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ORGANIZATIONAL CHANGES ON STAFF PRODUCTIVITY AND BUSINESS ORGANIZATIONS PERFORMANCE IN NEWI METROPOLIS

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Abstract: The study made an assessment of organizational change on staff productivity in business organizations. In order to carry out this study, specified research objectives were drawn from which research questions were formulated and used for the study. The research design for this study is descriptive survey design. The population of the study consisted of all the staff of First Bank of Nigeria employees working in Nnewi local government area. Conveniences sampling technique was used to select 50 respondents out of the population. The instrument used for data collection was questionnaire. The instrument was validated by research experts in test and evaluation. Data from completed questionnaires was subjected to simple percentage analysis. The finding showed and concludes that there is significant relationship between organizational change on staff productivity in business organizations. The study recommended that Management should consider new business opportunities and increase business efficiency before embarking on organization changers. Staff should be train and retrained on the new area of business that they want to change to. Efficient management and employee satisfaction should be taken into consideration and job guarantee and ability to change to the new area should be ensured.

Keywords: Organization; Change; Staff; Productivity; Business

INTRODUCTION

Organizational change management consists of those processes required to facilitate the embracing and acceptance of change by stakeholders in the organization on operating environment. The process required the application of principles, skills and techniques for managing people in the process of change management so as to achieve the expected change result of a project or initiative. The change management process is vital for the successful implementation of change on the organization. The change management process consist of establishing a vision, this involved defining the change purpose. It is expected that the leadership outline the vision of expected outcome as a result of the change.

This vision should be shared at all levels of the organization so as to get everyone committed to the vision. However, the leadership of the organization should be engaged in the process of inducing the commitment of all members of the organization. Leadership of organization is expected to communicate to the staff chance represents a positive development for the organization, which will lend legitimacy to any initiative.

Consequently, the component of the change management plan consists of visions and goals, stakeholders, resources, time-specific milestones, communications tools and strategies.

Booz, A. (2009) said government change efforts found 75% of success change leaders utilize a collaborative approach for developing and implementing change, compared with 33% of unsuccessful change leaders. This will enhance openness and understanding of the vision, goals and objectives and as well induce feedback which create infrastructure to support adoption. This will require changing norms, culture, values an behaviours.

Leadership and all members of staff must collaborate to create an environment to actualize the change outcome. This process will require training and providing the tools necessary to promote long-run adoption.

Staff productivity means goods and services produced in a specified period of time in relation to the resources utilized to satisfy staff in an organization, it is however contended by Cohen, et al (2009) to be more than a narrow economic measure, as it also measures how well the group performs its required tasks to satisfy its staff inside and outside the organization.

In effects, staff productivity suggests effectiveness and efficiency of the staff. Most organization achieve remarkable success in their operations not only because they operate is good environment of such organizations provide them with the incentives that make their work worth enjoying they appreciate the fact that no organization performs efficiently and effectives and effectively if the human element are not adequately motivated. The provision of those things (welfare package) that ginger staff to work in an organization have helped organizations to create the enabling environment for better performance among the workforce. Koontz (2010) said managing involving the creation and maintenance of an environment for the performance of staff working together in groups towards the accomplishment of a common objective; it is obvious that the manager cannot do it is job without knowing what motivate people, this is however that the necessity of building motivating factors into organizational roles, the staffing of those roles, and the entire process of directing and leading people must be built knowledge of motivation so it is through adequate motivation of staff which that organizations will enjoy increased productivity.

The business environment induced changes in the workplace more suddenly and frequently than ever before. This includes mergers, acquisitions, new technology, restructuring downsizing and economic meltdown and all factors that contribute to a growing climate of uncertainty.

Organizational ability to adapt to changing work conditions is key for individual and organizational survival. Change will be ever present and learning to manage and lead the changes includes not only understanding human factors but also skills manage and lead the change effectively. However, for change to produce its desired effect, it must be accepted and embraced by the organizational employees. But this is not often the case, most change result it employee resistance for change in the organization, thereby resulting in poor morale and low productivity.

Objectives of the Study

To examine the positive effect of organizational change on staff productivity;
To examine the negative effect of organizational change on staff productivity;
To identify factors responsible for organization change;
To examine the changes of improving staff productivity through organizational change;
To evolve measures of reducing the challenges of improving staff productivity through organizational change;

RESEARCH QUESTIONS

What are the positive effects of organizational change on staff productivity?
What are the negative effects of organizational changes on staff productivity?
What factors are responsible for organizational change?
What are the challenges of improving staff productivity through organizational change?
What are the measures of reducing the challenges of improving staff productivity through organizational change?

Concept of Organizational Change

Organizational change refers to both the process in which the company or any organization changes its structure, operational methods, strategies, technologies an the effects of these changes on the organization. Organizational change usually happens in response to or as a result of internal or external pressures. Steve. (2012) said it is all about review in and modifying structures specially management structures and business processes.

Kotter, (2011) said that organizational change has been characterized as a temporal phenomenon, or set of events whose result is described as the construction of a new concept from an existing concept. According to Giddens (2013), it is in a perspective of space and time that social structure is reproduced in this sense, the understanding of the dynamic of socially at its different levels of analysis is only possible through a space time.

Andrea (2009) said organization change is a facts of life, it involves changes of organizations mission, vision and/or processes with impact at both individual and organizational level.

Factor Responsible for Organizational Change

The following are the factors responsible for organization change

- **Mergers:** This is the combination of coming together of two or more previously independent firms to form one firm. Mergers may arise from the desire to diversity or to buy out a competitor (Kelvin, 2012) it is the unification of two or more organizations to form a new one. The old firms will lose their identity in the new organization while the new firm can take a new name or adopt a combination of names of the old firms.
- **Acquisitions:** This is one company taken over by the other. It is the major aspects of corporate finance world. This is generally given that two separate companies together create more value compared to being on an individual stand. With the objective of wealth maximization companies keep evaluating different opportunities through the route of acquisition.
- **New technology:** it plays a role in changing the business environment. It technology is implemented; it can make a great different in the business. Therefore, it increases the sales in the business organization. New technology is an organizational change for staff productivity. It attracts skill which are not readily available locally. This is the transfer of technical environment which are adopted by the staff in an organization. To acquire such technology, to this and, the choice of appropriate technology for organizational change based on financial resources to acquire such technology. New technology are bound to improve quality and productivity. The acquisition of new technology be possible if the organization is financially buoyant.
- **Restructuring:** This is a process of organizing company business, or system in a new way to make it operate more effectively, the government restructured the organization before selling or to private owners.
- **Economic meltdown:** This is a situation in which the economy of a country experiences a sudden down turn brought on by financial crises. An economy facing an economic crisis will most likely experience a failing GDP, a drying up of liquidity and rising/ falling prices due to inflation/ deflation, Ikechukwu (2008).
- **Downsizing:** In business enterprises, downsizing is reducing the numbers of employees on the operating payroll. Some users distinguish downsizing from a layoff, with downsizing intended to be a permanent downscaling and a layoff intended to be a temporary downscaling in which employees may later be reduced. Therefore, an attempt to push their workers to enhance productivity which seeks to engender a bilateral approaches to performance management. Organizations and individuals have always been concerned with the level performance management. Organizations and individuals have always been concerned with the level of performance of their employees. This is because performance is the basis for determining the extent of attainment of organization goals or even a return on one’s investment. Performance management is the strategies and integrated approach to delivering sustained success to organizations by improving the performance of the people/who work in then and by developing the capacities of teams and individual contribution, Armstrong (2010).

Challenges of Organizational Change in business organization

The following are the challenges of organizational change

- **Poor management:** It is important to employ the right management personalities and skill for what the particulars business needs in an organization.
- **Employee dissatisfaction:** This is caused die to job satisfaction which is the general attitude of employees towards their jobs. Dissatisfaction exists when the attitude is negative, Nwakwo (2013). This organizational change on staff productivity resulting in service organization sees that every employee want to see a change for the better in the work because organization with good conductive place bring along with it not changes alone but money, a work of recognition of the individuals productive. Consequently, in order to justify this recognition, the employees promote endeavours to increase his productivity. Organizational change puts new place in the environment and in consequence, strives harder to be effective in his new job satisfaction. Finally, the organization, the employee is to increased his productivity because everything being equally which a well employee is capable of producing more than the untrained employee.
- **Outdated performance management system:** The traditional methods that most companies use includes a long (yearly) review period to do on one between managers and their employees. This use to work for the longest time; however, nowadays millennial are entering the workforce which cause a big shift in the culture-growing up in the digital era. They are entitled for constant feedback. In additional, with this traditional method, there is a big chance that the feedback could be inaccurate because it does not offer timely information on how the employees can learn and be more effective, Haselem, (2007).

Impact of Organizational Change in Staff Productivity

These are the impacts of organizational change on staff productivity.

- **Delay in adjustment to change:** No matter how well planned the project schedule may be, there is always the possibility for delays can occur for any number of reasons, some good, some bas, and some might even be in disguise. The question is not whether delays will occur but how they are handled once they do all projects regardless of size, scope or complexity is burdened by factors of effort and uncertainty, Adeola (2009).
- **Resistance to change:** This is the action taken by individuals and groups when they perceive that a change that is occurring as a threat. In its usual descriptive, it refers to change within organizations, although it also equivalent to objects in terms of sales, Kunle (2013).
- **Fear of job insecurity:** According to Erlinghagen (2011) self –perceived job insecurity: according to Erlinghagen (2011) self-perceived job insecurity can in principle give rise to a number of negative consequences in various areas of social life which not only has negative consequences for individuals themselves and their families but can also give rise ultimately to high costs for society as a whole.

Similarly, Benito (2010) pointed out that an excessively high level of employment uncertainty can also lead to a slump in consumer spending, with its well-known negative consequences for economic development which can be inform of low national output, loss of jobs, chronic poverty and all sorts of social unrest.

Economically, Pfetter (2010) insisted that job insecurity can have effects on larger societal level in that its associated negative health consequences on the individual employees may have to be compensated for by the welfare and health care systems thereby increasing the national budget and expenditure.

Similarly, Matteson & Ivancevin (2013) and Benito (2014) have related job insecurity with increase health care costs for the government, and reduced household consumption respectively, in order words, it will be reasonable to concur that when workers have the perception that their jon is being characterized insecurity, there is high tendency for them to also feel financially in-secured which might consequently translated into a reduction in their rate of public spending.

- **Structural change:** Nelson & quick opine said that departments in organizations can be categorized into various units such as manufacturing sales, marketing, advertising and so on. They added that departments are connected to shape the organizational structure. Nelson & Quick posit that the organization's structure is meaningless unless supported by appropriate systems and a well-conceived culture. Martinelli argued that the type of organizational structure adopted by a firm will depend on the nature of the particular organization in question.

Prospects of Organizational Change on Staff

a) **Productivity:** management is the process of setting organizational goals, deciding what actions and resources must contribute to meeting goals and then co-coordinating, guiding and encouraging the cooperative work of other people to meet the goals. Good pay enhanced working conditions growth and survival, good management, full of innovation and creativity. Efficient management of the organizational changes on staff productivity is therefore essential to the attainment of human organizational objectives. Indeed, it is the staff that runs the affairs of any organization. Organization's effectiveness involves the capacity of the organization to adopt and maintain conditions, it depends to a very large extend on how effectively its workforce can be managed and utilized. This is based on the fact that organizational changes are the greatest things in the environment.

b) **Satisfying the employees:** This is as a result of payment of salaries, provision of conducive working condition, upliftment and survival, maximum work effort and productivity lead to satisfy the needs of the employees in an organization. However, members of the organization provide with job opportunities in the business operating in their areas Cole, (2012).

c) **Developmental Programmes:** Organizations also provide funds to carryout developmental programmes for staff productivity in the rural areas or where they are developing. However, this programmes is as a result of the planned between the employee and employer in the organization (Stoner, 2014).

d) **Promotion of staff:** When a worker's salary is increased, it is often loosely referred to as promotion although strictly speaking that person should be doing some other job before it is really a promotion. Promotion includes a change of status, and usually means appointment to higher grade post with greater responsibilities. It is an important aspect of personnel job because it is in promotion that a worker gets satisfaction, and it is an important aspect of personnel. And it is satisfying this desire to advance and develop that morale is kept at a higher level. Condemn a whole body of staff to routine clerical work without a chance of promotion and there develops frustration with its attendant evils promotion of staff is part of the recruitment programme of an organization and many large concerns have a policy of filling all senior jobs by promotion from within, while others believe define the term "seniority". However, the choice may be between promotion by seniority to presence morale and promotion by ability to obtain the utmost efficiency in organizational changes, Griffin (2010).

e) **Adequate funding:** Adequate finds should be made available for organizational changes to enable them provide basic facilities needed by staff productivity. This will help improve the staff performance in recreational exercise. Apart from effective fund mobilization, there must be dynamic management team who must be endowed with the foresight and the ability of showing in practical terms that the money is judiciously used to attract and encourage the employees to do more. In this direction, the source of funding, bands and other financial institutions should help for better development strategies on organizational changes for staff productivity, Oladuni (2010).

f) **Motivation and recognition status and power:** Some employees will want to work harder and be more productive not because of financial reward. They put up such behaviour because they have a need for recognition among their peers which made them to strive for status and recognition. After the satisfaction of the psychological needs, the needs to achieve the organizational change for staff productivity as a result of acceptance, it is not surprising that people whose parents have amassed wealth for them and gain individual recognitions, status and power, (Nwachukwu, 2012).

RESEARCH METHOD

The study adopted a descriptive research design. The study was conducted in Nnewi local government area. The population of the study consists of First Bank of Nigeria, Ikot Ekpene branch. The sampling technique was use to select fifty (50) which constituted the sample size for the study. The main instrument of the study was a questionnaire titled. Face and content validation of the instrument was carried out to ensure that the instrument has the accuracy, appropriateness, completeness and the language of the study under consideration. Cronbach Alpha technique was used to determine the level of reliability of the instrument. The reliability coefficient obtained was 0.84 and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate statistical techniques simple percentage analysis and simple regression. The test for significance was done at 0.05 alpha levels

Research Question One (1)

What are the positive effects of organizational change on staff productivity?

Table 1: Responses to Research Question One

Variables	No. Of Respondents	Percentage (%)
New business opportunities	4	8
Encouraging new business innovation	5	10
Increase business efficiency	7	14
All of the above	34	68
Total	50	100%

Source: Field Survey, 2025

From the data analysis in table 4.1.1 above, 1 respondent representing 8% accepted that the positive effects of organizational change on staff productivity is new business opportunities. 5 respondents representing 10% choose encouraging new business innovation variable. 7 respondents representing 14% ticked increase business efficiency variables while 34 respondents representing 68% accepted all of the above variables.

Based on the above analysis, it could be concluded that the positive effects of organizational changes are new business opportunities, encouraging new business innovation and increase business efficiency.

Research Question two (2)

What are the negative effects of organizational change on staff productivity?

Table 2: Responses to Research Question two

Variables	No. Of Respondents	Percentage (%)
Loyalty and increase turnover loss	9	18
Impact on mental stress	7	14
Change cause by restructuring	6	12
All of the above	28	56
total	50	100%

Source: Field Survey, 2025

From the data analysis in table 2 above, 9 respondents representing 18% accepted that the negative effects of organizational change on staff productivity is loyalty and increase turnover loss. 7 respondents representing 14% accepted impact on mental stress variable. 6 respondents representing 12% choose change cause by restructuring variable while 28 respondents representing 56% accepted all of the above variables.

Based on the above analysis, it could be concluded that the negative effect of organizational change on staff productivity are loyalty and increase turnover loss, impact on mental stress and change cause by restructuring.

Research Question three (3)

What factors are responsible for organizational change?

Table 3: Responses to Research Question three

Variables	No. Of Respondents	Percentage (%)
Merger	4	8
Acquisitions	10	20
New technology	12	24
All of the above	24	48
Total	50	100%

Source: Field Survey, 2025

From table 3 above, 4 respondents representing 8% of the total respondents accepted that the factors responsible for organizational change are merger. 10 respondents representing 20% accepted acquisitions variables, 12 respondents representing 24% choose new technology variable while 24 respondents representing 48% supported all of the above variables.

Based on the above analysis, it could be concluded that the factors responsible for organizational change are merger, acquisition and new technology.

Research Question four (4)

What are the challenges of improving staff productivity through organizational change?

Table 4: Responses to Research Question four

Variables	No. Of Respondents	Percentage (%)
Poor management	8	16
Employee dissatisfaction	10	20
Outdated performance management	5	10
All of the above	27	54
Total	50	100%

Source: Field Survey, 2025

From table 4 above, 8 respondents representing 16% agreed that the challenges of improving staff productivity through organizational change are poor management. 10 respondents representing 20% accepted employee dissatisfaction variable, 5 respondents representing 10% tock outdated performance management variable while 27 respondents representing 54% choose all of the above variable. Based on the above analysis, it could be concluded that the challenges of improving staff productivity through organizational change are poor management, employee dissatisfaction and outdated performance management.

Research Question five (5)
What are the measures of reducing the challenges of improving staff productivity through organizational change?

Table 5: Responses to Research Question 5

Variables	No. Of Respondents	Percentage (%)
Satisfying the employee	9	18
Promotion of staff	7	14
Adequate funding	6	12
All of the above	28	56
Total	50	100%

Source: Field Survey, 2025

From the data analysis in table 5 above, 9 respondents representing 18% accepted that the measures of reducing the challenges of improving staff productivity through organizational change is satisfying the employee, 7 respondents representing 14% choose promotion of staff variable, 6 respondents representing 12% agreed adequate funding variable while 28 respondents representing 56% supported all of the above variable.
Based on the above analysis, it could be concluded that the measures of reducing the challenges of improving staff productivity through organizational change are satisfying the employee, promotion of staff and adequate funding.

CONCLUSION

- Based on the findings and recommendation stated in the research, it is concluded that organizational change impacted both positive and negative impact on staff productivity in any organization be it private or government.
- Merger, acquisition and new technology are factors responsible for organizational change.
- Poor management, employee dissatisfaction and outdated performance management are the challenges of improving staff productivity through organizational change
- Satisfying the employee, promotion of staff and adequate funding are measures of reducing the challenges of improving staff productivity through organizational change.

RECOMMENDATIONS

- With regards to the findings of the study, the following recommendations are made:
- Management should consider new business opportunities and increase business efficiency before embarking on organization changers.
- Staff should be train and retrained on the new area of business that they want to change to.
- Efficient management and employee satisfaction should be taken into consideration
- Job guarantee and ability to change to the new area should be ensured.
- Staff should be promoted as at when due
- Development programmes, adequate funding and motivation of staff should be ensure
- Management should employ competent staff on the new area of business
- Modern and new technologies should be acquired for production, while incompetent staff should be retrench.
- Location and sitting should be close to area of raw material and demand

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