



Organizational Change and Employee Productivity of Deposit Money Banks in Anambra State

Okpalaibekwe, Uche N. Ph.D

**Department of Public Administration
Chukwuemeka Odumegwu Ojukwu University
Anambra State, Nigeria
okpalibekweuche@gmail.com**

ABSTRACT

Organizational change is the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment. The main objective of this study is to examine the effect of organizational change on employee productivity of deposit money banks in Anambra state while the specific objectives include to: determine the effect of organizational leadership on employee's commitment, ascertain the effect of technological change on quality of task/services performed, examine the effect of organizational culture on quality of customer relation service and ascertain the effect of organization structure on quality of output . Relevant conceptual, theoretical and empirical literatures were reviewed. The study was anchored on Discourse-based theory of organizational change and Three-step change theory. The study adopted descriptive survey research design. The study was carried out in Anambra State. Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable at 0.05 level of significance. The result of the hypotheses tested revealed that organizational leadership as significant effect on employee commitment of deposit money banks in Nigeria. Organizational leadership has a t-statistics of 11.655 and p-value of 0.000, which is less than 0.05 significant levels. Technological change has positive effect on quality of task/services performed. Technological change has a statistics of 2.755 and p-value of 0.001 which is less than 0.05 significant levels. Organizational culture has no positive effect on quality of customer relation services. Organizational culture has a t-statistics of 1.548 and p-value of 0.123 which is higher than 0.05 significant levels and organizational structure has positive effect on quality of output. Organizational structure has a t-statistics of 2.795 and r-value of 0.004 which is less than 0.05 significant levels. The study therefore concludes that organizational change on employee productivity have positive and significant effect deposit money banks in Anambra state. Amongst the recommends is that leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses' employees' employees to want to participate, to choose to contribute, rather than force them to do so. To ensure the success of the change program, it is appropriate to focus on organizational structure must be balance between these aspects to improve the productivity of employees and this in turn reflects the qualityof productivity. Reducing obstacles to implement the change that need to be addressed organizational structures and management systems can be created or realigned without hesitation. Strong organizational culture will help to build good relationships based on their values, norms, behaviours, and perceptions. Culture improves on how the individuals view their work and every organization that implements new technology should provide proper training to its employees to increase their productivity

Keywords: Organizational Change, Employee Productivity, Deposit Money Banks, Anambra State

INTRODUCTION

The intricacies of change in today's business environment can be overwhelming for organizations, regardless of their operating motive and resources. Organizational change looks both at the process in which a company or any organization changes its operational methods, technologies, organizational structure, culture, leadership/management, communication, as well as what effects these changes have on it. Organizational change refers to the actions in which a company or business alters a major component of its organization for a better result or outcome. Organizational change is inevitable in a progressive culture. Organizations survive, grow or decay depending on the changing behaviour of employees. Employees productivity is the metric that is calculated based on the amount of output on a project versus the amount of time consumed on it. This shows how efficient and effective the employees are for a task or project. Employee productivity can be measured in terms of employee engagement, commitment, quality of output, quality of customer relation services, accurate outcomes, quality of task/services performed, speed (Agu, 2017).

Change in an organization is inevitable, and this affects employee productivity positively and negatively when not properly managed. Today organization tries to achieve fast growth, continuum improvement, profitability, preparation for future, and top situation in their activities in global spectrum. (Salajegheh et al 2015). It is very obvious that in many organizations today, change introduction is greeted with aversion and resistance for the fear of job loss and new work-process challenges management. Organizations are faced with the problems of change adoption as intra-organizational bickering evolves amongst the work force causing dissatisfaction while most organizations don't take cognizance of the human element in creating the strategy needed to implement change (Burnes, 2014).

Employees are the most important asset of any bank and they are directly related to banking activities as well as very crucial in the development, productivity enhancement, and success of the banking institutions Burtonshaw-Gunn, & Salameh, 2011). Devising driven strategies that facilitate knowledge discovery and enhance the skill sets of employees is vital because the success of banking institutions and the realization of their objectives depend largely on human resources (Carter, & Gray, 2017). Improvements in the competence of employees influence employee productivity that manifests in service offering, responsiveness and customer satisfaction (Singh & Kaur, 2011).

Across Africa, performance of employees in the banking sector has been a major apprehension because of skills limitations in the areas of ICT innovation, and management, therefore, making most of African banks from countries like South Africa, Nigeria, Kenya, Uganda, Burundi and others as opposed to using management by foreigners due to human resource globalization (African development bank, 2015).

In Nigeria, the banking industry is undergoing changes in the areas of innovation and technology and its affecting employees of a productivity. The Nigerian banking industry is credited with successful reengineering efforts to meet the needs of customers in the 21st century banking environment (Chen, Hou & Fan, 2019). Among the processes reengineered in the banking sector include credit transfers, withdrawal and deposit operations, credit appraisal and interbank operations. It is important to state that the changes in bank process reengineering and the corresponding human skills, capabilities, competence have revolutionized the banking sector in Nigeria with radical improvements on customer services delivery, overall productivity, size of customer deposits loan asset quality costs and capital base. However, due to continues change that occurs in the banking institutions, employees of banks are more apprehensive and seems to effect their level of commitment, quality of task service performed and customer relationship.

Against the background, the study tends to evaluate the effect of organizational change on employee productivity of deposit money banks in Anambra state.

Statement of the Problem

Organizations produce change in the workplace more suddenly and frequently than ever before. Mergers and acquisition, new technology, restructuring, downsizing, outsourcing, are all factors that contribute to a growing climate of uncertainty in the work environment

However, most organizations don't take cognizance of the human element in creating the strategy needed to implement change, and this leads to constant failure in eth change programme. Resistance by employees and certain management level staff is another problem organization encounter in a bid to introduce change.

However, for change to produce its desired effect it must be accepted and embraced by the organizational employees. Most changes results in employee resistance in an organization thereby resulting in poor morale and productivity.

Therefore, the study seeks to evaluate organizational change and employee productivity of deposit money banks in Anambra state.

Review of Related Literature

Conceptual Review

Organizational Change

According to Burnes (2014), there is no one widely accepted, clear and practical approach to organizational change management that explains entirely what changes organizations need to make and how best to implement them with optimal organizational performance. Mowat, (2012) argues that a successful change project must involve the three steps of unfreezing the present level, moving to the new level and re-freezing this new level. Due to criticism leveled against planned approach to organizational change the emergent approach gained ground. Change is seen as driven from the bottom upwards (Burnes, 2014).

Contingency and Choice Change supports the proposition that the structure and the performance of an organization are independent on the situational variables that it faces. No two organizations are alike, and will not necessarily face the same variables. This approach, however, it is argued, lacks the mechanisms of relating structure to performance and assumes that organizations and managers do not have any significant influence and choice over situational variables and structure (Burnes, 2014).

Despite this criticism, Burnes (2016) suggests that an organization does not need to adapt to external environment, and advocates an approach of choice by suggesting that there is certainly evidence that organization swishing to maintain or promote a particular managerial style can choose to influence situational variables to achieve this. Kotter (2018) developed model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model here shown that the change process goes through a set of phases with each phase lasting ascertain amount of time and mistakes at any phase can impact the success of the change

Nowadays, organizational change is an ongoing process rather than a disruption to business equilibrium (Nicolaidis, and Katsaros, 2017). Nicolaidis and Katsaros (2017) change needs to be constant in organization asit consumes more complexity and occurs more rapidly in greater volume. Organizational changes provide a significant event around which shared meanings, beliefs and values that are constructed destructed, and modified

The nature of the organization will affect the conception of organizational change. Change means narrative describing a sequence of events of how development and change unfold (Kassim, Tahajuddin, and Shahzad 2019). According to Kassim Tahajuddin, and Shahzad (2019) organizational change refers to wide changes such as restructuring operation as in layoff, self-managed team, and change in technologies, major collaborations, and rightsizing. Laura (2017) says that the change is not only for products and services that they provide, it also includes making changes at the organizational level such as continual equipment update, retraining employees, mergers and acquisition.

Nicolaidis (2017) defined organizational change as the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment. Change is important to modern business organization because it helps to sustain with evolving market demands and to stay competitive (Ye, Marinova, and Singh, 2017). Implementing strategic change is a double-edged sword as it concurrently generates expected performance gain and unexpected performance loss (Ye Marinova, and Singh 2017).

Organizational change is often viewed as a necessary means to ensure that organizational strategies continue to be viable (Maya, 2019). On-going organizational changes are increasingly common in the workplace and embrace opportunities for growth and development as well as the potential for substantial costs and losses (Ye Marinova, and Singh 2017). According to Ye Marinova, and Singh (2017) change can be defined as trigger event which will stimulate an evaluation process of perceptions, opinions, emotions and attitudes.

Organization has to always change the way in doing business in order to sustain growth, competitive and survive from the pressure by external and internal environments (Liu, 2019). Implementing change in an organization forces to people alter how they relate to one another. Nelissen and Selm (2018) says that the main objectives of having the organizational change were to make sure there are improvement of customer-friendly services and to gain better cooperation between the departments. The objectives of the changes and the consequences that will be happen normally can be informed through newsletter, intranets and also team meetings. The change process in each organizations unique in each situation. It is depends on the different natures of the organizations, business, work culture and values, management and leadership style. Change may bring satisfaction, joy and advantages to some of the organization (Zabid and Sambasivan, 2013). According to Beard (2019), the impact of organization change will influence the task performance, the perception and the performance of worker. Mostly, employees form and react to the perception of jobs based on the characteristics of the task that they have to perform. Managing changes is one of the most critical challenges in organizations.

Employee Productivity

Employee productivity in the organization is very important to determine company's success and profitability. According to Chien (2014) found that a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Employee's productivity is also important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment (Aryee, Chen and Budhwar, 2014). Nowadays, most of the companies will facing contemporary challenges and require put more attention on enhancing employees' performance (Gruman and Saks, 2019). Therefore, company need to concern on recent trends in the organizational in order can create workers knowledge to facilitate in the desired advanced economies. Hence, to engage in effective performance, management needs to allow employees to have more authority to design their job and roles. Thus, at the end, employees will discover their job more fit between employees' skills, needs and values. Furthermore, organizational policies and daily practices need to interact well to builds prior standard in employees' performance (Gruman and Saks, 2019).

Some authors suggest that successful service firms such as banking will invest resources or maintaining the long-term relationships in the programs in order to increase job satisfaction and employees' performance (Karatepe, Uludag, Menevis, Hadzimehmedagic and Baddar, 2016). Besides, nowadays frontline employees also play a critical role in the organization change, because they are the people who interact more frequent with the customers. Moreover, self-efficiency, trait competitiveness and effort are used to predict frontline employee performance. Meanwhile, self-efficiency can influence the motivational and emotional reactions of the employees; therefore this will increase their confident and make them more joy in their job.

This rapid change will indirectly affect performance of the employees and give stressful feelings among the employees and managers from the condition of changing environment (Tavakolia, 2019). These problems can lead to various behavioral and health issues were resulted in the organizational change (Tavakolia, 2019). In the recent year, many company start to reduced or eliminated raises of the bonuses because need to make changes to cope with the economic downturn (Krattenmaker, 2019). Tavakolia (2019) states that employees 'performance will decrease due to the reason of downsizing, innovations, restructuring and mergers in the organization. In addition, changing of the location, time, quality and quantity of the task and responsibilities might radically affected work life of the employees (Tavakolia,

2019). Furthermore, Levay (2019) suggests that creation of organization change will challenge the interests and values of the existing employees and build up crisis on the opposition to change. Ramlall (2014) found that low motivation will lead to reduction of employee performance and other behaviours within organizations. Moreover, 86% of employers were experiencing difficulty to attract quality employees and 58% of the organizations are experiencing difficulty to retain high performance employees. Furthermore, organization change will decrease employees 'performance by low pay, nature of the work, long working hours and contribute to high turnover (Chiang and Jang, 2018). Other than that, organizational changes such as acquisition of the company will create variety of communication problems threatened not only employees' performance. Styhre (2019) shows that more recent form of the digital media or electronic systems such as computerized system and new machine system may require new forms of communication and well control in organization, in order to have a good adoption can good adoption of organizational change and link to increase employees 'performance. To overcome these problems, well communication about employees 'appraisal system should implement to provide employees better understanding about their performance. Besides, it is also a great opportunity to alert the gap between the actual and desired performance in the organizational goals. Hence, when the performance appraisals are done correctly, company may weigh the costs versus benefits of the employees 'performance. Thus, if measure correctly and consistently the benefits can be well worth the efforts (Krattenmaker, 2019).

Theoretical Framework

Various theories that address organizational change have been advanced by a number of authors as regards to employee's productivity in organizations. This current study has used; Discourse-based theory of organizational change and. Three-step change theory all of which are relevant to the study.

Discourse-Based Theory of Organizational Change

A number of studies have suggested that discourse theory and the analysis of organizational discourse offer considerable potential for understanding the nature and complexity of organizational change. However, while these studies demonstrate some of the potential contributions that a discourse based theory of organizational change might make, they also exhibit two inter-related problems First independently or in combination, none of the studies attempts to provide a comprehensive corintegrated discourse theory of change. The discursive change model, if one exists, is implicit, but not fully articulated. Second, by virtue of the model being underspecified, the value of the observations and results of studies of organizational discourse and change are potentially open to question or even undermined (Ford & Ford, 2018).

In reference to level of change related to discourses, it operates at several different levels. It is possible to identify five that merit attention in relation to organizational change –the intra-psychic, the Micro, the Meso, the Macro and the Meta. At the intra-psychic level a discourse might manifest itself in the form of internalized stories and interjected beliefs that an individual tells them self. It can also refer to cognitive frames and schemas (Ford & Ford, 2008). Analyses of discourses at the micro level focus on the detail of language in use by individuals. Beyond the individual focus of the micro-level, it is possible to consider discourse at theme so-level to explore the interpersonal. At this level discursive interactions will impact on the actions and behavior of individuals within a localized context, e.g. a department or among a specific group of actors who socially interact on a regular basis (Mumby, 2004).

Macro level discourses can be viewed as an aggregation and accumulation of an amalgam of me so-level discursive interactions in organizations. Here, interactions such as conversations and texts coalesce to form the dominant thinking, institutional practices and collective social perspectives within an organization. Meta level discourses have been described as discourses that are recognized and espoused at the broader societal level and across institutional domains. As such they might address "more or less standard ways of referring to/constituting certain type of phenomenon" (Alvesson & Kärreman, 2000). The texts within any level of discourse are linked to, and informed by discourses and the texts that operate from other levels. This inter-textually means that it is important to identify and analyze specific, micro-

level discourses pertaining to change, within say a conversation and to then place them in the context of other meso, macro or even meta discourses (Boje, 2001).

Three Step Change Theory:

Kurt Lewin (1951), introduced the three step change model. He views behaviour as dynamic balance of forces working in opposing directions. Driving forces facilitates change by pushing employees to the desired direction, while restraining forces hinder change by pushing employees to opposite direction.

According to Lewin (1951) the first step in the process of changing behaviours the unfreeze, the existing situation. This stage of change is built on the theory that human behaviour is established by past observational learning and cultural influences. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. This means that employees should be explained to why the existing ways needs to be changed and how the change can bring about profit. This step also involves an organization looking into its core and re-examining it.

The second step where the real transition takes place is the change level. At this stage, good leadership and reassurance is important because these aspect not only lead to steer forward in the right direction but also makes the process easier for staff and or individuals who are involved in the process. Communication and time thus are the keys for this stage to take place successfully.

Empirical Review

Ochuko, (2020) investigated organizational theory and its impact on employees performance a study of union bank Nigeria Plc. In conducting this study, a total of 100 staffs of Union Bank were randomly selected from a staff population of 134. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using multinomial regression analytical model. The findings revealed that adopted measures of organizational changes were found to be statistically significant towards enhancing employees' performance of Nigeria bank, while technological and leadership changes are tools for measuring the effectiveness of organizational changes. It was concluded that organizational changes integrate the internal strength of the organization to prepare the organization for any unexpected threat that may occur in the Nigeria banking industry. The study therefore recommended that government should provide conducive environment for banks to enable them cope with any unexpected threat that may occur within the environment.

Ahmed, Rehman, Asad, Hussain and Bila (2019) examined the impact of organizational change on the employee's performance in banking sector of Pakistan. In this study adopt Primary and secondary data collection techniques were used for obtaining data. Questionnaires were used for primary data collection. Leadership Communication, Procedural justice, Employee development, Tolerance to change are the variables considered for this study. The sample size for this research is (252) hence descriptive statistics and correlation analysis techniques were used for the analysis of data in SPSS software. The results show that organizational change has a positive significant impact on employee performance in banking sector of Pakistan. The study suggests that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance.

Omar, Mohammed, Al-Shegran, and Nura (2018) examined the impact of change management on the performance of employees. The researcher has designed a questionnaire for the purpose of collecting the raw data, and used the random sample in data collection, 220 questionnaire were distributed on the members of the sample and 200 questionnaire were retrieved and 20 excluded because of invalidity, the number of questionnaires acceptable for analyses are 200 which % 95 of the study sample, SPSS were used to analyze data. The study reached arrange of outcomes including: Change in the organizational structure is not flexible, and therefore this organizational structure is not appropriate for the business requirements within the University Library leading to overlapping powers and responsibilities. There is a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers at a level 0.05 with 0.589, 0.648, 0.711 correlation coefficient respectively. The study found a range of recommendations including: to ensure the success of the change program it is

appropriate to focus on organizational structure and human relations and technology and there must be a balance between these aspect to improve the performance of employees and this intern reflects the quality of productivity.

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Gonaseelan (2018) examined the impact of the implementation of change management processes on staff turnover. The study was descriptive, cross sectional and quantitative, involving the application of a questionnaire via e-mail and personal interviews, with a sample of staff from the core planning section in the Network Infrastructure Provisioning division, where a high staff turnover rate existed. The questionnaire focused on assessing the impact of the implementation of change management processes on staff turnover at Telkom SA and was developed from the literature review. Data was analyzed using the Statistical Package for the Social Sciences (SPSS), Version 15 for both descriptive and inferential statistics. The findings show that a significant percentage of respondents were dissatisfied with the way management had handled issues related to change implementation, communication, turnover, morale and retention. With this in mind, recommendations on ways to reduce the impact of the key issues on the organization were made. These included the recommendation of lean methodology in order to deal with the first three key issues, namely, implementation, communication, and turnover.

Chigozie (2019) examined management of change through the application of appropriate strategies. The study use survey research, questionnaire was administered to the respondents that enable the researcher to draw data for valid conclusion. Percentage table and chi-square statistical analysis were used in presentation and test of hypotheses. Therefore, at the end the main conclusion on drawn are that the organization studied have experienced change over the years, and the challenges and problems the organization faced in management of change through appropriate strategies are numerous that is, environmental workforce commitment, leadership style, gap identification and solution. Though the suggestions or recommendations includes to build up potential change agents who can effortlessly or painstaking show agility and resistance to adapt the change. And there should be need to develop employee's talent, competencies and skills in consonance to the trend of dynamic nature of the organization (environment) in order to survive.

Kangasniemi and Robinson (2018) examined the impact of organizational change on productivity. The study, we explore in greater detail these relationships, specifically the impact that organizational change has on productivity, using EUKLEMS augmented with additional data on training and other workplace practices and structures from the Labour Force Survey and the Community Innovation Survey for the UK. Our findings show very little evidence of our chosen measures of organizational change affecting productivity at the industry level, with the exception of advanced workplace practices. We find also weak evidence that in higher skilled industries, organizational change is more positively associated with production.

Nwinyokpugi (2018) investigated organizational change management and employees' productivity in the Nigeria banking sector a randomized population sample of 152 respondents which comprise employees and management staff of these banks were drawn using Taro Yamene sampling formula. The findings

derived from the results presented in the analysis of the data indicates that all tested dimensions of organizational change management (change communication, change identification, employees’ engagement, change implementation and incentives) are significantly associated with the measures of employees’ productivity. It is specifically recommended that change communication should be systematic, change implementation should be initiated from the top management and down to the employees in a clear and consistent manner, and incentives should be based on organizational contractual policies. Necessary recommendation was also made on getting the employees who will drive the change process to be engaged in the implementation processes in order to achieve employees’ productivity.

METHODOLOGY

Research Design

The survey method was adopted on this research work. Area of study is the ‘relevant area’ directly related to your research. This is there where it is essential for you to cover, through studying which involves you doing copious reading, thinking, investigating, consulting with adviser, note-making and writing in your research journey. The research work will carried out in selected Deposit Money Banks in Anambra State. The population of study is made up of all the fifteen commercial banks in Anambra State of Nigeria. The banks include all the branches of the commercial banks selected with the three senatorial districts in Anambra State (Anambra north, Anambra central, and Anambra South). The breakdown of the population is presented in the table below.

	Name of Banks in Anambra central	Population
1	First Bank Nigeria Plc, Awka	171
2	Sterling Bank	130
3	Heritage Bank plc	110
4	Union Bank of Nigeria Plc, Enugu	186
5	Guaranty Trust Bank	140
	Name of Banks in Anambra North	
1	keystone bank	124
2	Zenith Bank Plc	153
3	Unity Bank plc	96
4	Wema Bank	84
5	Fidelity Bank Plc,	127
	Name of Banks in Anambra South	
1	Access Bank	135
2	Stanbic IBTC Bank	150
3	Eco Bank Plc, Owerri	110
4	First City Monument Bank	122
5	Polaris Bank	138
15	Total	1967

Source: Author’s Compilation 2021

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Leadership	4.0820	.50413	300
Organizational structure	4.0730	.55354	300
Organizational culture	3.7450	.56495	300
Technological changes	3.4710	.61600	300
Employee Productivity	3.5350	.61862	300

Source: SPSS Vision 21.0

Based on the Table 3 above, the average and standard deviation for each of the predictor variables are as follows: Organizational Leadership ($\mu=4.0820$, $sd=0.50413$), Organizational structure ($\mu=4.0730$, $sd=0.55354$), Organizational culture ($\mu=3.75$, $sd=0.56$), Tolerance to change ($\mu=3.47$, $sd=0.61$). Besides, the criterion variable (employee's Productivity) demonstrates a mean of 3.54 and a standard deviation of 0.62.

Test of Hypotheses

Multiple regression analysis was employed to test the hypotheses formulated for the study. The multiple regression result is presented in the table below.

Table 3 Summary of the Regression Result

Variable	T-Statistics	Probability
Organizational leadership	11.655	0.000
Organizational structure	2.755	0.001
Organizational culture	1.548	0.123
Technological change	2.755	0.001
<hr/>		
R-squared	0.733	
Adjusted R-squared	0.726	
F-Statistics	107.563	
Prob. (F-Statistics)	0.000	
Durbin Watson	1.677	

Source: Author's Computation Using SPSS Version 21.0

The regression result has coefficient of determination (R^2) of 0.733. This implies that 73.3% of the variations in employee productivity are being accounted for or explained by the variations in the explanatory variables. This shows that the explanatory powers of the independent variable are very high and strong. The adjusted R^2 supports the claim of the R^2 with a value of 0.726 indicating that 72.6% of the total variation in the dependent variable (employee productivity) is explained by the independent variables (the repressors). Thus, this supports the statement that the explanatory power of the variables is high and strong.

The F-statistic is instrumental in verifying the overall significance of an estimated model. The f-statistics of 107.563 and f-probability of 0.000 shows that that the model has goodness of fit and is statistically different from zero. In other words, there is significant effect between the dependent and independent variables in the model. This shows that the independent variables (Organizational leadership, organizational structure, organizational culture, technological changes) have a joint significant effect on the dependent variable (employee productivity).

From the regression result in table 4.8, it is observed that DW statistic is 1.677 which is approximately 2. Therefore, the variables in the model are not auto correlated and that the model is reliable for predictions.

Hypothesis One

Ho₁: Organizational leadership has no significant effect on employee commitment

Hi: Organizational leadership has significant effect on employee commitment

Based on t-statistics of 11.655 and p-value of 0.000, organizational leadership was found to have a significant effect on employee's commitment. This result therefore suggests that we reject the null hypothesis and accept the alternate hypothesis which states that Organizational leadership has significant effect on employee commitment. This implies that Organizational leadership has significant effect on employee commitment deposit money banks in Nigeria

Hypothesis Two

Ho₂: Technological change has no positive effect on quality of task/services performed.

Hi: Technological change has positive effect on quality of task/services performed

Based on the t-statistics of 2.755 and p-value of 0.001, technological change was found to have significant effect on quality of task/services. Therefore, we reject the null hypothesis and accept the alternate hypothesis. This shows that technological change has positive effect on quality of task/services performed.

Hypothesis Three

Ho₃: Organizational culture has no positive effect on quality of customer relation services.

Hi: Organizational culture has no positive effect on quality of customer relation services.

Based on the corresponding-statistics of 1.548 and p-value of 0.123, organizational culture was found to have an insignificant effect on quality of customer relation services. Based on this, we accept the null hypothesis and reject alternative hypothesis. This implies that Organizational culture has no positive effect on quality of customer relation services.

Hypothesis Four

Ho₄: Organization structure has no positive effect on quality of output

Hi: Organization structure has positive effect on quality of output

Based on the t-statistics of 2.795 and p-value of 0.006, Organization structure has positive effect on quality of output. Therefore, we reject the null hypothesis and accept the alternate hypothesis. This implies that Organization structure has positive effect on quality of output

CONCLUSION

Organizational Change affects employee productivity of deposit money banks in Anambra State in various dimensions. This study sought to investigate the effect of organizational Change on employee productivity of selected deposit money banks in Anambra state. Organizational Change was measured in terms organizational leadership, organizational structure and technological which change had both positive effect on employee productivity of deposit money banks in Anambra State. Organizational culture has negative effect on employee productivity of deposit money banks in Anambra State.

Organizational change is a significant event in the life of private and public sector organizations of the twenty first century.

Leadership in an organization provides direction. A leader influences others to follow. The attitude and behaviors of the leaders substantially influence the performance of their subordinates..

Organizational culture improves on productivity of the employees. Organizational culture is how the organization carries itself on its operations. A strong organization will focus on the environment it creates for its workers. Technology enhances quality service delivery to university customers Computers are being embedded in to most operating systems to also improve on the quality of services as compared with the previous systems. Technology has resulted in increased efficiency in work as it is with most organization; computers are used by the employees and customers among others. Generally it is used for communication purposes like sending mails to ease movement and online services. The changes in technology have influenced the changes in structure. To ease workload computers are the most available and affordable technology used. The study concludes that organization change has significant effect on employee productivity of deposit money banks in Nigeria

RECOMMENDATIONS

we therefore, recommends that leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalyses' employees to want to participate, to choose to contribute, rather than force them to do so. To ensure the success of the change program, it is appropriate to focus on organizational structure must be balance between these aspects to improve the productivity of employees and this in turn reflects the quality of productivity. Reducing obstacles to implement the change that need to be addressed organizational structures and management systems can be created or realigned without hesitation. Strong organizational culture will help to build good relationships based on their values, norms, behaviours, and perceptions. Culture improves on how the

individuals view their work and every organizations that implement new technology should provide proper training to its employees to increase their productivity

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