



Assessing the impact of change management on employee performance: Evidence from Nile University of Nigeria



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ABSTRACT

This article assessed the impact of change management on employee performance with evidence from Nile University of Nigeria. This study made use of a descriptive survey research design. Burke Litwin model of organizational change was adopted for this study because the model explains the linkages between variables and individual and organizational performance. The population consists of 1,400 staff (Academic and Non-Academic) staff of Nile University of Nigeria Abuja. Stratified random sampling techniques were employed to select the sample size of 311 from the population. Regression analysis was used to analyze the data that was collected using a five-point likert scale structured questionnaire. The results showed that Change in organizational structure has a significance on the quality of employee service delivery in Nile University of Nigeria, there is a relationship between technological change and quality of employee service delivery in Nile University of Nigeria even though the relationship was not very strong. Leadership change significantly influences the quality of employee service delivery in Nile University of Nigeria. Human resource is an important internal strength of every organization and a source of competitive advantage, the study, therefore, recommended amongst others that organizations should communicate details of the change to the employees to minimize resistance.

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Introduction

Employee performance is key to the overall achievement of organizational goals and objectives, the output of staff in an organization determines the performance of that organization which can either be positive or negative. As a result of the inevitable nature of change, organizations have advocated for changes that affected employee performance positively. So, Management must ensure that factors that affect employee performance are carefully considered while advocating for change.

Change involves the transformation or transition of something to a different state/condition, it is the act of becoming different or the result of being modified, when something is made different in a planned and unplanned way (Schnackenberg et al., 2019). Change refers to something new, the opposite of remaining in the same place or doing the same thing. According to Wanza & Nkururu (2016), response to organizational change is carried out by stakeholders including customers and people working in the organization. These responses may be positive or negative, in form of acceptance or resistance respectively, depending on the available facts and how the people perceive the effect of change as negative outlook can result in resistance.

In recent times, a wide range of industries in both developed and developing countries have experienced revolution which has called for restructuring of organizations at the functional, business, corporate levels towards achieving and sustaining regional and global competitive advantage. At this point, a change is required because moving from familiar territory to a new one requires a decision for a change. When a change is introduced, then change Management comes to play to sustain and improve employee performance.

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As Manei et al. (2018) pointed out that Change is identified as the behavioral shift of “the organization as a whole, from one being to another”. In other word, management of change has been recognized as “the method of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of staff and students. Chang is inevitable and it is also a key catalyst for growth and staying competitive, even though it could be hard, to ensures efficiency and survivability of the organization it must be embraced.

The need for change can arise because of restructuring, partnership, new leadership, mergers, acquisitions among other things. The change may be carefully planned or could take the organization by surprise due to a shift in the environment. Majority of people do not like change (Du Plessis & Mabunda, 2016), only a lower percentage of people will be willing to change from the status quo and try something new, the higher percentage will see it in bad light and resist the change. Ultimately, the future survival of any organization cannot be guaranteed except such organization is able to manage change or adapt and modify in response to the changes in their internal and external environment (Wachira & Anyieni 2015). Most employees prefer the comfort of their routine which makes even the best of business owners meet a resistance whenever they attempt a change process. According to Kute and Upadhyay (2014); Al-Jaradat et al., (2013) positive relationship exists between change management factors and employee performance. Dauda and Akingbade (2011) posits that there is no significant relationship between technological changes and employee performance. While organizational change is a constant experience, knowledge, and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress (Samuel, 2013).

A study was found on impact of change management in Kenya, another was found working on university libraries in Jordan, but the researcher did not find any in the northern part of the country. this study sought to investigate how change management impacts the performance of employees in a university using leadership, structure, and technology, as a measure of change management and quality of employee service delivery as a measure of employee performance. It is on this premise therefore that the study sought to Assess the impact of change management on employee performance in Nile University of Nigeria, the north central geopolitical zone of Nigeria.

The general objective of this study is to assess the impact of change management on employee performance in Nile University of Nigeria.

However, the study has the following specific objectives.

- i. To identify the effect of organizational structure on quality of employee service delivery in Nile University of Nigeria
- ii. To determine the influence of technological change on quality of employee service delivery in Nile University of Nigeria.
- iii. To assess the impact of leadership change on quality of employee service delivery in Nile University of Nigeria.

The study seeks to answer the following questions:

- i. To what extent does Change in Organizational structure affect Quality of Employee Service Delivery in Nile University of Nigeria?
- ii. Is there any relationship between technological change and Quality of Employee Service Delivery in Nile University of Nigeria?
- iii. How does leadership change influence Quality of Employee Service Delivery in Nile University of Nigeria?

Literature Review

Theoretical and Conceptual Background

Concept of Change Management

Change is inevitable as it affects our daily activities, however, how individuals manage change can be positive or negative. The intensive competition, the influx of various players into the education field are some of the factors that force organizations to constantly think of better ways of doing things as they operate in an environment that is constantly changing, this marvel also pushes organization to continuously search for new sources of competitive advantage. In recent times, the COVID-19 pandemic has forced the education sector to seek for ways to ensure that education is not halted, and their students do not lose track of schooling because of lockdowns. The technology world: Zoom, Microsoft teams, and some other new ones will bring advances beyond our imagination, which will inevitably impact the way we manage in different organizations and sectors. These changes keep reexploring the way organizations run their business. As open systems, organization are faced with many challenges, risks and uncertainties that require a mythical conversion. Nwinyopugi (2018) defines change management as “the continuous process of aligning an organization with its marketplace and doing it more responsively and effectively than competitors”. Change management is branded by successful management of a business variation such that the managers, administrators, supervisors, and employers work effectively to implement and actualize the required method, using the necessary technology or organizational laid down process (Ilesanmi & Lasisi, 2015).

Wanza and Nkururu (2016) emphasizes that change is a persistent element of an organization’s life, at the functioning and planning or strategic level, because of its significance. Consequently, for a firm to succeed and remain viable in the constantly changing

environment, that firm must be able to successfully manage changes internally and externally. Though it appears there is no unanimity regarding the structure for organizational change management, but existing literature points to harmony among scholars and practitioners on two important issues. One, there is concurrence that change is being prompted by internal/or external factors, secondly, change occurs in many shapes, forms, and sizes. Change is a constant thing in the lifespan of an individual and the organization as a whole

Effect of Change in Organizational Structure on Quality of Employee Service Delivery

Kovats, (2018) posit that the organizational structure of higher education institutions is measured by proficiency realized by academic and administrative units depending on the responsibilities and scopes of influence within. Remarkable examples are based on organizational structures as the emergence of new organization units and cadres or the growing importance of programs and projects.

Also, when change occurs in an organization, it may be planned or may be obligatory upon an organization because of a modification in the environment and business, it could occur in different forms like change in products or regulatory compliance, organizational restructuring, merger, acquisition, joint venture, new leadership, and technology implementation.

Effect of Technological Change on Quality of Employee Service Delivery

Chae et al., (2014) attempted to answer the question: After the decade of rapid and persistent changes in IT, does the relationship between IT capability and business performance still hold true in wide adoption of Web technologies and enterprise applications? they endeavored to argue for or against the significance of a link between IT capability and business performance and the indication is that the opinion no longer holds true.

To buttress the value of this study's contribution to research and the body of knowledge, several investigations and analyses were carried out to understand the cause and significance of the conflicting outcome. Some evidence and backing were discovered, they also presented numerous questions that are worthy of future research.

Machuki and Aosa (2011) considered the boundary effect in the connection between technology change and worker execution utilizing an econometric method that empowers advance valuation deduction techniques. Their discoveries showed that technological change and actual setting can altogether influence the degree of work execution.

Effect of Leadership Change on Quality of Employee Service Delivery

Hurduzeu (2015) infers in his study that effective leadership involves motivation, management, remuneration, analytical skills, and emphasized that the presence of all these ensure efficiency in employee service delivery. Human resources are the most important factor of production and organizational goals and objectives may not be attained without them.

Leaders as key decision-makers determine the quality of staff to retain, develop and deploy to ensure the attainment of employee satisfaction which in turn results in effective service delivery.

Employee Performance

This can be described as the level of accomplishment and achievement of the task of the employee, it reflects the way to achieve it, or how the individuals perform the job required, and often there is a confusing and overlapping between performance and effort, effort refers to the used energy put into getting a thing done, while performance is measured based on the results attained by the individual.

According to Gupta and Sharma (2016), performance in English is called job performance or actual performance or level of performance, which is the level of success of employees in completing their work. Performance is the work achieved by employees in an organization or indicator of ability in the form of real work in carrying out tasks and responsibilities, it is not an individual attribute but that may arise in the day to day running of the business.

There are various factors that have significant effects on employee performance represented by quality-of-service delivery, ranging from change in leadership, organizational structure to change in technology adopted. These factors can be presented as a conceptual framework in figure 1 below.

Change Management

Employee Performance

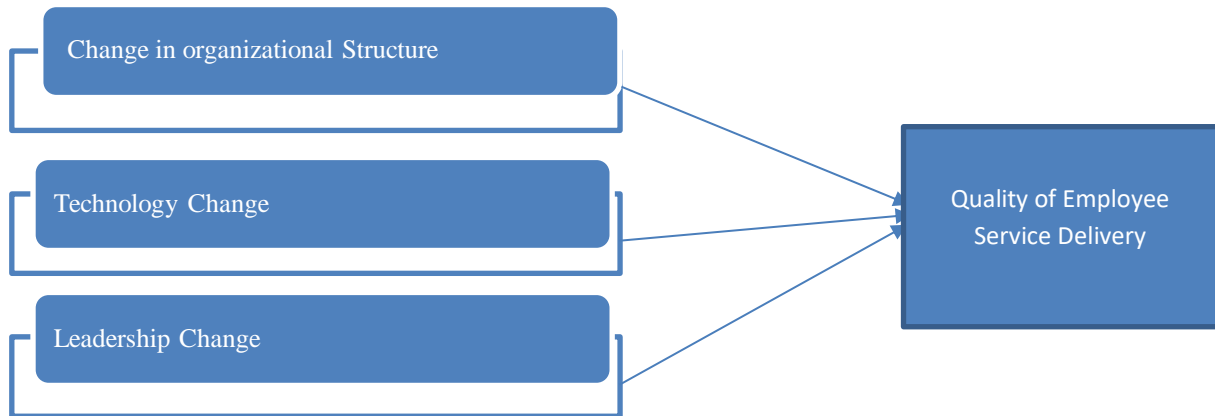


Figure 1: Conceptual Framework

Theoretical framework

Burke- Litwin Model of Organizational Change

The Burke-Litwin model of organizational change is otherwise referred to as the Causal Model of Organizational Change and Performance that recommends the linkages how performance was expected to be influenced by external and internal factors (Bulling, 2019). Burke and Litwin proposed the theoretical model in 1989 and it present a useful framework for assessing dimensions of the environment and organization that are important to an effective change. It further demonstrates how the aspects or features are casually linked to realize a variation in performance. The Burke Litwin model illustrates how various measurements interact with one another to produce a change. It also presents how external factors influence the various components in the organization. The theory is crucial as it provides the framework for planned as well as organizational diagnosis, management of organizational change that obviously indicates a logical cause and effect relationship (Burke& Noumair, 2015). The Burke- Litwin model ideally presents how the combined framework consisting of external environment, strategy and mission, culture in the organization, organizational structure, practices by management, systems, climate in the work units, jobs, and skills of individuals, needs of individuals and values as well as motivation are likely to influence both individual and organizational performance. However, the model showed some constraint as regards the capacity to manage change strategies for an effective performance of a given organization. The critics of this model are of the view that oversimplification of different factors of change results into producing sub factors which makes it a more complex model. Figure 2. is a diagrammatical depiction of Burke Litwin model showing the main elements at the top and cascading downward.

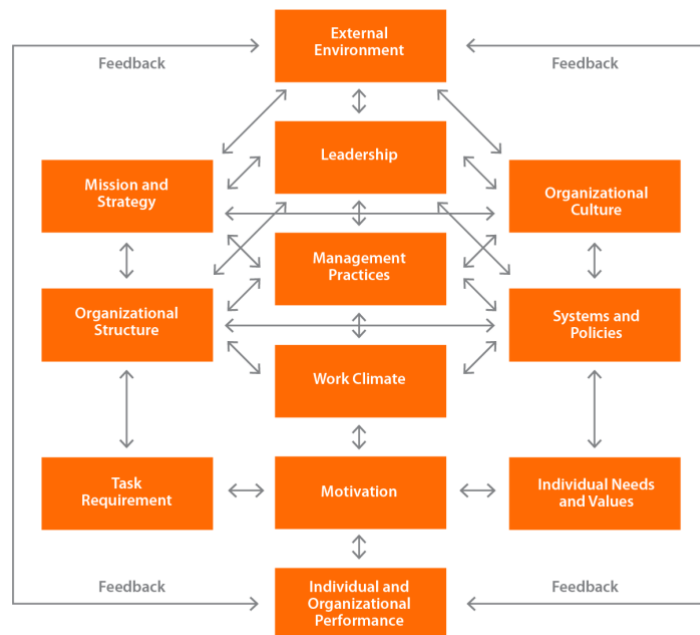


Figure 2: Burke litwin model of organizational change

This model only focuses on what drives change and fail to explain how to implement change. It puts external environment factors on the top which drives change which is not always the case. There are internal factor as powerful factors which lead to organizational change.

Empirical Review

Exact writing survey manages the consideration of past distributed investigations from optional sources including books, periodicals and journal that examine aftereffects of significant experimental proof. The survey serves examine existing information about the topic and demonstrate the gap which the investigation is set to fill.

Recently finished up examinations have created blended outcomes with regards to impact of change management on performance in various sectors. Zamanam (2021) studied the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. The study used technological change, cultural change, structural change, and human change as variables for change management, it was discovered that there is a significant impact of technological change, structural change, and human change on the employees' performance in Kuwaiti educational institutions. Results showed that the structural creation of the institution and its management, departments, directorates, and units, evolving from the change in terms of workers' ideas, attitudes, habits in Kuwaiti educational institution. Also, statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture which could be a development in the functional relationships and as well as, values, motivations, and ambitions played a great role.

Thomas (2014) considered Change management and its effects on organizational performance of Nigerian telecoms industries. The study covered telecommunication industry in Nigeria and depended on 300 staff of Airtel, Nigeria selected randomly. Questionnaire was used to collect data and descriptive statistics was used to analyze data with the help of scientific package for social sciences. It was discovered that change in management through leadership and change in technology have a significant effect on change management. It was recommended that management should be proactive in a competitive environment to ensure smooth implementation of change. The investigation provides observational holes on the need to cover more change management factors like communication.

Omari et al., (2013) set out an examination because of key change management rehearses on performance. The examination focused on the activities of soda ventures in western Kenya. The aftereffect of the investigation demonstrated that explicitly leader responsibility is a vital drive to effective change presentation and execution and eventually on performance. The study presents organizational holes on the need to stretch out the examination to cover more change in the executive's factor.

Wanza and Nkuraru (2016) investigated the Influence of change management on employee performance using a case of university of Eldoret, Kenya, the research considered a sample size of 121 employees using simple random sampling technique to select from a population of 403. Structured questionnaires and interview schedules were used to collect Primary data. Change management was proxied by technology, structure leadership, and culture. Technology has a positive effect on employee performance, at the time, Technology in form of computers were the most available form of technology worldwide it has resulted in increased efficiency of work as it is with most Universities, laptops are used by the employees and students for their for purposes of day-to-day activities/learning process, that is during meetings, class presentations, research purposes and, lecturing, among others and it enhanced quality service delivery to university staff and students. It is widely applied mostly in institutions, organizations, and many others as they will be connecting their self with the ICT world. It was discovered in this study that employee performance was positively impacted by structural change, organizational leadership, technological change, and strong organizational culture.

Dauda & Akingbade (2011), Technological change and employee performance in selected manufacturing industry in Lagos state of Nigeria. It was discovered that Investors, workers, management purchase new machines and equipment to increase their efficiency and to make more profit, reduce turnover time and competitiveness. Questionnaire was used to collect data from 1,256 respondents from the industry and inferential statistical methods of regression and ANOVA was used to analyze the response to assess the interrelationship between technological change, organizational performance and employee performance in the Nigerian manufacturing industry is highlighted. Findings from the study reveal that technology change in the recent years have improved the performance and productivity of Nigerian Manufacturing Industry. Employee's performances have also improved because of a change from an old technology to a new technology, even though workers have not improved sufficiently to cope with emerging technology. Management have also not substantially benefited from investment in technology as technological change has also not significantly improved the performance and working condition of some workers. This study was done in the manufacturing industry in south west Nigeria which is not the case in the education sector in the Federal Capital Territory.

Daniel (2019) contemplated the Effects of Change Management on the Performance of Firms in Nigeria, the researcher relied mainly on secondary data; textbooks, published and unpublished works, content analysis approach was used to analyze the data collected. The study concluded that managers all over the world are adapting to changing market conditions as change is inevitable and at the same time fronting the need for creating a proactive managerial system rather than a reactive one. Change management teaches managers how to be ahead of rival, thereby not underestimating a changing trend to ensures that the firm is a going concern. A failed strategic initiative has an impact far beyond just the finances and successful organizational change management requires a dedication to transmute from where an organization is to where it wants to be. Since Change is inevitable, the attitude to change determines the

outcome, some firms opt for a change to take advantage of new growth and prospects, while other are forced to change to ensure survival.

Al Jaradat et al., (2013) studied on Impact of change management on the performance of employees in university libraries in Jordan, 220 questionnaires were administered using random sampling technique and SPSS were used to analyze data. The study found that change in organizational structure of the university is not flexible. However, it submitted that a positive relationship exists between change in organizational structure, technological change, and individual change with employee performance. It recommended that to ensure a successful change process, there must be a balance between structure, technology, and the human resources.

Ndahiro et al., (2015) investigated the impact of Effect of change management on the performance of government institutions in Rwanda utilizing a review research plan and the objective populace of workers in Rwanda Revenue Authority (RRA). Information was gathered using surveys and meetings. Following the information gathered, investigation presumed that all prosperity made in RRA in the previous four years have been very much arranged and actualized. A large portion of representatives in the establishment have commonly accepted the progressions made in the association. The investigation was led outside the geological limit of Nigeria and zeroed in on government foundations and ignored the private area, which is more powerless to a wide range of changes, yet the current examination attempts the private area, particularly private university.

Literature gap

Having evaluated past insightful articles and different examinations, the researcher has noticed that a research was done to determine the influence of change management on employee performance in Nairobi, Kenya, another researcher studied the impact of change management on the performance of employees in university libraries in Jordan. Samuel (2013) considered the effect of change management in an organization using National University or Rwanda as a case study, Kovat (2018) also studied on change in organizational structure in higher education in Hungary. The researcher could not find a research work done on the impact of change management as it affects employee performance in a private university in Nigeria.

Research Hypotheses

The hypotheses being assessed in this research are:

- i. HO1: Change in organizational structure has no significance on quality of employee service delivery in Nile University of Nigeria
- ii. HO2: There is no relationship between technological change and quality of employee service delivery
- iii. HO3: Leadership change does not influence quality of employee service delivery in Nile University of Nigeria

Research and Methodology

Research design

The study specifically assesses the impact of change management on employee performance in Nile University of Nigeria, thus, a descriptive survey research design was considered appropriate, and data was generated through structured questionnaire which was administered to the study population comprising of academic and nonacademic staff of Nile University of Nigeria. Adebisi & Adebayo (2016) proposed that descriptive research involves collection of data, arrangement, grouping, describing and presentation of the statistics to confirm a phenomenon.

Population and Sample

Population is defined as a group of people that a program or researchers are interested to collect information or data from (Creswell, 2014). The population for this study was 1400 employees comprising of academic and non-academic staff of Nile University of Nigeria, as presented in table 1 below.

Table 1: Population of Non-academics and Academics Employee in Nile university

| Institution | Number of non-academics |
|-----------------------------------|--------------------------------|
| Nile University of Nigeria | Employees and Academics |
| Non- Academics | 800 |
| Academics | 600 |
| Total population | 1400 |

Source: University Bulletin of 2020.

Sample size for this study, a sample size of 311 was derived based on Taro Yamane 1967 statistical technique which was used for the administration of the structured questionnaire. Stratified sampling technique was adopted to determine the participants.

Model Specification

Model specification for this study is derived from the studies efforts of preceding members within the vicinity examined. To consider the impact of change management, the determinants of change management have been estimated by way of regressing the change management devices on OS and TC as well LC and EM.

The functional form of the model one can be specified as follows:

$$EM_t = f(OS, TC, LC)$$

The explicit form of the model can be expressed as:

$$EM_t = \beta_0 + \beta_1 OS_t + \beta_2 TC_t + \beta_3 LC + EM$$

Nevertheless, the equation above is exact or deterministic in nature. To allow for the inexact relationship among the variables as in the case of most economic variables, stochastic error term “ μ_t ” is added to the equation. Thus, we can express the econometric form of the model as:

$$EM_t = \beta_0 + \beta_1 OS_t + \beta_2 TC_t + \beta_3 LC + EM$$

Where:

EM=Employee performance which is the independent variables

OS = Organizational structure

TC = Technological change

LC = Leadership change

Data Analysis

Hypotheses testing:

H₀₁: Change in organizational structure has no significance on quality of employee service delivery in Nile University of Nigeria.

The result in Table 2 indicates a strong positive relationship between change in organizational structure and employee performance with correlation coefficient *r* of 0.812. The test further revealed that change in organizational structure accounted for 65.9% variations in employee performance which mean that organizational change had 65.9% contribution to employee performance. Thus, the contribution of change in employee performance was not by chance, hence the null hypothesis was rejected, and alternative hypothesis upheld. The implication of this was that change in organizational structure has significant effect on employee performance of Nile university staff. Furthermore, the regression analysis also indicates that change in organizational structure accounted for 4.468 of every change in employee performance.

Table 2: Model Summary

| <i>Model</i> | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> |
|--------------|----------|-----------------|--------------------------|
| 1 | 0.812 | 0.659 | 0.648 |

Predictor: (Constant)Change Management

Dependent Variable: Employee performance

Table 3: Coefficients

| Model | Under standardized coefficients | | Standardized coefficients | | |
|-----------------------------|--|-----------|----------------------------------|-------|-------|
| | Beta | Std error | Beta | T | Sig |
| 1. Change Management | | | | | |
| Employee performance | 163228.89 | 55662.819 | | 2.932 | 0.006 |
| | 4.468 | 0.560 | 0.812 | 7.981 | 0.000 |

Dependent variable: Employee performance

H02: There is no relationship between technological change and quality of employee service delivery in Nile University of Nigeria.

The findings as presented in table 4 indicates there is a positive relationship between technological change and employee performance with correlation coefficient r of 0.428. It was further revealed that technology change contributed to employee performance by 35% which implies a low contribution was observed. The performance of the employee in terms of technology change could be said to be minimal. The regression results also revealed that technology change accounted for 2.151 for every change in employee performance. The implication of this was that technology change has significant effect on employee performance.

Table 4: Model Summary

| Model | R | R Square | Adjusted R square |
|-------|-------|----------|-------------------|
| 2 | 0.428 | 0.354 | 0.223 |

Predictor: Technology change

Dependent variable: Employee performance

Table 5: Coefficients

| Model | Under standardized coefficients | | Standardized coefficients | | |
|---|---------------------------------|-----------|---------------------------|-------|-------|
| | Beta | Std error | Beta | t | Sig |
| 2.Technology change Employee performance | 6307.048 | 1637.028 | | 3.853 | 0.001 |
| | 2.151 | 0.406 | 0.678 | 5.292 | 0.000 |

H03: Leadership change does not influence the quality of employee service delivery in Nile University of Nigeria.

The result, as shown in table 7, indicates a positive relationship of 0.669 between leadership change and employee performance. The result further acknowledges that leadership change contributed to the employee performance by 44%. The result was further showed a significant test, that is, leadership change has a significant effect on the employee performance. It was observed that for every change in leadership, employee performance changes by 2.970.

Table 6: Model Summary

| Model | R | R Square | Adjusted R square |
|-------|-------|----------|-------------------|
| 3 | 0.699 | 0.448 | 0.431 |

Dependent variable: Employee performance

Table 7: Coefficients

| Model | Under standardized coefficients | | Standardized coefficients | | |
|---|---------------------------------|-----------|---------------------------|-------|-------|
| | Beta | Std error | Beta | t | Sig |
| 3.Leadership change Employee performance | 35052.206 | 11962.136 | | 2.930 | 0.006 |
| | 2.970 | 0.574 | 0.669 | 5.172 | 0.000 |

Dependent variable: Employee performance

Conclusions

This study assessed the impact of change management on employee performance in Nile University of Nigeria representing change management with Change in organizational structure, Technological change and leadership change and representing employee performance with quality of employee service delivery, it was discovered that a proper change management process will improve the quality of employee performance which will culminate into increase in organizational performance.

In the light of the study hypothesis testing, the following result was derived:

The study found a positive relationship between the areas of change (organizational structure, leadership, and technology) and the performance of workers at a level $\alpha = 0.05$ significance and correlation coefficient was 0.812, 0.428, 0.669, respectively.

These findings correspond with Hao, Kasper and Muehlbacher (2012) findings which reinforced the important infrastructure position of organizational structure on performance. Organizational structure ensures there are no incongruities of commands, smooth

information flow, enables an organization to have a common mission as they originate from a single point. A leader's mind-set, style, behavior, and the change process they exhibit originates from their orientation, their temperament and method of leadership which encourages employees to want to participate or choose to contribute, rather than force them to do so. It is clear from the findings that technological changes have driven the university to install the most recent systems of technology in teaching, registration, admissions, internet access, among others. This is because of the COVID-19 global pandemic that hit the world unexpectedly and brought about restriction in movements and a general lockdown at a point. Also, the fact that the world is rapidly fine-tuning the forms of technology available to ease workload and to also enhance competence in the workplace. The research findings are also in line with Kute and Upadhyay (2014) who found that technological changes affect employee performance like redundancy, employee turnover and level of motivation. It is also in agreement with the statement that technology has the power to change the nature of employees' working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on employees' job performance and satisfaction, a salient predictor of work behaviors.

Following the findings and conclusions, the study made the following recommendations.

- i. Change in organizational structure has a positive significant effect on employee performance because the line of reporting determines an employees' closeness to power and how fast he can get issues resolved which will culminate to improvement in the service delivery.
- ii. There is a positive relationship between Technology change and employee performance since it simplifies the work to be done and makes work more efficient, it also reduces effort, time, and working methods which speeds up delivery. Technology enhances quality service delivery to university students and the public
- iii. Leadership change has a positive influence on employee performance because a leader's mind-set, leadership style (Autocratic, Democratic, Laissez Faire), and behavior, and the change process they design because of their orientation, encourages employees to want to participate, to choose to contribute, rather than force them to do so.

This research assessed the impact of change management on employee performance in Nile University of Nigeria, Abuja- FCT; located in the North Central geopolitical zone of Nigeria, West Africa. The study focused on a private university. Other researchers should consider change management process or alternative variables in public tertiary institutions in Nigeria or elsewhere.

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