship between

technological changes and employee performance in commercial printing industry. The findings showed that technological changes affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry. Imran, Maqbool and Shafique (2014) conducted a study on the impact of technological advancement on employee performance in banking sector. The researchers administered 140 copies of questionnaire, out of which 100 were get completed and returned. Regression analysis is used to check the impact of technological advancement on employee performance. Findings showed that technological advancement has significant impact on motivation and training of employees. Moreover as the concerned for technological advancement and employee performance, there is significant relationship among them.

2.8 Theoretical Framework

The study was anchored on Social Exchange Theory, propounded by Geroge Homans in 1950. It is also known as action-reaction theory, while some scholars called it stimulus-response theory. It is a theory that determines the voluntary actions of individuals. Social exchange theory has been applied to almost every type of situation such as: organizational management,

consumer buying decisions, politics, and marriage (Redmond, 2015). Redmond buttressed that this theory focuses on the improvement of equity, distributive justice, equilibrium, social influence, conformity and cohesiveness.

The theory states that it is the actions or stimulus change initiated by leadership of an organisation that lead to the voluntary reactions and responses of employees. The thrust of this study was that change management actions, stimulus or practices initiated by university leadership, determines the voluntary reactions and responses of the employees towards job performance.

2.9 Summary of the Chapter

This chapter deals with reviewed of the literatures pertinent to the study. The related literature was reviewed. Change management is a systematic process of dealing with perspective change of an individual and organisations. It is a systematic and organised application or approach that determines employees' organizational changes from a particular state to desired future state. Change management factors are organizational structure, leadership, culture and technology. The roles of managers during change in an organisation are: communicator, advocate, coach, liaison and resistance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the chapter will deal with methods and procedures used in collecting relevant data and gathering of information. These are important aspect of research work in order to ensure a reliable, valid and authentic research work. Also, in this chapter, all necessary information will be explained in the process of collecting data and it's analysis during this project.

3.2 Research Design

Survey research method will be used in collecting data for the study. This method is being chosen because it is very effective in seeking views of Polaris Bank Kaduna staff.

3.3 Area of the Study

The research was carried out at the No 17 Polaris Bank, Ahmadu Bello way, Kaduna North Local Government Area, Kaduna, state of Nigerian.

3.4 Population of Study

Research population is the total number of people, element or target audience that one wants to draw conclusion about. The population of the staff in Polaris Bank is seventy (70), which consist of both female and male.

The figure is given by one of the personnel managers of the bank.

3.5 Sample Size and Sampling Technique

The sample size is 59. The Kerjcie and Morgan (1970) Sample size determination table was used to determine the sample of this study.

Sample size formula for arriving at a finite population is;

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

Where;

S = required sample size

X = z value (e.g. 1.96 for 95% confidence level)

N = population size

P = population proportion (expressed in decimal) (assumed to be 0.5) 50%

d = degree of accuracy (5%) expressed as a portion (0.5); it is margin of error.

Simple random sampling will be used. This is because it give respondents equal opportunity of being selected

3.6 Instrument for data collection

The primary data collection instrument to be use is a well-designed but structured questionnaire. The scale of strongly agree, agree, undecided,

disagree and strongly disagree options were drawn to elicit responses to address the research questionnaires.

The 5 points likert's rating scale is shown thus;

	SA	A	UD	D	SD
Grade point	5	4	3	2	1
Range	4.5-5.0	3.5-4.4	2.5-3.4	1.5-2.4	0.5-1.4

Key:

SA. = Strongly agree = 5

A. = Agree. = 4

UD. = undecided. = 3

D = disagree. = 2

SD = strongly disagree = 1

3.7 Validity and Reliability of the Instrument

Two copies of the questionnaire accompanied by letter containing the purpose of the research will be given to two lecturers of the Department of Business Administration. The suggestions of the experts will be equally used in improving the questionnaires. Reliability has to do with consistency obtained from the result of the application of the instruments. An instrument is reliable if it consistently gives the same or similar result. A pilot test shall be conducted on few respondents from an organisation to pretest the efficacy of the questionnaire; this is in conformity with the views of Nwana (2012).

Reliability will be therefore obtained by giving some of the questionnaires to about twenty selected staff of the company to see if the questionnaire is consistent in measuring what it ought to measure. Besides, the difficulties likely to be experienced by those that would be used in the pilot study shall be noted and corrected accordingly.

3.8 Method of Data Collection

The researcher will personally administer the questionnaire to the respondents of the organization and collected it back for analysis.

3.9 Method of Data Presentation and Analysis

Data collected from the respondents will be presented in tables and analyzed accordingly with the aid of arithmetic mean and simple percentage. The choice of these statistical tools is because they provide accurate and absolute measure of data, and make the data very easy to be interpreted. The techniques are also very convenient and more appropriate to enable the readers to comprehend the findings of the study.

Mean score: this shall be adopted in analysing each variables in the questionnaire.

Simple percentage: this will be used in the analysis of each of the questions rating to respondents demographic variables.

The mean score has the formula given by the equation below:

$$\text{Mean (x)} = \frac{\sum fx}{\sum f}$$

Where:

\sum = summation

F = frequency

X = variables

Each value of the acronyms on the 5-point scale was multiplied by the corresponding frequency of the variable. The frequency (f) column was multiplied by (x) to get (fx). The mean score of each of the variable was obtained by dividing the sum total of (fx) by the sum of (f).

$$= 5+4+3+2+1 / 5$$

$$= 15/5$$

$$= 3.0$$

Therefore, the mean scores of 3.0 and above will be regarded as agreed responses, while points below a mean average of 3.0 will be treated as disagreed responses.

CHAPTER FOUR

DATA PRESENTATION AND DATA ANALYSIS

4.1 Introduction

This chapter deals with the presentation and analysis of data collected through questionnaires administered to respondents of Polaris Bank Plc, Kaduna. The questionnaire distributed to staff of Polaris Bank Plc, Kaduna was designed to address and answer certain issues raised in the research.

A total number of thirty questionnaires were distributed to the staff of the Polaris Bank Plc, Kaduna and all were filled and returned.

4.2 Characteristics of Respondents

The data collected were analyzed through the use of tabular methods and percentages. The responses collected are tabulated and analyzed as follows:

Table 1: Age Distribution of the Respondents

Variable	Responses	Percentage (%)
15 – 25	3	10
26 - 35	17	56.67
36 and above	10	33.33%
TOTAL	30	100%

The table above shows the age distribution of the respondents. The table show that the majority of the respondents are within the age bracket of 26 to 25 years, which represent 56.67%.

Table 3: Sex of the Respondents

Variable	Responses	Percentage (%)
Male	20	66.67%
Female	10	33.33%
TOTAL	30	100%

The table above shows the sex of the respondents. 20 respondents representing 66.67 are male. This means that the majority of the respondents are male.

Table 3: Marital Status

Variable	Responses	Percentage (%)
Single	12	40%
Married	18	60%
Divorced	-	-
TOTAL	30	100%

The table above shows that 18 respondents that is 60% are married while only 40% of the respondents are single. This indicates that majority of the respondents are married.

Table 4: Position of the Respondents.

Variable	Respondents	Percentages %
Senior Staff	8	26.67%
Junior Staff	22	73.33%
Total	30	100%

The table 4 shows that 12 respondents representing 40% are senior staff

while 18 respondents representing 60% are junior staff.

4.3 Data Presentation and Analysis

In order to properly present and analysis, collected for the study. The researcher used Likert five point scales in arriving at the mean score. Based on decision rule, all means scores of 3.0 and above are agreed or accepted, while those mean score below 3.0 were disagreed or rejected.

ILLUSTRATION

On presentation of data and analysis in table using mean score.

Table 4: Various issues and challenges arising as a result of change in an organization.

- Where SA - Strongly Agree
 A - Agree
 UD - Undecided
 D - Disagreed
 SD - Strongly Disagreed

VARIABLES	SA	A	UN	D	SD	Total	Mean score	Remark
New rules, strategies, tactics within the same industry forced organisation to change the way they do business.	12	18	0	0	0		4.4	Agreed
	X	X	X	X	X			
	5	4	3	2	1			
	60	72	0	0	0	$\frac{132}{30}$		

Therefore: $\frac{\sum fx}{\sum f} = \frac{132}{30} = \underline{4.4}$ The mean score

Research Question 1: Various issues and challenges arising as a result of change in an organization.

Table 4.3.1

S/NO	VARIABLES	SA	A	UN	D	SD	Total	Mean score	Remark
1.	New rules, strategies, tactics within the same industry force organisations to change the way they do business.	60	72	0	0	0	132	4.4	Agreed
2.	Organizations try to meet the challenges as a results of competitors influence through their price structures and product lines.	50	48	9	6	2	115	3.8	Agreed
3.	Change can significantly disrupt expectations about important issues or events in an organization.	45	72	0	6	0	123	4.1	Agreed
4.	Employees and managers may not want to embrace changes in an organization.	60	56	3	4	1	123	4.1	Agreed
5.	There is possibility means of retrenching of some workers as a result of change.	45	52	12	8	0	117	3.9	Agreed

N-30

cut-off point = 3.0

Table 4.3 above indicated that; New rules, strategies, tactics within the same industry force organisations to change the way they do business. It also shows that Organizations try to meet the challenges as a result of competitors influence through their price structures and product lines. The table indicated that change can significantly disrupt expectations about important issues or events in an organization. In the same vein the table also shows that Employees and managers may not want to embrace changes in an organization. Lastly on the table is that it indicated that there is possibility

means of retrenching of some workers as a result of change.

Research Question 2: The impact of organizational change on worker’s performance in an organization.

Table 4.3.1

S/N	VARIABLES	SA	A	UN	D	SD	Total	Mean score	Remark
1.	Effective change management helps workers to fill the gaps between their goals and current results.	75	40	6	6	0	127	4.2	Agreed
2.	Change in structure and job designs can improve employees’ motivation thereby improving productivity and reducing costs.	75	40	15	0	0	130	4.3	Agreed
3.	It increases the technical capability of workers as they may be opportune to attend training to meet the current change in the organization.	60	64	0	4	0	128	4.3	Agreed
4.	Workers make best use of individual’s skills and knowledge when involved in planning and implementing changes in the organization.	60	64	0	4	0	128	4.3	Agreed
5.	Developing workers awareness of the need for change as well as self-awareness of feelings towards change and how these can be altered.	90	48	0	0	0	138	4.6	Agreed

N-30

cut-off point = 3.0

Table 4.3.2 above indicated that effective change management helps workers to fill the gaps between their goals and current results. Change in structure and job designs can improve employees’ motivation thereby improving productivity and reducing costs as shown in the table. The analysis in table 4.3.2 also shows that change increases the technical capability of workers as they may be opportune to attend training to meet the

current change in the organization. The table also indicate that Workers make best use of individual’s skills and knowledge when involved in planning and implementing changes in the organization.

Research Question 3: Causes of resistance to change by employees and managers in an organization.

Table 4.3.3

S/N	VARIABLES	SA	A	UN	D	SD	Total	Mean score	Remark
1.	Managers are afraid of loss of power and control and workers are afraid of loss of job.	75	40	15	0	0	130	4.3	Agreed
2.	Managers feel that the change is an additional burden,	60	64	0	4	0	128	4.3	Agreed
3	Limited resources compounded the problem.	60	64	0	4	0	128	4.3	Agreed
4	Employees’ lack understanding around the vision and need for change.	90	48	0	0	0	138	4.6	Agreed
5.	Uncertainty and fear of the new system compound the desire of employees to continue with the “old way” to which they had grown accustomed.	75	40	6	6	0	127	4.2	Agreed
6.	Managers are fearful of the new demands that would be placed on them by the business change.	75	40	15	0	0	130	4.3	Agreed
7.	Managers are not convinced of the need for change.	75	40	15	0	0	130	4.3	Agreed

N-30

cut-off point = 3.0

The analysis of table 4.3.3 shows that Managers are afraid of loss of power and control and workers are afraid of loss of job. In the same vein it was shown that managers feel that the change is an additional burden. The table

also indicated that limited resources compounded the problem, employees' lack understanding around the vision and need for change while uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had grown accustomed. The table also shows that managers are fearful of the new demands that would be placed on them by the business change and they are not convinced of the need for change.

4.4 Discussion of Findings

Research Question 1: Various issues and challenges arising as a result of change in an organization.

The analysis on table 4.3.1 indicates various issues and challenges arising as a result of change in an organization. New rules, strategies, tactics within the same industry force organisations to change the way they do business. Organizations try to meet the challenges as a result of competitors influence through their price structures and product lines. Change can significantly disrupt expectations about important issues or events in an organization. Employees and managers may not want to embrace changes in an organization. There is possibility means of retrenching of some workers as a result of change.

Research Question 2: The impact of organizational change on worker's performance in an organization.

The analysis in table 4.3.2 shows the impact of organization change. Effective change management helps workers to fill the gaps between their goals and current results. Change in structure and job designs can improve employees' motivation thereby improving productivity and reducing costs as shown in the table. It was also shows that change increases the technical capability of workers as they may be opportune to attend training to meet the current change in the organization. Lastly, workers make best use of individual's skills and knowledge when involved in planning and implementing changes in the organization.

Research Question 3: Causes of resistance to change by employees and managers in an organization.

Table 4.3.3 shows the analysis of the causes of resistance to change by employees and managers. Managers are afraid of loss of power and control and workers are afraid of loss of job. In the same vein it was shown that managers feel that the change is an additional burden. Limited resources compounded the problem, employees' lack understanding around the vision and need for change while uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had

grown accustomed. Managers are fearful of the new demands that would be placed on them by the business change and they are not convinced of the need for change.

4.5 Summary of Findings

The following are the findings of the study:

1. New rules, strategies, tactics within the same industry force organisations to change the way they do business.
2. Organizations try to meet the challenges as a result of competitors influence through their price structures and product lines.
3. Change can significantly disrupt expectations about important issues or events in an organization.
4. Employees and managers may no want to embrace changes in an organization.
5. There is possibility means of retrenching of some workers as a result of change.
6. Effective change management helps workers to fill the gaps between their goals and current results.
7. Change in structure and job designs can improve employees' motivation thereby improving productivity and reducing costs

8. Change increases the technical capability of workers as they may be opportune to attend training to meet the current change in the organization.
9. Workers make best use of individual's skills and knowledge when involved in planning and implementing changes in the organization.
10. Managers are afraid of loss of power and control and workers are afraid of loss of job.
11. Managers feel that the change is an additional burden.
12. Limited resources compounded the problem
13. Employees' lack understanding around the vision and need for change
14. Uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had grown accustomed.
15. Managers are fearful of the new demands that would be placed on them by the business change and;
16. Managers are not convinced of the need for change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study is on the impact of Change Management on Worker's Performance in Polaris Bank Plc, Kaduna. Change may seem ever-present, it is an unnatural provision in which most organizations deal. Normally, change produces a crisis when it significantly disrupts expectations about important issues or events. As such, the upheaval of change becomes inevitable to the extent that its magnitude has a far-reaching impact on organisation, its internal employees and pertinent stakeholders.

Both scholars and practitioners would agree that employee resistance to change is a primary obstacle for effective organizational change processes and programs, whether incremental or discontinuous change. In particular, resistance manifested through employee dysfunctional attitudes and behaviours that can be devastating to effective organizational change. Failure to anticipate, plan and focus on change leads organizations to low productivity.

In view of this, it could be seen that; change is inevitable to every organisation, whenever change occurs there are a lot challenges that follow

suit its expected benefits, and ineffective change management will live the organisation into confusion.

The findings of the study reveals new rules, strategies, tactics within the same industry force organisations to change the way they do business. It was revealed that organizations try to meet the challenges as a result of competitors influence through their price structures and product lines.

Managers are fearful of the new demands that would be placed on them by the business change and Uncertainty and fear of the new system compound the desire of employees to continue with the “old way” to which they had grown accustomed

5.2 **Conclusion**

Based on the finding it can be concluded that new rules, strategies, tactics within the same industry force organisations to change the way they do business. Organizational change helps Organizations to meet the challenges as a result of competitors influence through their price structures and product lines.

Furthermore, change in structure and job designs can improve employees' motivation thereby improving productivity and reducing costs.

Organizational Change increases the technical capability of workers as they may be opportune to attend training to meet the current change in the organization. Workers make best use of individual's skills and knowledge when involved in planning and implementing changes in the organization.

However, managers are afraid of loss of power and control and workers are afraid of loss of job. Employees' lack understanding around the vision and need for change. Uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had grown accustomed.

5.3 Recommendations

Based on the findings of this research work, the following recommendations are made:

1. The new roles should be concisely explained to the respective employees prior to implementing change. This is to stifle out any doubts, fears or resistance.
2. Goals and objectives should be frequently redefined and relayed to all employees. This should aid clearing up any misunderstanding and possible resistance to change.

3. Employees should be given the freedom to evolve and try innovative ways of doing their jobs without the fear of being penalized for mistakes.
4. Employees should be encouraged to speak up if they feel that change is causing a conflict.
5. Extra incentives should be made available for employees to further encourage and reward compliance.

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APPENDIX I

Impact of Change Management on Employees' Performance in Polaris Bank Plc, Kaduna, Kaduna

Dear Sir,/Ma,

The researcher is a student of Business Administration and Management of Kaduna Polytechnic, assigned to carry out a research on Impact of Change Management on Workers' Performance in Polaris Bank Plc, Kaduna.

This is in partial fulfillment of the part of the requirement for the award of Higher National Diploma in Business Administration and Management. Any information given will be used solely for the research.

It will be appreciate if you will willingly and timely respond to the questions.

Thanks.

Yours faithfully,

Elizabeth K. Bako
Researcher

APPENDIX II
QUESTIONNAIRE

SECTION A

Personal Data (Characteristics of Respondents) kindly tick (v) as appropriate in the boxes provided below to show your option.

1. Education background

- a. Primary
- b. Secondary
- c. Tertiary

2. Sex

- a. Male
- b. Female

3. Years of experience

- a. 1 – 5 years
- b. 6 – 10 years
- c. 11 – 15 years
- d. 16 years and above

4. Position in the company

- a. Senior staff
- b. Junior staff

QUESTIONNAIRE

Research Question 1: Various issues and challenges arising as a result of change in an organization.

S/NO	VARIABLES	SA	A	UN	D	SD
1.	New rules, strategies, tactics within the same industry forced organisation to change the way they do business.					
2.	Organizations tries to meet the challenges as a results of competitors influence through their price structures and product lines.					
3.	Change can significantly disrupt expectations about important issues or events in an organization.					
4.	Employees and managers may no want to embrace changes in an organization.					
5.	There is possibility means of retrenching of some workers as a results of change.					

Research Question 2: The impact of organizational change on worker's performance in an organization.

S/NO	VARIABLES	SA	A	UN	D	SD
1.	.Effective change management helps workers to fill the gaps between their goals and current results.					
2.	Change in structure and job designs can improve employees' motivation thereby improving productivity and reducing costs.					
3.	It increases the technical capability of workers as they may be opportune to attend training to meet the current change in the organization.					
4.	Workers make best use of individual's skills and knowledge as they were involved in planning and implementing changes in the organization.					
5.	Developing workers awareness of the need for change as well as self-awareness of feelings towards change and how these can be altered.					

Research Question 3: Causes of resistance to change by employees and managers in an organization.

S/NO	VARIABLES	SA	A	UN	D	SD
1.	Managers are afraid of loss of power and control and workers are afraid of loss of job.					
2.	Managers feel that the change was an additional burden.					
3	Limited resources compounded the problem.					
4	Employees' lack of understanding around the vision and need for change.					
5.	Uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had grown accustomed.					
6.	Managers are fearful of the new demands that would be placed on them by the business change. Several skill areas were identified as areas of concern.					
7.	Managers are not convinced of the need for change.					